

Assessing the Benefits of Auckland City Council's International Partnerships

Prepared for

Auckland City Council

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Executive Summary

The international relations team from Auckland City Council is responsible for managing Auckland's eight international partnerships and related programmes. The main functions and roles of the international relations team are:

- managing international partnerships and their associated programmes and activities, including inbound and outbound delegations
- organising study visits on a wide variety of topics for international delegations
- supporting the mayoral office with visiting dignitaries
- investigating new opportunities to enhance Auckland's international profile through a variety of projects, events and activities.

Auckland City Council currently has international partnerships with eight cities: Brisbane, Busan, Fukuoka, Guangzhou, Hamburg, Los Angeles, Shinagawa and Tomioka. We have analysed the impact of these partnerships and other programmes run by the international relations team for the 5 year period ending March 2007. We estimate that, in aggregate, the international relations team facilitates an additional **\$55 million** of GDP to the Auckland city economy each year through its various initiatives and programmes¹. Further social and cultural benefits exist because of the partnerships, however as these are not quantifiable, they are not included in the above figure.

The international relations team base international partnership programmes on six key themes:

1. Best practice: improving our capability

"Auckland is a dynamic, international city. Being able to exchange new ideas and successful experiences with our international partners is of significant benefit to Auckland. Brisbane and Hamburg share commonalities in waterfront development projects, ongoing urban design challenges and growing populations. Busan, Guangzhou and Fukuoka are important partners for developing economic and cultural links with Asia."

John Duthie, General Manager City Development, Auckland City Council

2. Business development: supporting initiatives and opening doors

"International partnerships are helping Auckland develop into a world class city and region. As a chamber, we know these partnerships work. They have provided accelerated access and opened doors into key markets."

Michael Barnett, Chief Executive, Auckland Chamber of Commerce

"The sister city relationship with Guangzhou is of significant benefit to Aucklanders wanting to do business in China; enabling them to be yards ahead in terms of opportunities at the Canton Fair. The relationship is a valuable asset for Auckland city".

Victor Percival, Auckland – Guangzhou 2020 Committee

¹ This figure represents only the channels that we were able to quantify, namely education, tourism and avoided best practice costs.

3. Tourism: showcasing our great city to the world

“Sister city relationships deliver material economic returns for partners and stakeholders. Cross promoting each other’s cities as visitor destinations is one such opportunity. Exchange of destination marketing expertise and experience enhances the market intelligence of both cities.”

Graeme Osborne, Chief Executive, Tourism Auckland

4. Education: empowering our youth and supporting the education sector

“Auckland’s sister city relationships are beneficial to the schools in the region; not only from an economic perspective but also in terms of providing our students with the opportunity to participate in a variety of student exchanges and study abroad programmes.”

Esther Somers, Manager, Study Auckland

5. Culture and sport: getting the community involved

“We have been involved with sister city tourist programmes and strongly believe this is very important to us for two reasons; one being cultural exchange, and the other being of tourism benefit to the city. When visitors return to their home country, they talk with their family and friends about their good memories. This can be the best possible advertising for the city involved.”

Kiyomi Gunji, Chief Executive, Southern Travelnet and Executive Member, Japanese Society of Auckland

6. Global connectedness: enhancing our reputation

“The sister cities programme provides good opportunities to engage at the city level with important partners of New Zealand. Municipal relations help underpin wider relationships between New Zealand, China, Japan and Korea. Exchanges in both directions provide opportunities for high-level engagement; supporting business interests, including education and tourism; promoting culture and values; and sharing approaches to policy issues facing municipalities.”

David Taylor, Director North Asia Division, Ministry of Foreign Affairs and Trade

“Through relationships developed in conjunction with Auckland City Council’s link with Shinagawa and Guangzhou, Lynfield College has been able to enhance its international programmes - enabling its students, teachers and community to be better equipped to thrive in an inter-connected world.”

Steve Bovaird, Principal, Lynfield College

The economic benefits of international partnerships are delivered through four main channels: education, tourism, best practice, and trade and investment.

Education benefits are generated by foreign fee-paying students that (a) originate from international partner cities; and (b) would not have studied in Auckland city in the absence of the relationship. The economic benefits are generated mainly by tuition fees and living costs.

Tourism benefits are generated through two distinct channels:

1. Net visitor flows attributable to international partnerships generated by delegations, exchanges and other visits. Auckland city is a net beneficiary of these visitor flows. This means that visiting delegations generate more visitor nights in Auckland city than delegates from Auckland city generate overseas.
2. Visitor nights generated by students who came to Auckland city because of an international partnership and subsequently returned as tourists *plus* visitor nights generated by the friends and relatives of these students.

In both cases, these tourists spent money in Auckland city as a result of the international partnership. This expenditure generated additional GDP and employment.

Best practice benefits are also generated through two channels:

1. Auckland City Council avoids some consultancy expenses by learning directly from international partners. Council would not have had free access to this information in the absence of its international partnerships.
2. Delegations from cities that Auckland does not have an international partnership with come to learn from Auckland City Council and pay consulting fees to do so.

Trade and investment benefits are generated through Auckland city businesses gaining greater access to, and credibility in, international partner markets. This degree of access would not otherwise have been possible. International partnerships allow Auckland city businesses to connect more effectively with foreign buyers and sellers, often at a higher level than would otherwise be possible.

1. Auckland City Council's international partnerships

Auckland's eight international partnerships generate substantial economic impacts. The average annual impact for each partnership, and each channel of impact, is shown in Table 1.

Table 1: Average annual economic benefit generated by the international partnerships².

International Partner	Education	Tourism	Best Practice	Total
Brisbane	\$0	\$0	\$40,000	\$40,000
Busan	\$3,990,000	\$200,000	\$0	\$4,190,000
Fukuoka	\$490,000	\$60,000	\$0	\$550,000
Guangzhou	\$48,330,000	\$1,170,000	\$0	\$49,500,000
Hamburg	\$0	\$0	\$0	\$0
Los Angeles	\$0	\$0	\$0	\$0
Shinagawa	\$230,000	\$20,000	\$0	\$250,000
Tomioka	\$40,000	\$10,000	\$0	\$50,000
Total International Partnerships	\$53,080,000	\$1,460,000	\$40,000	\$54,580,000
Other International Cities	\$0	\$200,000	\$10,000	\$210,000
Total	\$53,080,000	\$1,660,000	\$50,000	\$54,790,000

1.1. Brisbane

Auckland City Council signed its sister city agreement with Brisbane, Australia in 1988. Brisbane has a population of 1.8 million, with an additional 1 million in the surrounding area.

1.1.1. Education

We do not believe that Auckland city derives any education benefits from Brisbane as a result of the sister city relationship. Some students from Brisbane study in Auckland city, but we do not believe that any of them would not have come in the absence of the relationship.

1.1.2. Tourism

Delegations and other visits have generated a net inflow of tourism spending, however this is fairly insignificant.

² Values in Table 1 have been rounded to the nearest \$10,000. Values shown later in this report are generally rounded to a lower level than this.

Table 2: Net tourism benefits from Brisbane, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	0
Number of students who return as tourists	0
Number of friends and relatives who visit students	0
Increase in GDP	\$0
Net inflow of adult delegation visitor nights	13.8
Net inflow of youth exchange visitor nights	0
Net inflow of adult expenditure	\$5,000
Net inflow of youth expenditure	\$0
Total net inflow of expenditure from visits	\$5,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$4,000
Total tourism impact	\$4,000

1.1.3. Trade and Investment

Auckland city derives a small amount of trade and investment benefit from Brisbane. The Auckland Chamber of Commerce is actively engaged with business in Brisbane.

1.1.4. Best Practice

The main contribution of the Brisbane relationship is in the area of best practice. Auckland City Council has been able to obtain very useful information about many areas through discussions with Brisbane City Council officials, most notably around bus priority measures, which were successfully transferred to Auckland. Such knowledge would have cost the council substantial amounts of money in consultancy fees had they not been able to access this information through the sister city relationship. We have estimated the cost that has been avoided by using this relationship, which is equivalent to the cost of obtaining this information from private consultants.

Table 3: Avoided cost of best practice study visits to Brisbane

Purpose of study visit	Date	Estimated avoided cost
Brisbane City Legal Practice	Sep-02	\$35,500
Transport, busways, ferries, traffic management	Dec-02	\$9,000
Transport benchmarking	Mar-04	\$17,500
Agenda processes & report management systems	Apr-04	\$9,000
Economic development, technology and research clusters, IT	Apr-04	\$26,500
Leisure and Arts planning and policies	Aug-04	\$26,500
Economic development, Convention centres, city marketing, investment attraction	Nov-05	\$17,500
Homelessness & affordable housing	Nov-05	\$17,500
Democracy services, creative precinct, role of council & political representation, waterfront redevelopment, events, etc	Dec-05	\$17,500
HGI review, planning, sustainable development, water management, coastal planning, transport, urban design	Apr-06	\$17,500
Resource management, building control, property information, environmental health, compliance, animal control	Sep-06	\$4,500
Waste management & recycling, sustainability	Mar-07	\$9,000
TOTAL from Brisbane		\$207,500
Average per annum from Brisbane		\$41,500

The biennial Asia Pacific Cities Summit, administered by Brisbane City Council, also provides valuable best practice learning opportunities in a wide range of topical issues facing cities in the region. A formal one-month staff exchange between Auckland City Council and Brisbane City Council began in May 2007 and is expected to generate substantial information exchange.

1.2. Busan

The sister city agreement with Busan, South Korea was signed in 1996. Busan is the second largest city in Korea and the fifth largest port in the world. It has a population of 3.8 million people.

1.2.1. Education

A large number of people from Busan come to Auckland to study. The Busan relationship provides Auckland city with more students than all its other international partners except Guangzhou.

Figure 1: Average number of students from Busan per year attributed to the international partnership, by institution type.

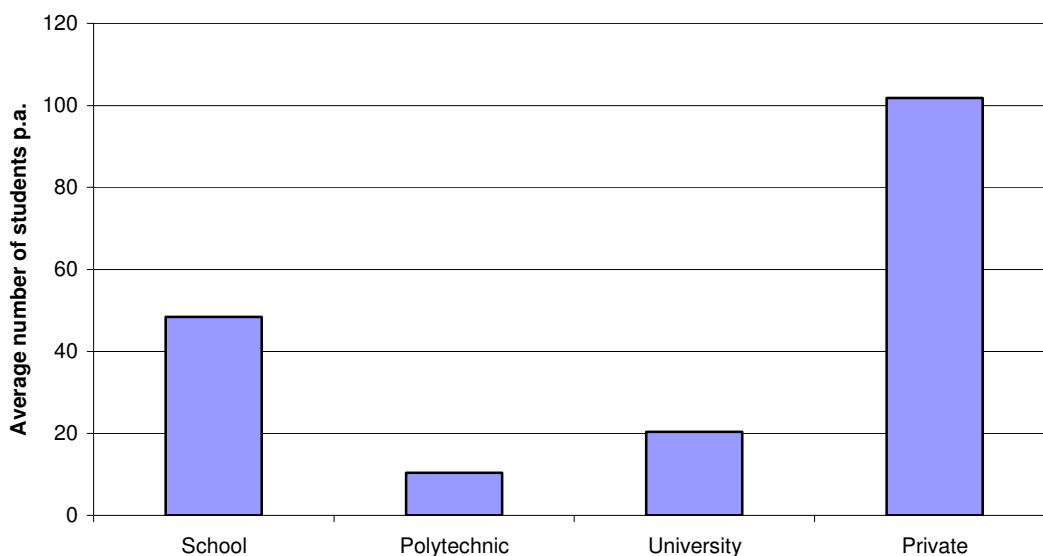


Table 4: Benefits from Busan relationship through education channel.

	Average per annum
Students attributed to relationship	181
EFTS attributed to relationship	95
Total Direct Expenditure (excl GST)	\$3,381,000
Indirect impact and GST Multiplier (weighted-average)	1.181
Total increase in GDP	\$3,990,000

1.2.2. Tourism

A proportion of the students discussed in the previous section will return to Auckland as tourists, and this would not have occurred had they not been a student because of the international partnership. Some students are also visited by friends and relatives while they are studying.

While Auckland City Council has sent only two delegations to Busan in the last five years, Busan has sent many more to Auckland, including annual delegations to Korean Day. For the last three years, a group of Busan local government officials have studied English for 8 weeks at The University of Auckland. Busan has also sent delegations to learn about Auckland City Council's experience in several areas, including hosting the APEC conference, rubbish and recycling, IT, parks management and harbour bridges.

Auckland City Council arranged a tourism promotion to support New Zealand initiatives at the Busan International Film Commission and Industry Showcase (part of the Busan International Film Festival).

Table 5: Net tourism benefits from Busan, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	181
Number of students who return as tourists	74
Number of friends and relatives who visit students	15
Increase in GDP	\$99,000
Net inflow of adult delegation visitor nights	254.4
Net inflow of youth exchange visitor nights	0
Net inflow of adult expenditure	\$118,000
Net inflow of youth expenditure	\$0
Total net inflow of expenditure from visits	\$118,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$105,000
Total tourism impact	\$204,000

1.2.3. Trade and Investment

Auckland city does not derive any significant trade or investment benefits from Busan as a result of the sister city relationship.

1.2.4. Best Practice

Auckland City Council does not derive any significant best practice benefits from Busan.

1.3. Fukuoka

The sister city agreement with Fukuoka, Japan was signed in 1986. Fukuoka has a population of 1.4 million people.

1.3.1. Education

Auckland attracts foreign fee-paying students from Fukuoka, some of whom would not have come had the sister city relationship not existed.

Figure 2: Average number of students from Fukuoka per year attributed to the international partnership, by institution type.

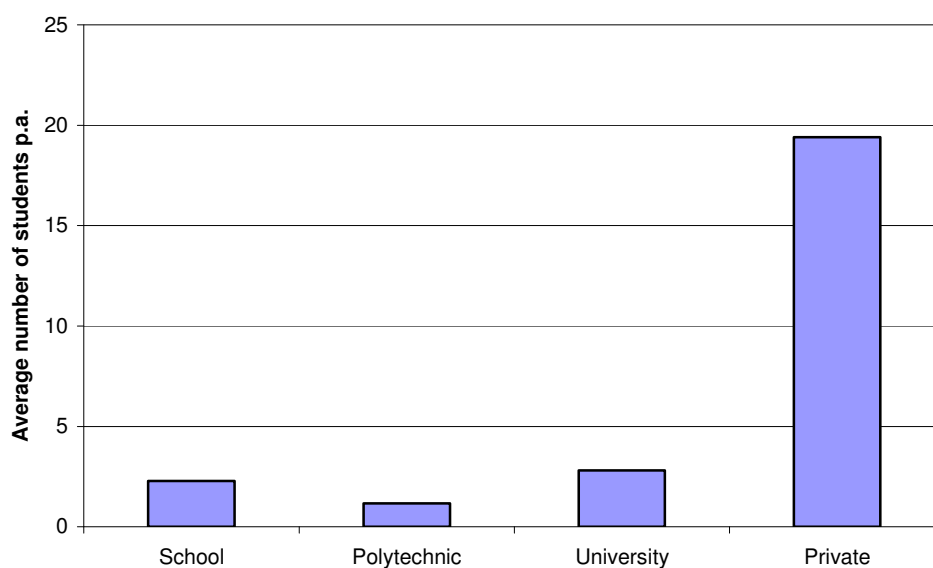


Table 6: Benefits from Fukuoka relationship through education channel.

	Average per annum
Students attributed to relationship	26
EFTS attributed to relationship	11
Total Direct Expenditure (excl GST)	\$430,000
Indirect impact and GST Multiplier (weighted-average)	1.143
Total increase in GDP	\$490,000

From 1986 to 2004, Auckland City Council arranged an annual citywide youth exchange with Fukuoka. Several Auckland city schools now have their own education links with institutions in Fukuoka. There is also an annual weeklong visit to Fukuoka for young people from Auckland city for the Asia Pacific Children's Convention. Each city has an annual speech contest for high school students (English in Fukuoka, Japanese in Auckland) with the winners hosted for 1-2 weeks in the other city.

1.3.2. Tourism

A proportion of the students discussed in the previous section will return to Auckland as tourists, and this would not have occurred had they not been a student because of the sister city relationship. Some students are also visited by friends and relatives while they are studying.

Auckland assisted with the 100% Pure NZ Fair in Fukuoka in 2002, promoting New Zealand wine, food and tourism. In 2005, Auckland City Council and Tourism Auckland organised a promotion at the general assembly of the Tourism Promotion Organisation for Asia-Pacific Cities in Fukuoka. This coincided with the construction of an Auckland garden at Fukuoka's National Urban Greenery Fair. Auckland City Council and Tourism Auckland organised a promotion at Fukuoka's Asian Month Festival in 2006, a festival the Auckland Philharmonia has performed at twice in the past. In 2006, a 150-member delegation from Fukuoka visited Auckland for various 20th anniversary events. Various delegations from Fukuoka have also visited Auckland to learn about education and Auckland as a tourist destination.

Table 7: Net tourism benefits from Fukuoka, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	26
Number of students who return as tourists	7
Number of friends and relatives who visit students	2
Increase in GDP	\$12,000
Net inflow of adult delegation visitor nights	107.4
Net inflow of youth exchange visitor nights	121.4
Net inflow of adult expenditure	\$52,000
Net inflow of youth expenditure	\$6,000
Total net inflow of expenditure from visits	\$58,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$51,000
Total tourism impact	\$64,000

1.3.3. Trade and Investment

Auckland businesses have had a presence at several trade fairs in Fukuoka over the study period. In 2002, New Zealand conducted the 100% Pure NZ Fair, which Auckland city businesses attended. Small Auckland-based export businesses also had a presence at the Fukuoka International Trade Fair in 2002 and 2003. The company that participated in the 2007 International Trade Fair in Fukuoka had 30 follow up requests for product quotations.

The businesses that took part in the fairs undoubtedly experienced benefits, but we have been unable to reliably quantify these benefits. The firms themselves have acknowledged that they have benefited from the relationships. Firms that would have attended these fairs anyway generally benefited from a better reception and more effective networking once they were in Fukuoka due to contacts facilitated through the relationship.

1.3.4. Best Practice

While Auckland City Council does not derive any significant best practice benefits from Fukuoka, ideas on a wide range of topical issues facing cities in the region are exchanged biennially at Fukuoka's Asian Pacific City Summit.

1.4. Guangzhou

Auckland City Council signed a sister city agreement with Guangzhou, China in 1989. Guangzhou is located close to Hong Kong in the south east of China, and has a permanent population of approximately 7 million. Around 2 million more commute to the city daily. Guangzhou is the capital city of Guangdong Province and the political, economic, educational, cultural, scientific and technological centre of southern China.

1.4.1. Education

Auckland receives a large number of students from Guangzhou, some of which can be attributed to the sister city relationship. Guangzhou provides Auckland city with considerably more students than all the other international partners put together, and is Auckland's main source of economic impact from this relationship. Since 2002, Auckland's Lynfield College and Guangzhou's 109 School have undertaken teacher and student exchanges.

Figure 3: Average number of students from Guangzhou per year attributed to the international partnership, by institution type.

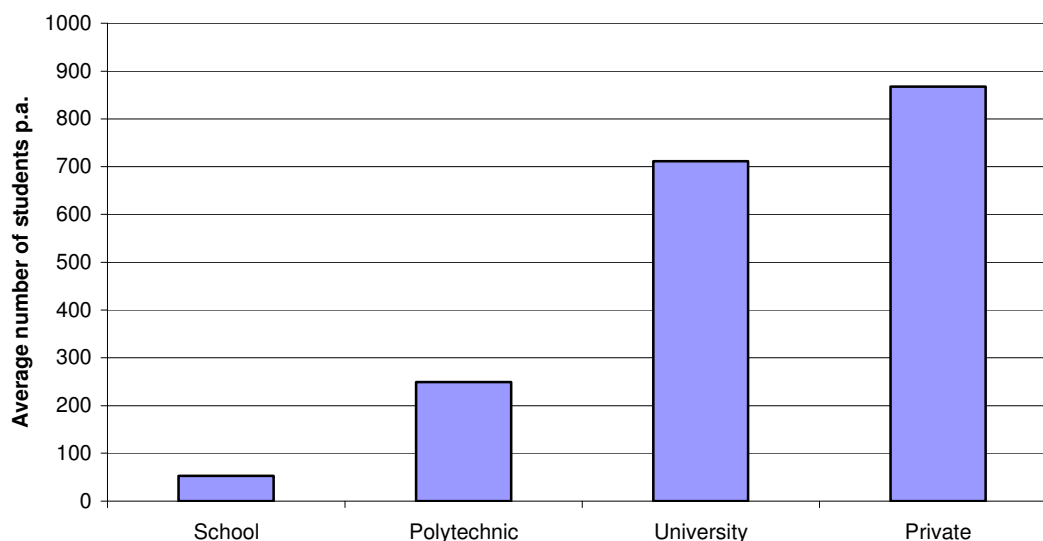


Table 8: Benefits from Guangzhou relationship through education channel.

	Average per annum
Students attributed to relationship	1,881
EFTS attributed to relationship	1,049
Total Direct Expenditure (excl GST)	\$42,143,000
Indirect impact and GST Multiplier (weighted-average)	1.147
Total increase in GDP	\$48,330,000

1.4.2. Tourism

A proportion of the students discussed in the previous section will return to Auckland as tourists, and this would not have occurred had they not been a student because of the sister city relationship. Some students are also visited by friends and relatives while they are studying. A business delegation led by Auckland City Council attended the China Import and Export Fair in 2003. Two sports teams were also invited to international tournaments in Guangzhou as a result of the relationship; a soccer team in 2004 and a dragon boat team in 2006. Several study visits were made to Auckland City Council to learn about best practice in areas such as building consents, rates, public works and property acquisition. Guangzhou TV also filmed a sister city segment in Auckland in early 2007.

Table 9: Net tourism benefits from Guangzhou, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	1,881
Number of students who return as tourists	433
Number of friends and relatives who visit students	480
Increase in GDP	\$1,151,000
Net inflow of adult delegation visitor nights	38.6
Net inflow of youth exchange visitor nights	0
Net inflow of adult expenditure	\$18,000
Net inflow of youth expenditure	\$0
Total net inflow of expenditure from visits	\$18,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$16,000
Total tourism impact	\$1,167,000

1.4.3. Trade and Investment

Auckland city businesses benefit significantly from attending the biennial China Import and Export Fair in Guangzhou. However, we have not been able to estimate the net additional impact generated by the sister city relationship.

The China Import and Export Fair (formerly the Canton Fair) is the second largest trade fair in the world, with an estimated US\$80 billion worth of business transactions each year. Around 100 businesses from New Zealand went to the most recent fair. The main benefit of the relationship is that it enables businesses to connect more effectively at the fair because they come from Auckland. The Chinese place a high value on sister city relationships, extending extra courtesies and services to Auckland delegations.

In April 2007, the New Zealand government opened a Consulate-General in Guangzhou, which will provide an even better environment for boosting trade and government links with Guangzhou and the surrounding provinces.

1.4.4. Best Practice

Auckland City Council does not derive any significant best practice benefits from Guangzhou.

1.5. Hamburg

Auckland City Council signed its first strategic alliance agreement with Hamburg, Germany in April 2007. Hamburg is the second largest city in Germany, the second largest port city in Europe, and has a population of 1.8 million people. While this relationship is in its infancy, it is hoped that it will have significant benefits to Auckland city, most notably in the areas of best practice and economic initiatives.

1.5.1. Education

This relationship has not resulted in any foreign fee-paying students as yet. However, it is likely that the extra ability to access the German market through the relationship will generate benefits through this channel, although these are likely to be modest compared to some of Auckland City Council's other international partners³.

1.5.2. Tourism

To date, the only tourism exchanges have been in relation to each city sending delegations to discuss the strategic alliance, the memorandum of understanding and potential areas for best practice exchange. In time, there will be more delegations sent in both directions; whether this will result in a net benefit to Auckland city is uncertain⁴.

1.5.3. Trade and Investment

It is expected that there will be a significant amount of engagement between businesses from both cities as a result of this relationship. The first major area in which this should occur is biotechnology. During Hamburg's visit to Auckland in February 2007, some biotech members of the delegation met with Auckland's major biotech companies and research facilities. These and future meetings are expected to generate considerable trade and research opportunities for Auckland city.

1.5.4. Best Practice

Auckland City Council is currently developing an action plan for Hamburg, with one of the main areas of focus being best practice learning. In particular, Auckland hopes to learn about the following from Hamburg:

- city development, particularly in the area of waterfront development and decontamination of reclaimed sites
- sustainable building practices
- climate protection, environmental remediation and renewable energy
- transport

This will enable information to be learned, and the cost of at least some private consultation avoided.

³ While the number of students will be relatively low, European students tend to be high value. So while relatively modest, this could still be a beneficial channel for Auckland city.

⁴ All other international partnerships have generated positive net inflows of visitor nights over the 5-year period.

1.6. Los Angeles

Auckland City Council's first sister city agreement was signed with Los Angeles, United States in 1976. Los Angeles has a population of 4 million, while the greater Los Angeles metropolitan area is home to 13 million people.

1.6.1. Education

We do not believe that Auckland city derives any education benefits from Los Angeles as a result of the sister city relationship. Some students from Los Angeles study in Auckland, but we do not believe that any of them would not have come in the absence of the relationship.

1.6.2. Tourism

Auckland City Council has not sent any delegations to Los Angeles in the last five years and only one has come to Auckland. An Aucklander received a Los Angeles Sister Cities Visiting Journalist Fellowship (which is open to people from all of Los Angeles' sister cities) and spent 10 days there in 2006.

1.6.3. Trade and Investment

Auckland city does not derive any significant trade or investment benefits from Los Angeles as a result of the sister city relationship. Film New Zealand and Investment New Zealand have direct relationships with studios in Los Angeles. Trade shows run by the Association of Film Commissioners International are attended by Film Auckland (through the assistance of Film New Zealand).

1.6.4. Best Practice

Los Angeles hosted an Auckland city journalist as part of the Sister Cities Visiting Journalist Fellowship Programme, who took part in a professional development programme. The avoided cost of the learning is more difficult to estimate than that from Auckland City Council's study visits. Therefore, we have not made a quantitative estimate of this impact, but mention it here as an intangible benefit.

1.7. Shinagawa

A friendship agreement was signed with Shinagawa, Japan in 1993. However, the relationship pre-dates this, as Mt Roskill Borough Council and Shinagawa established a friendship communiqué in 1989. Shinagawa is a ward of Tokyo and has a population of 350,000.

1.7.1. Education

The main contribution of the Shinagawa relationship is through exchanges that Auckland's Lynfield College has with schools in Shinagawa. An inbound summer school programme has fee-paying students from Shinagawa visiting Lynfield College annually for English language tuition. Lynfield College has a two-way youth exchange programme in place with schools in Shinagawa. Teachers from Lynfield College also have an annual opportunity for professional development and English teaching experience for one month in Shinagawa. A small number of other foreign fee-paying students come from Shinagawa, some of which have chosen Auckland because they were previously here as exchange students.

Figure 4: Average number of students from Shinagawa per year attributed to the international partnership, by institution type.

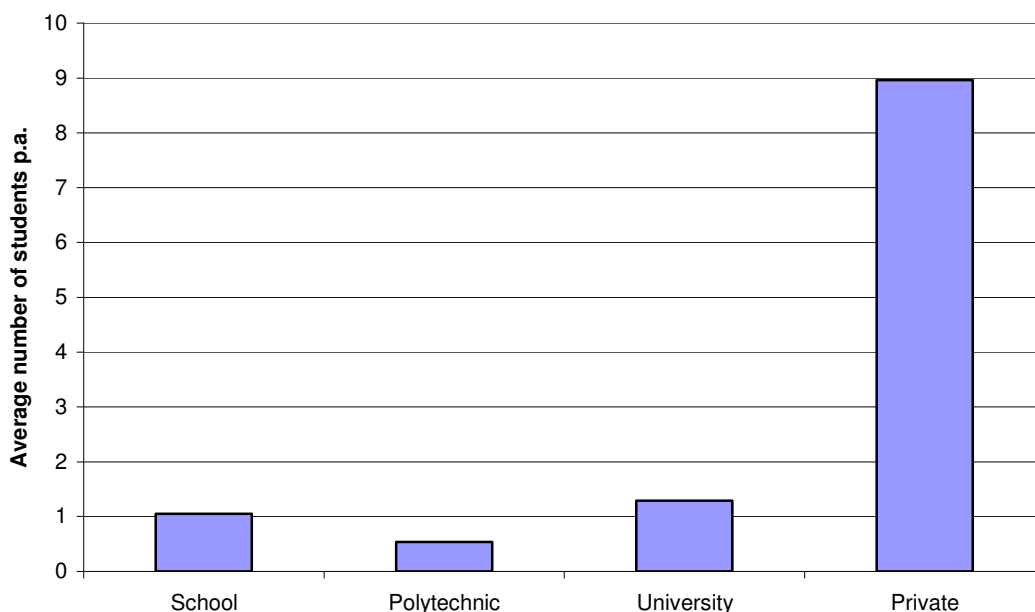


Table 10: Benefits from Shinagawa relationship through education channel.

	Average per annum
Students attributed to relationship	12
EFTS attributed to relationship	5
Total Direct Expenditure (excl GST)	\$198,000
Indirect impact and GST Multiplier (weighted-average)	1.143
Total increase in GDP	\$230,000

1.7.2. Tourism

The main contribution of the Shinagawa relationship is through exchanges that Lynfield College has with schools in Shinagawa. These exchanges generate a positive inflow of exchange students and their associated spending.

In addition, a proportion of the students from Shinagawa will return to Auckland as tourists, and this would not have occurred had they not been a student because of the international partnership. Some students are also visited by friends and relatives while they are studying.

Table 11: Net tourism benefits from Shinagawa, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	12
Number of students who return as tourists	3
Number of friends and relatives who visit students	1
Increase in GDP	\$6,000
Net inflow of adult delegation visitor nights	-0.6
Net inflow of youth exchange visitor nights	286
Net inflow of adult expenditure	\$0
Net inflow of youth expenditure	\$14,000
Total net inflow of expenditure from visits	\$14,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$12,000
Total tourism impact	\$18,000

1.7.3. Trade and Investment

Auckland city does not derive any significant trade or investment benefits from Shinagawa as a result of the friendship city relationship.

1.7.4. Best Practice

Auckland City Council does not derive any significant best practice benefits from Shinagawa.

1.8. Tomioka

Tomioka is another Japanese city with which Auckland City Council has a friendship agreement. It was signed in 1983 by the One Tree Hill Borough Council and absorbed by Auckland City Council in 1989. Tomioka has a population of 16,000 people.

1.8.1. Education

This channel only represents a small benefit to Auckland city, as just a very small number of students come from Tomioka each year.

The Tomioka Board of Education annually employs an assistant English teacher from Auckland city to work in their schools. Penrose High School, Penrose Rotary and Tomioka Rotary organised youth exchanges to Tomioka in 2003 and to Auckland in 2002 and 2004.

Figure 5 Average number of students from Tomioka per year attributed to the international partnership, by institution type.

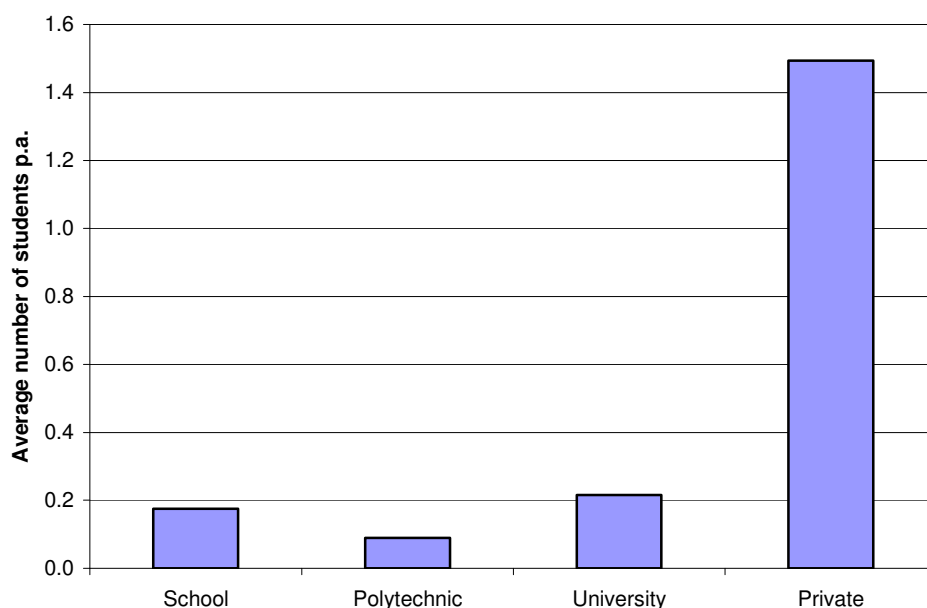


Table 12: Benefits from Tomioka relationship through education channel.

	Average per annum
Students attributed to relationship	2
EFTS attributed to relationship	1
Total Direct Expenditure (excl GST)	\$33,000
Indirect impact and GST Multiplier (weighted-average)	1.143
Total increase in GDP	\$40,000

1.8.2. Tourism

Some of the students discussed in the previous section may return to Auckland city as tourists, and if so this would not have occurred had they not been a student because of the international partnership. However because there are so few students in the first place, this benefit is very small. Some students are also visited by friends and relatives while they are studying. Delegations were also sent by both cities to mark the 20th anniversary of the relationship in 2003.

Table 13: Net tourism benefits from Tomioka, through returning students, delegations and other visits.

	Average per annum
Students attributed to relationship	2
Number of students who return as tourists	1
Number of friends and relatives who visit students	0
Increase in GDP	\$1,000
Net inflow of adult delegation visitor nights	13.6
Net inflow of youth exchange visitor nights	0.8
Net inflow of adult expenditure	\$7,000
Net inflow of youth expenditure	\$0
Total net inflow of expenditure from visits	\$7,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$6,000
Total tourism impact	\$7,000

1.8.3. Trade and Investment

Auckland city does not derive any significant trade or investment benefits from Tomioka as a result of the friendship city relationship.

1.8.4. Best Practice

Auckland City Council does not derive any significant best practice benefits from Tomioka.

2. Other benefits

2.1. Benefits from other international cities

Auckland derives some economic benefit from cities with which it does not have an international partnership. These benefits would not have occurred without the facilitation of the international relations team of Auckland City Council.

These benefits come through the tourism and best practice channels, as Auckland City Council organises inbound delegations and study visits. Educational and trade and investment benefits are not generated from these cities, since there is no management by the international relations team in these areas.

2.1.1. Tourism

Cities with which Auckland City Council does not have an international partnership have sent many delegations to Auckland over the past five years. These delegations travelled to Auckland to conduct study visits and learn from Auckland City Council. Visits were managed by the international relations team, and generated an inflow of tourism spending that would not have occurred without this facilitation.

Table 14: Net tourism benefits from other international cities, from courtesy calls and study visits.

	Average per annum
Net inflow of delegation visitor nights	766
Total net inflow of expenditure from visits	\$227,000
GDP Multiplier	0.89
Total net increase in GDP from visits	\$202,000

2.1.2. Best Practice

The study visits from other international cities were all charged for by Auckland City Council (only international partners receive free knowledge in this way). Auckland City Council charges an average of \$600 for each visit⁵. This revenue would not have been received without the facilitation of the international relations team.

Table 15: Best practice benefits from other international cities

Inbound study visits from other international cities	
5-year total	96
Income generated per year	\$12,000
GDP Multiplier	0.96
Annual increase in GDP	\$11,000

⁵ This was the rate in 2006. Rates in earlier years were less, but because we are representing all values in 2006 dollars, the use of \$600 for all visits is appropriate.

2.2. Intangible benefits

Many of the benefits from international partnerships and other international relations programmes are not easily quantifiable in economic terms, but remain of great value to the city. While these are not included in the headline results (Table 1), they are worth mentioning.

Auckland is a culturally diverse city that is attractive to migrants. In 2006, European people made up only 51.4% of Auckland city's population, with the next largest ethnic group (23.1%) being Asian. Auckland is also a rapidly changing city, with two thirds of the 2006 population made up of new residents. Given the cultural mix of the population, international partnerships and international relations programmes are of great importance to the social cohesion of the city.

Tourism benefits, over and above those already considered, are potentially generated because of international partnerships. These relationships are generally not used to market Auckland as a tourism destination; however this may occur as a positive spin-off. Auckland gets a disproportionate amount of exposure in some of its international partner cities through education marketing, attendance at trade fairs and anniversary events such as Auckland Day. Many events and programmes with our international partners are also covered by local, national and international media; assisting in showcasing our city and enhancing Auckland's profile.

Best practice benefits may be received by organisations and individuals other than just Auckland City Council. We have only considered the avoided cost of study visits by council delegations, but others may receive similar benefits. For example, the recipient of the Los Angeles Sister Cities Visiting Journalist Fellowship received free training in Los Angeles that he would not have got without the sister city relationship. Furthermore, businesses attending trade fairs, or otherwise engaged with businesses from international partners (facilitated by the international relations team), may receive advice or assistance which would not have been available if they had not been engaged. For each of these examples, it is not only difficult to estimate the avoided cost of such information, but it is a moot point whether this information could have been obtained for free within other circles (such as from businesses in Auckland).

3. Analysis methodology

This section outlines how we estimated the impacts and arrived at the figures quoted in the Executive Summary. It outlines the assumptions used, and provides justifications in each case.

3.1. Education

The economic benefit of international partnerships through the education channel is generated by students from Auckland's international partners spending money on tuition fees and living costs during their stay. Since not all students in Auckland are there because of international partnerships, we must only consider those for whom that was the main reason they chose to study in Auckland. There is an additional indirect effect in that businesses who sell to students (including the institutions themselves) then purchase other goods and services – purchases that would not have happened without the students.

We estimated the impact from the students from each country with an international partner, for each year from 2002-2006. Auckland has three international partnerships in Japan. We estimated the impact from all three cities together, and then allocated these between them at the end of the analysis.

3.1.1. Number of students due to international partnerships

Number of students in New Zealand from each country

We obtained data on the number of foreign fee-paying students in New Zealand from China, Japan, Korea and the US from the Ministry of Education (part of their Export Education Levy data, which we used many times in this analysis). Since Australian students pay domestic fees, we obtained the number of short-term arrivals for the purpose of education (from Statistics NZ).

Number of students in New Zealand from each international partner

To estimate the number of these students who came from the particular cities, we obtained from the Ministry of Tourism numbers of arrivals from various regions and sub-regions of each country by purpose of visit. These regions were not always perfect for our purposes, as many of them encompassed a wider area than just the city we were interested in. We used population figures and some comparison between countries to derive estimates for each city.

Fukuoka provided the best data, since we obtained the education arrivals from the Fukuoka Prefecture, of which the city takes up almost all. We used this value as something of a base case. The proportion of students from Fukuoka relative to all of Japan was slightly less than the same proportion for the total population. This is unsurprising since New Zealand educational institutions market themselves in the largest urban areas, and this is where the overwhelming majority of foreign students come from – very few come to New Zealand from smaller urban or rural areas. Without the relationship, New Zealand would get very few students from Fukuoka, and the

marketing due to the sister city arrangement is the main factor in bringing the number of students up to a level more in line with what its population would imply. We have compared the other cities' situations to that of Fukuoka to derive our estimates.

The other two Japanese cities, Shinagawa and Tomioka, are relatively minor cities within their prefectures (each comprising around 3% of the prefecture by population). We then estimated that 3% of all students from each prefecture came from that city. We used the same methodology for Brisbane and Los Angeles, assuming that because of the various other urban areas in the states of Queensland and California and the lack of marketing by Auckland institutions in either city, these cities would not account for a greater share of students from the state than their populations suggested. Because we do not have regional data for Korea, we assumed that Busan's proportion of students (relative to the country as a whole) was the same as that of its population – since Busan is Korea's second-largest city, potential students there are more likely than in some of the other cities to be exposed to marketing by the institutions themselves.

For Guangzhou, we considered our earlier assertion that very few students would come from smaller centres in the absence of a relationship. We obtained education arrival data from Guangdong Province, of which Guangzhou is the capital and largest city – it has 12% of the province's population. Since very few students from other parts of Guangdong Province would be likely to study in New Zealand without a relationship, and very few would be exposed to Auckland's marketing in Guangzhou, we assumed that Guangzhou would account for a much larger proportion of the province's students than its population implied. While we considered the possibility that almost all the province's students came from the capital, we settled on an estimate of 50% of Guangdong Province's students coming from Guangzhou.

Number of students by educational sector

At this point, we broke down the numbers of students from each international partner into four different sectors of the education industry – school, polytechnic, university and private. Our Ministry of Education data has this breakdown for students from each country. The data is for 2006, but we felt these proportions would not change very much over a 5-year timeframe so have applied it to all years.

Number of students in Auckland city

We then estimated the number of these students who were located in Auckland city. We obtained figures for the proportion of New Zealand students who were in the Auckland region, by nationality and education sector, from the Business Information Branch of NZIS. These proportions ranged from 19% (Japanese polytechnic students) to 84% (Chinese students at private institutions). We then used Statistics NZ employment data for the education sector to estimate the proportion of these that were in Auckland city. These proportions ranged from 50% (school students) to 83% (polytechnics). Both of these data sets were for 2007, but again we felt it was justified to apply this to all years. Overall proportions of students in New Zealand from international partners who were in Auckland city differed depending on their nationality and the distribution of students

by education sector. City-specific estimates ranged from 23% (Brisbane) to 48% (Guangzhou). Estimates by each sector varied even more so, from 11% of Los Angeles school students, to 63% of Guangzhou students at private institutions.

At this point we had found the number of students from international partner cities in Auckland city for each year. However not all of these were full-time students. Since we plan to assume that all students pay a full year's tuition fees, we need to convert our figure to the number of equivalent full-time students (EFTS). Our Ministry of Education data states the total numbers of students and the EFTS by year and education sector. We have used these numbers to generate figures for EFTS from each international partner in each sector for each year. We continue to use the total students figure for living costs calculations, as our cost estimates (explained below) are per student.

Number of students due to the international partnerships

Finally, we need to estimate what proportion of students in Auckland came because of the international partnership, as opposed to those that would have come to Auckland anyway. We do not have any hard evidence of these proportions - what we do have is anecdotal.

Little marketing is done in Los Angeles and Brisbane so only a negligible number of students from these cities can be attributed to the relationship. Consequently, we have assumed that none of these students are due to the sister city relationships.

The cities in Japan are generally not the places where educational institutions market themselves, because these cities are relatively small compared to others in the region⁶. Because of this, potential students in these cities may only receive information about Auckland as a destination as a result of the international partnership (since marketing would not have occurred otherwise). Therefore, a very high proportion of students from these cities could potentially be attributed to the relationships.

We believe that these proportions are slightly greater for universities than for other educational sectors. This is because of the pathways that many Asian students take – they spend one or two years at school (either on an exchange or as a fee-payer) or undertake a bridging course before tertiary study. The tertiary study is just as much a result of the relationship as the initial schooling. In addition to these students, some are able to come directly to tertiary study. For this reason, we believe the university sector to have slightly higher proportions.

For Guangzhou, Fukuoka, Shinagawa and Tomioka, we have assumed that 60% of students from these cities in schools, polytechnics or private institutions can be attributed to the international partnership, and 70% for those at university. Because Busan may be more exposed to marketing by the institutions, we have assumed slightly lower proportions for that city – 40% for students in schools, polytechnics and private institutions, and 50% for those at universities.

⁶ Possible exceptions are Busan and Shinagawa, but Busan is much smaller than Seoul and Shinagawa is only a fairly small ward of Tokyo.

3.1.2. Expenditure by each student

From the Ministry of Education data, we have the average tuition fees for foreign students across New Zealand, by year and sector. We converted these to 2006 dollars, using the Consumers Price Index (CPI), and then scaled them up to reflect the fact that fees at Auckland institutions are higher than the national averages. Using fee data from the New Zealand Vice-Chancellors Committee, we estimated that the Auckland:New Zealand ratio was 1.1:1 for universities. Because of a lack of other information, we conservatively estimated the same ratio for the other education sectors. The average tuition fee for a foreign student (ETFS) at an Auckland university in 2006 was \$17,500 – those in other sectors were less.

Since Australians are not classified as foreign fee-payers, students from Brisbane paid domestic fees. We estimated these figures based on average fees that New Zealanders would pay in Auckland.

To estimate living costs, we have used figures quoted in an Infometrics report on foreign fee-paying students⁷. This report provides an estimate of living costs, by sector, for students across New Zealand in 2004, excluding imports and GST. We then assumed that living costs would increase in step with the CPI, and converted each year to 2006 dollars. We then converted these New Zealand figures to Auckland specific values. Using accommodation cost data from the Department of Building and Housing, we estimated that the Auckland:New Zealand ratio was 1.3:1, for all years and sectors. Depending on the sector, annual living costs per student were estimated at between \$9,300 and \$19,500.

3.1.3. Multipliers and GST

The spending on tuition fees and living costs discussed above generates second-round impacts, as many other transactions not involving students take place. These transactions would not have occurred had the students not been in Auckland. Using standard economic impact methodology, we have applied multipliers to the initial expenditure to determine the total increase in GDP. We have used the same multipliers as were used in the 2006 Infometrics report (cited above).

Finally, once the total increase in GDP has been calculated, we have to calculate the amount of GST. The figures for tuition fees, living costs, and multipliers were all excluding GST. However, this is more difficult than simply adding 12.5%. Some purchases do not incur GST and some generate a rebate, making total GST less than 12.5%. We have used the same proportions as were calculated and used by Infometrics, which are between 9.4% and 10.2% depending on the sector.

⁷ Infometrics, 2006. The Economic Impact of Foreign Fee-Paying Students, report prepared for Ministry of Education.

<http://www.minedu.govt.nz/index.cfm?layout=document&documentid=11293&indexid=11330&indexparentid=6663>

3.2. Tourism

The tourism impact consists of two main parts. Firstly, students who came to Auckland because of an international partnership, either on an exchange or just as a fee-payer, may decide to return to Auckland as tourists at a later date. Secondly, the visiting delegations and others who travel to Auckland as part of an international partnership programme spend money in Auckland and add to GDP as business tourists. These two items were added together to produce the figures quoted in the Executive Summary.

Another tourism benefit of international partnerships is the tourism generated by marketing Auckland in these cities. While this seems reasonable, it is much more difficult to quantify, and so we only mention it as something of an intangible benefit. Furthermore, it is debatable to what extent tourism is generated in this way. It could only be included if the relationship enabled marketing that could not have taken place otherwise. Also, Auckland's international partners may have just as much success marketing themselves in Auckland. If the end result is an increase in tourism in both directions then this may not have a net benefit, and depends on what the tourists from Auckland would have been spending money on had they not been visiting the international partner.

3.2.1. Returning students

The International Visitor Survey (IVS) by the Ministry of Tourism estimates the proportion of tourists from each country who travel here more than once. Using these numbers, we can estimate the proportion of students who return at a later date as tourists.

An important consideration here is that these students will probably not return in the same year, but rather a few years later. Therefore, this is actually a future benefit to GDP, even though we have considered it as an immediate benefit. While theoretically inaccurate, we do not believe that this causes the final figures to be inaccurate (within reasonable bounds). The international partnerships have existed for much longer than our 5-year sample period, and thus some students prior to 2002 would make up these tourists in 2002 and 2003. Since overall student numbers have been reasonably stable, our estimated effect on each year seems reasonable.

We considered that many of these tourists will bring others with them who were not original students (e.g. friends or family). We have conservatively estimated that each student who returns will bring one extra person.

Using IVS data for 15-29 year-olds on holiday from each country, we were able to estimate the average number of nights these tourists spend in Auckland and their average expenditure per night.

3.2.2. Relatives visiting students

Some students will be visited by friends and relatives during their time in Auckland. We have conservatively assumed that only students at universities and polytechnics are visited, largely on the basis that their length of stay in New Zealand is longer than that of students in other sectors. We then assumed that one in four students get visited by two people each year.

Using IVS data for tourists visiting friends and relatives from each country, we were able to estimate the average number of nights these tourists spend in Auckland and their average expenditure per night. Since people visiting students are only a subset of all people visiting friends and relatives, we used some discretion to derive our final estimates of nights spent in Auckland.

3.2.3. Visiting delegations

Auckland City Council provided us with a list of all delegations that visited international partners during the five years to March 2007, and of all visiting delegations to Auckland which were facilitated by the international relations team⁸. The latter include both delegations from international partners and also those from other locations which were facilitated by the division. This list includes the number in each party and length of each stay.

For each international partnership, we separated visits into business delegations (and other visits by adults) and youth exchanges (and other youth visits). Then for each international partner and each visit type, we calculated the net inflow of visitor nights.

To calculate tourism spending, we estimated the average spend per night of these visitors. Using the official New Zealand tourism forecasts, we obtained the average spend of business tourists to New Zealand for 2006 for each country⁹. For youth tourists we estimated that they spent \$75 on average per night. Using these numbers we calculated the net inflow of spending from each international partner.

We did the same calculations for visits by other international cities. We only considered inbound visits that were facilitated by the international relations team. While Auckland City Council sent delegations to other international cities during the period, none of these were facilitated by the international relations team and so did not come under our consideration.

3.2.4. Multipliers

The total expenditure generated by tourists is not equal to the increase in GDP. We must apply standard economic impact multipliers to remove the double-counting of transactions. For tourism expenditure, we have applied a multiplier of 0.89¹⁰ to calculate the GDP impact – that is, for every \$1.00 spent by tourists, GDP increases by \$0.89.

⁸ This list is in the Appendix.

⁹ 2006 values are sufficient since we are expressing all figures in 2006 dollars.

¹⁰ This value is taken from work done by Covec for Tourism Auckland.

3.3. Trade and Investment

We were unable to reliably estimate the economic impact of the international partnerships through this channel. We talked to many people involved with business in Auckland and with some involved with trade delegations to international partners. While our discussions yielded evidence of a significant positive impact, no-one was able to quantitatively say what the monetary benefits were. Any attempt by us to estimate the trade and investment impact would have been quite unreliable, and fittingly open to criticism.

Auckland businesses take part in trade fairs in Fukuoka and Guangzhou, where the relationship helps them to generate additional business. However, despite this being a channel through which economic benefits are undoubtedly derived, we have been unable to source enough reliable information to quantify the impact.

3.4. Best Practice

3.4.1. Avoided cost

The main international partner from which Auckland obtains best practice benefits is Brisbane. Over the 5-year period, Auckland City Council has sent several delegations to Brisbane to study and learn about various things with the intention of transferring ideas and using obtained knowledge for Auckland's benefit¹¹. The economic benefit of these delegations is generated by Brisbane giving this information and assistance for free, whereas private consultants would have charged Auckland City Council for the same information. There is thus an avoided cost that is present due to the sister city relationship.

Auckland City Council provided us with a detailed summary of all study visits to Brisbane (there were none to other partner cities), and the information gained from each. We have then estimated how much this would have cost Auckland City Council, had they contracted private consultants.

We have assumed a consulting fee of A\$350 (and a current A\$/NZ\$ exchange rate of 0.91). We know how much time Auckland City Council spent on these study visits at meetings and the like. We have assumed that it would take one consultant three times this long to produce the final output – given they would need to be brought up to speed, and produce a report (probably after at least one draft); this also allows for extra travel costs involved.

We again apply a multiplier to the avoided cost value to find the impact on GDP. We used a multiplier of 0.96, sourced from an input-output table for Auckland City Council – Business Services.

¹¹ These delegations form part of the tourism analysis. Here we are considering the knowledge gained, not any spending that takes place during the visit.

3.4.2. Revenue gained

When delegations from other international cities come to Auckland on study visits, Auckland City Council charges them an average of \$600 (as opposed to international partners, who can undertake study visits for free). There were 96 such study visits in the 5-year study period.

We can apply \$600 to all visits, despite this being a 2006 value, because we are representing all figures in 2006 dollars. We simply calculated the average revenue gained per year.

This revenue would not have been generated without the international relations team. The division authorises, organises and manages all of these visits.

We applied a value-added multiplier of 0.96, which is the local-government revenue value from the input-output table of Auckland City Council – Business Services.

Appendix

Appendix A: International partnership visits and other visits facilitated by international relations: March 2002-March 2007¹²

International Partnership Visits

Table 16: International Partnership Inbound Visits

Date	International Partner	# of people	Description
2002			
27-Mar – 3-Apr	Fukuoka	25	Mission Project (Asia Pacific Children’s Convention) – educational/culture exchange for young Aucklanders
1-May	Busan	34	Study visit – rubbish & recycling
20-May	Guangzhou	8	Study visit – public consultation
22-Jul – 19-Aug	Tomioka	4	Youth exchange with Penrose High School and Penrose Rotary
22-Jul – 9-Aug	Shinagawa	15	Summer school at Lynfield College
29-Jul	Guangzhou	10	Meetings to discuss NZ-China relations
29-31 Jul	Guangzhou	10	Promotion of Auckland as an education destination
7-14 Aug	Fukuoka	2	English speech contest winners – homestay and school experience
18-26 Aug	Fukuoka	15	Youth exchange with Lynfield College
Sep	Busan		Study visit – IT
27-29 Nov	Guangzhou	15	Meetings to discuss the development of agricultural technologies in NZ
11-Dec	Fukuoka	45	Courtesy call by Fukuoka Girls High School students
2003			
29-Jan	Shinagawa	3	Meetings to discuss 10 th Anniversary celebrations
24-Mar – 5-Apr	Fukuoka	2	English speech contest winners – homestay and school experience
27-Mar – 3-Apr	Fukuoka	20	Mission Project (Asia Pacific Children’s Convention) – educational/culture exchange for young Aucklanders
20-Jul - 13-Aug	Shinagawa	15	Summer school at Lynfield College
17-28 Aug	Shinagawa	16	Friendship group visit to Lynfield College (youth exchange)
22-25 Aug	Brisbane	26	15 th Anniversary sport and culture exchange
1 week end Oct	Fukuoka	2	Maintenance of Japanese garden at Auckland Zoo
28-30 Oct	Fukuoka	4	Meetings to discuss Auckland’s involvement in the 2005 National Urban Greenery Fair, including Auckland Tourism promotion and Auckland Garden
7-Nov	Busan	6	Study visit – Auckland Harbour Bridge
17-Nov	Fukuoka	17	Study visit – Auckland as a holiday destination

¹² These lists were provided by Auckland City Council.

24-Nov	Busan	6	Courtesy call by Busan public servants – visited Auckland for 8-week English course at Auckland University
27-Nov	Guangzhou	20	Courtesy call by Guangzhou teachers
11-Dec	Fukuoka		Courtesy call by Fukuoka Girls High School students
12-Dec	Guangzhou	13	Study visit – public works and property acquisition
2004			
5-8 Mar	Busan	3	Attended Korean Day event
12-Mar	Brisbane	2	Meetings to discuss Auckland’s involvement in Brisbane Riverfest/Riversymposium
14-17 Mar	Guangzhou	5	Courtesy call to Auckland following visit to Melbourne for a bio-tech seminar, including waterfront and Britomart site visits
23-31 Mar	Fukuoka	2	English speech contest winners – homestay and school experience
27-Mar – 3-Apr	Fukuoka	18	Mission Project (Asia Pacific Children’s Convention) – educational/culture exchange for young Aucklanders
22-26 Apr	Tomioka	20	20 th Anniversary visit
6-7 May	Busan	6	Best practice meetings – APEC, parks management and development
15-18 Jun	Brisbane	2	Business meetings – economic development
9-Jun	Guangzhou	6	Study visit – business and investment
25-Jul – 18-Aug	Shinagawa	15	Summer school at Lynfield College
19-Jul – 15-Aug	Tomioka	2	Youth exchange with Penrose High School and Penrose Rotary
15-24 Aug	Fukuoka	18	Fukuoka Youth Exchange
20-24 Sep	Busan	3	Best practice meetings – APEC
3-Oct – 28-Nov	Busan	8	Busan local government officials – English course at Auckland University
6-Oct	Fukuoka	22	Study visit – NZ education system
13-Dec	Fukuoka	40	Courtesy call by Fukuoka Girls High School students
14-Dec	Guangzhou	13	Study visit – building consents
2005			
8-Feb	Fukuoka	10	Courtesy call by Fukuoka Association of Independent Entrepreneurs
2-5 Mar	Shinagawa	2	Meetings with Lynfield College and International Affairs
4-Mar	Brisbane	1	Courtesy call by CEO of Velocity Brisbane (Economic Development Unit)
4-7 Mar	Busan	3	Attended Korean Day and meetings with International Affairs regarding future sister city activities
24-Feb – 1-Mar	Guangzhou	31	15 th Anniversary visit, including Guangzhou promotion at Auckland Lantern Festival
16-23 Mar	Fukuoka	2	English speech contest winners – homestay and school experience
28-Mar – 2-Apr	Fukuoka	17	Mission Project (Asia Pacific Children’s Convention) – educational/culture exchange for young Aucklanders
10-Jun	Guangzhou	10	Study visit – Auckland’s council, councillor and committee structure; Auckland’s education system
13-Jun	Los Angeles	5	Study visit – economic development initiatives
24-Jul – 17-Aug	Shinagawa	15	Summer school at Lynfield College

4 & 8 Aug	Shinagawa	2	Study visit – education in Auckland
12-Aug	Guangzhou	101	Guangzhou Symphony Orchestra welcome morning tea
14-26 Aug	Shinagawa	15	Friendship group visit to Lynfield College (youth exchange)
2-Oct – 27-Nov	Busan	8	Busan local government officials – English course at Auckland University
21-Nov	Queensland (Brisbane)	30	Best practice study tour of NZ
24-Nov	Guangzhou	16	Study visit – rates
12-Dec	Guangzhou	7	Courtesy call by Standing Committee of People’s Congress of Guangdong Province
2006			
23-31 Mar	Fukuoka	23	Mission Project (Asia Pacific Children’s Convention) – educational/culture exchange for young Aucklanders
28-Mar – 3-Apr	Fukuoka	2	English speech contest winners – homestay and school experience
28-Apr	Guangzhou	10	Courtesy call by Guangzhou Municipal People’s Government
19-23 May	Fukuoka	150	20 th Anniversary visit, including Fukuoka Day event (performers, craftspeople, Fukuoka Fire Service rugby team, city officials and visitors)
16-Jun	Fukuoka	8	Courtesy call by Fukuoka Welfare Commission
3-Jul – 25-Aug	Busan	4	Busan local government officials – English course at Auckland University
23-Jul – 16-Aug	Shinagawa	15	Summer school at Lynfield College
13-Jul	Brisbane	8	NZ-wide political exchange and study visit
7-Aug	Guangzhou	10	Promotion of The Third China International Small and Medium Enterprises Fair and Sino-Italy Small and Medium Enterprises Fair, in Guangzhou
2007			
16-21 Feb	Hamburg	5	Meetings to discuss areas of best practice and the MOU
2-4 Mar	Busan	9	10 th Anniversary visit, including Korean day event
23-Mar	Guangzhou	3	Guangzhou TV filmed sister city segment
28-Mar – 3-Apr	Fukuoka	2	English speech contest winners – homestay and school experience
26-30 Mar	Brisbane	5	Attended Commonwealth Local Government Conference, including meetings regarding future sister city initiatives with mutual economic benefits

Table 17: International Partnership Outbound Visits

Date	International Partner	# of people	Description
2002			
July	Fukuoka	8	Asia Pacific Children's Convention – education/culture exchange for young Aucklanders
30-Aug – 1-Sep	Fukuoka	2	Asian Pacific City Summit (Fukuoka is the secretariat)
Sep	Shinagawa		Friendship visit to Shinagawa by Lynfield College (youth exchange)
Sep	Fukuoka	7	Asian Month, including performance by Auckland Philharmonia
Oct	Fukuoka	2	100% Pure NZ fair – NZ food, wine and tourism showcase
2003			
Aug	Tomioka	6	Youth exchange with Penrose High School and Penrose Rotary
Sep	Fukuoka	7	Asian Month, including performance by Auckland Philharmonia
11-14 Sep	Fukuoka	2	Fukuoka Gift fair – exhibit by Auckland exporter of NZ goods
20-Sep – 2-Oct	Fukuoka	12	Youth exchange
12-15 Oct	Guangzhou	20	Business delegation attended Canton Fair
15-17 Oct	Busan	4	Courtesy visit en route to Guangzhou and Shinagawa, to discuss future sister city activities
18-19 Oct	Shinagawa	12	10 th Anniversary visit, including Auckland Fair event
Oct	Tomioka		20 th Anniversary courtesy visit
20-22 Oct	Brisbane	2	Asian Pacific Cities Summit (Brisbane is the secretariat)
2004			
14-28 May	Fukuoka	2	Design of Auckland's garden for 2005 National Urban Greenery Fair
11-27 Jul	Fukuoka	10	Asia Pacific Children's Convention – education/culture exchange for young Aucklanders
7-12 Jul	Guangzhou	30	Three Kings United Soccer Club represented Auckland at Guangzhou Sister Cities Soccer Tournament
1-4 Aug	Brisbane	2	Best practice meetings – leisure planning
1-3 Sep	Brisbane	2	Waterfront presentation by Mayor Banks at Brisbane Riversymposium
15-27 Sep	Shinagawa	21	Friendship visit to Shinagawa by Lynfield College (youth exchange)
29-Nov – 1-Dec	Bangkok / Fukuoka	2	Asian Pacific City Summit (Fukuoka is the secretariat)
2005			
1-4 Apr	Brisbane	15	15 th Anniversary sport and culture exchange
4-25 Jun	Fukuoka	1	Construction of Auckland's Garden for 2005 National Urban Greenery Fair
13-27 Jul	Fukuoka	10	Asia Pacific Children's Convention – education/culture exchange for young Aucklanders
Sep	Fukuoka	2	Tourism Promotion Organisation (Busan is secretariat) Travel Fair and general assembly, including opening of the Fukuoka National Urban Greenery Fair and Auckland garden

2 days	Shinagawa	2	Courtesy visit to Shinagawa following Fukuoka
24-Sep – 5-Oct	Fukuoka	2	Japanese speech contest winner – homestay and school experience
2 days	Guangzhou	2	Courtesy visit en-route to Chongqing, including site visits to new development projects and meetings with education organisations
11-13 Oct	Chongqing / Brisbane	2	Asian Pacific Cities Summit (Brisbane is the secretariat)
7-9 Dec	Brisbane	4	Best practice study visit (several subjects)
2006			
5-8 Mar	Brisbane	2	Meetings regarding future sister city activities
30-May – 5-Jun	Guangzhou	23	Guangzhou International Dragon Boat Invitational Tournament
13-27 Jul	Fukuoka	10	Asia Pacific Children’s Convention – education/culture exchange for young Aucklanders
Sept	Shinagawa	15	Friendship visit to Shinagawa by Lynfield College (youth exchange)
12-19 Sep	Fukuoka	12	20 th Anniversary visit, including Auckland promotion at the Asian Pacific Festival
16-25 Sep	Los Angeles	1	LA Sister Cities Visiting Journalist Fellowship Programme
23-Sep – 4-Oct	Fukuoka	1	Japanese speech contest winner – homestay and school experience
8-12 Oct	Hamburg	4	Meetings to discuss strategic alliance
12-17 Oct	Busan	4	10 th Anniversary visit, including NZ/Auckland promotion at Busan International Film Commission and Industry Showcase

Other International City Visits

These are study visits and courtesy calls facilitated by the international relations team for delegations not originating from an international partner city.

Study visits are international delegations only.

Courtesy calls are both international and NZ delegations, and include ambassadors, consul-generals, etc.

Table 18: Other International Cities Inbound Visits

	Visits: 5-year total	Average number of people	Estimated average number of nights
Study visits	96	13	2
Courtesy calls	74	9	2

Appendix B: Best Practice Visits to Brisbane¹³

September 2002

Auckland City Council's Corporate Solicitor visited Brisbane City Council for 4 days to learn about the Brisbane City Legal Practice.

This visit was research for Auckland as we were reviewing the structure of both our internal and external legal services at the time. We were also running a pilot project regarding internal legal services, and a recommendation was to be finalised following the visit to Brisbane.

December 2002

The Mayor, CEO and one staff member from Auckland City Council visited Brisbane City Council for a full day of meetings regarding:

- Brisbane's transport plans
- the traffic management centre
- busways and the busway management centre
- ferries.

This visit was research for Auckland as we were finalising three major transportation projects at the time – the North Shore Busway, the completion of the motorway network and the upgrading of the rail services in conjunction with the opening of Britomart.

March 2004

Auckland City Council put Auckland Regional Council in contact with Brisbane City Council's transport team to undergo a benchmarking project. Brisbane, along with five other international cities, was used as a case study to help transport planning and implementation in the Auckland region.

April 2004

Auckland City Council's Democracy Services Manager was in email contact with Brisbane City Council to discuss agenda processes and report management systems.

April 2004

Auckland City Council's Implementation Planning Manager and Economic Development Manager visited Brisbane City Council for three days of meetings regarding:

- the economic development framework for Brisbane and the BrisIndustry programme
- technology parks

¹³ This list was provided by Auckland City Council.

- the ICT industry and ICT clusters
- research centres, creative precincts and collaboration with universities
- Australia Trade Coast.

The visit was research for Auckland as we were developing the Tamaki Edge project at the time, including the integration of educational facilities and creative precincts. Auckland City Council also had a brand new economic development group and the visit helped with research into how to structure the group.

August 2004

Auckland City Council's Leisure and Arts Planning staff visited Brisbane City Council for three days of meetings regarding:

- Brisbane's cultural policy
- Brisbane's Public Art Programme
- the Fortitude Valley Development
- the Queensland University Creative Precinct
- the Powerhouse
- the Riverfestival event.

This visit was research for Auckland as we were developing a leisure and arts plan for the city.

November 2005

Auckland City Council's Economic Development Group Manager visited Brisbane for two days of meetings regarding:

- economic development
 - o strategy, research, projections and initiative links with state and central government
 - o infrastructure deemed essential for Brisbane
 - o the convention market
- Velocity Brisbane
 - o business attraction and investment
 - o the structure and operations of Velocity, Brisbane
- convention and exhibition centres
 - o size and scale
 - o market niche, size and type, is the niche determined by other things in the city
 - o perceptions of the global convention market business
 - o infrastructure supporting convention centres
 - o bidding process for conventions
 - o funding arrangements, capital cost, debt servicing, operating costs
 - o location factors and perceived benefits
- Brisbane Marketing
 - o functions and governance of tourism for Brisbane City Council
 - o how tourism activities are organised in the city
 - o the funding levels and sources

- governance
- investment attraction
 - economic development, investment and attracting business events
 - funding and operation of convention centres.

This visit was research for Auckland as at the time we were:

- *investigating the need for a large-scale convention centre*
- *looking at restructuring Tourism Auckland*
- *realigning and increasing the scope of the council's economic development group.*

November 2005

An Auckland City Councillor and a staff member from Community Planning visited Brisbane City Council for two days of meetings regarding:

- homelessness initiatives in Brisbane
- affordable housing.

This visit was research for Auckland as the \$9million Affordable Housing Initiative was being developed at the time.

December 2005

Three Auckland City Councillor's and the Democracy Services Manager visited Brisbane City Council for two days of meetings regarding:

- the creative industries precinct
- the role of council and committees
- waterfront development, urban transport and urban design, including the CBD
- application processing, rating and revenue
- investment into Brisbane
- political representation
- events and promotion.

This visit was research for Auckland as we were looking at restructuring the Democracy Services group (who administer political representation and committee meetings) at the time. There were also a number of large-scale projects, including the CBD revitalisation, going on at the time.

April 2006

The Environment, Heritage and Urban Form Committee resolved that two Auckland City Councillors spend time studying best practice in relevant areas at Brisbane City Council. The two full days of meetings were regarding:

- an overview key planning issues
- site visits to new city developments
- trains/busways/ferries
- sustainable development and implementation techniques/green buildings
- new suburban densification projects

- environmental/ecological initiatives
- water/waste water management initiatives
- coastal planning
- urban design and heritage buildings.

This visit was research for Auckland. It was deemed at the time that Auckland had many worthy policies but the delivery/outcomes were weak. Learning from Brisbane would help with the HGI review - and later the residential zones review for the isthmus.

September 2006

The Auckland City Council's Regulatory Services Manager visited Brisbane City Council for approximately half a day of meetings regarding:

- management of building control
- resource management
- environmental health
- compliance activities
- animal control
- engineering and property information.

March 2007

Auckland City Council's Manager of Utility Planning was in email contact with Brisbane City Council regarding:

- recycling and waste management
- the natural environment and sustainability.