

**City Of Atlanta**

**Sister Cities Commission**

**Strategic Business Plan**  
**2004 – 2010**

**Complement to**

**Atlanta's Vision 2020**

**August 31, 2004**

**Version Zero**  
**(partially complete and for discussion purposes only)**

**Office of External Affairs and International Relations**

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## EXECUTIVE SUMMARY

Atlanta has always been the flagship for Georgia's international commerce, economic development and global presence. Atlanta has had a prideful history of leaders in the state, nation and around the world. It goes without saying that Atlanta and the world are much different places than they were only a few years ago. The world was divided by both natural and constructed barriers. Familiar divisions and barriers have largely been erased through technology and global awareness. The rate of change has been unpredictable, but the direction has not.

As a part of the City's prideful past, Atlanta positioned itself as the "City to Busy to Hate" and as an "International City." While these slogans served the city well at the time they were used, they do not communicate to today's world, the meaning and direction of Atlanta. Atlanta's response to today's world is very direct, clear and will prepare the city for the changes to come. It is time for a new vision of Atlanta as a leader in the new global community.

In the past, creating a great city might have an impact on the state or the United States, but have little impact on the world. Today that is not the case. Atlanta, as it did after the civil war and during the civil rights struggle, can step forward as a leader in the new world. Atlanta has the vision, resources, visibility and responsibility to become a great citizen of the world. Atlanta has the potential to become a world leader in many areas including environmental, economic, cultural, social, sustainable development, citizen diplomacy, democracy and good government, taking care of the old and the young, education and the revitalization of the business district of downtown while supporting major growth in the metropolitan area.

The Atlanta Sister Cities Commission can play a significant role in assisting Atlanta in reaching its position as a leading city for corporate headquarters and international business and trade. The programs and services provided through the ASCC will foster cooperative relations and further the economic development of Atlanta.

The following plan is based on the vision of Atlanta expanding its position as a cultural and economic leader and world-class city. The goals and activities listed in the ASCC Strategic Business Plan expands the ASCC's supporting role and positions it as a leader of Atlanta's international relations.

## **INTRODUCTION**

### **VISION**

The Atlanta Sister Cities Commission will be in the forefront of all international activities of the City of Atlanta. It will support the City's international relations by promoting cultural exchanges, facilitating economic trade and development and raising Atlanta's visibility in the world community.

### **VALUES AND PRINCIPLES**

The Atlanta Sister Cities Commission is dedicated to the following values and principles:

- Belief in strong and everlasting commitment to the commission's vision and mission.
- Belief in the value of integrity as driving force in our relations and activities.
- Belief in ASCC to pursue progressive and innovative goals.
- Belief in global citizenship through cultural understanding and partnership between Sister Cities.
- Belief in fostering leadership opportunities within the international community.
- Belief in a commitment to excellence in commission and committee performance.
- Belief in the promotion and celebration of diversity in our communities.
- Belief in the integration and inclusiveness among those people and organizations interacting with the ASCC.
- Belief in making the world a better place through selfless service and sharing with others in an international environment.
- Belief that mutual exploration understanding respect and appreciation between people of diverse cultures is fundamental to a just and humane world.

## **MISSION**

The mission of the Atlanta Sister Cities Commission is to increase the knowledge, goodwill, and understanding of the world through people-to-people diplomacy, education, cultural and economic exchanges, and humanitarian assistance.

## **ROLE and SCOPE**

As a respected leader in international relations, the Atlanta Sister Cities Commission will use its resources to build continuity, consistency and community with all interested individuals and organizations involved with international relations. ASCC will focus on complementing the activities of others while avoiding unnecessary duplication. ASCC will seek to cooperate with others to accomplish parallel goals and to coordinate the efforts of the international community with cooperative leadership.

ASCC will ensure the work of the Sister Cities Committees represents the best efforts and interests of the City of Atlanta. Adhering to all enabling legislation and providing strong leadership in other areas, the ASCC will seek to expand the influence and knowledge of Atlanta as a leader in the new global community.

## **STRATEGIC DIRECTIONS**

The ASCC has identified people, government, economic, environment and operations as the five strategic directions upon which it will focus its programs and services in order to have a positive impact on the people of Atlanta and the world. The following Sister Cities International areas are included within this grouping:

- Arts and Culture
- Economic Development
- Education
- Environment
- Healthcare
- Humanitarian Assistance
- Municipal Cooperation
- Public Safety
- Sports
- Technology and Communications
- Youth

## **STRATEGIC GOALS**

### **A. Strategic Direction: People**

The most important aspect of the Atlanta Sister Cities Commission's work is that which is directly related to the helping and fostering of better understanding among the people of the world. Improving the lives of people worldwide has a positive impact on all other areas of the

ASCC's work. Addressing the needs of people is crucial to the development and maintaining of positive relationships.

## **A.1 Education, Youth and Sports Goal**

The Atlanta Sister Cities Commission will improve the knowledge and understanding of the people of Atlanta and the world about Atlanta, the US, and the world.

### **Strategies:**

- A.1.1 To schedule and coordinate at least one K-12 and at least one college level student exchange; and/or develop at least one joint program between schools in the City of Atlanta and at least one Sister City to increase cultural awareness, knowledge of partner's schools/cities, foster friendships and trade.
- A.1.2 Sponsor a yearly youth soccer team exchange with alternating visits between Atlanta and the Sister City partner's city.
- A.1.3 Sponsor special events for international students at Atlanta's colleges and universities, such as "International Student Nights" at the Fox Theatre, Woodruff Arts Center, Turner Field, etc. Host "International Students Day" at City of Atlanta, Fulton County, and State of Georgia.

## **A.2 Humanitarian Assistance Goal**

Provide assistance to international citizens of Atlanta and Sister City partners that improve their well-being and promotes good will and opportunities for all involved.

- A.2.1 Appoint representatives to the ASCC from the INGO community who can facilitate humanitarian assistance to Sister City partners that are experiencing economic hardships due to natural disasters, health crisis, etc.
- A.2.2 With assistance from the Centers for Disease Control and Prevention, develop and share information leaflets on identification, prevention, and treatment of diseases common to each Sister City Partner.
- A.2.3 Provide bicycles for transportation to citizens of Sister Cities partners that can benefit from them.
- A.2.4 Provide food, clothing, and toiletries to assist the citizens of Sister Cities partners that can benefit from them.
- A.2.5 Provide medical and dental equipment, medications and supplies to citizens of Sister City partners that can benefit from them.



- A.2.6 Sponsor medical teams to provide clinical diagnosis, treatment and training to the citizens of Sister City partners that can benefit from them.
- A.2.7 Provide citizens of Sister Cities partners transportation and medical treatment in the United States.
- A.2.8 Provide, to citizens of Sister City partners, emergency assistance and communications while visiting in Metro Atlanta.

### **A.3 Social, Arts and Culture Goal**

Expand the understanding, appreciation and participation in the social life, arts and cultures of the world

#### **Strategies:**

- A.3.1 Expose the citizens of the City of Atlanta to the cultures of its Sister Cities through at least one arts program per year, in cooperation with Atlanta's arts community.
- A.3.2 Sponsor one youth arts group per year to alternate visits to Atlanta and a Sister Cities partner and coordinate their city performance tour.
- A.3.3 Develop, maintain and share, with Sister Cities partners, a comprehensive, accurate, and complete inventory of Metro Atlanta organizations sponsoring or involved in preservation, arts, crafts, music, paintings, museums, and other cultural organizations.
- A.3.4 Establish and maintain a display honoring Atlanta Sister Cities Commission partners in the Atlanta Airport.

### **B. Strategic Direction: Economic**

The ability of people to prosper is critical to their development and the development of their families, culture and country. Ingenuity and exploration are two of the most important ingredients to a healthy economy and individual prosperity. Only when people are challenged to think the unthinkable, are the true gifts of each person utilized to their maximum.

#### **B.1 Economic Development Goal**

Increase individual economic prosperity for citizens of Atlanta and its partner cities

#### **Strategies:**

- B.1.1 To facilitate international trade and development by implementing a business exchange with a minimum of one Sister City Partner annually.
- B.1.2 With the University of Georgia, develop programs, materials and exchanges with Sister City partners whose economies are agricultural.
- B.1.3 Establish an international trade office presence (brochures, flyers, contact information and ASCC information) within the local mayor's office or the chamber of commerce of each of the Sister City partners.
- B.1.4 Maintain a current list of Sister Cities with direct flights to Atlanta and work to establish one with each Sister City partner.
- B.1.5 With Atlanta's international business community, establish and nurture international trade with Atlanta's sister cities and their partners, utilizing their resident nationals.
- B.1.6 Maintain a list of Metro Atlanta organizations involved in International Economic Development and Trade

## **B.2 Technology and Communications Goal**

Assist all Sister Cities partners in participating and benefiting from the information age

### **Strategies:**

- B.2.1 Utilize relevant technology to increase effectiveness and strengthen communication activities of each Atlanta Sister City relationship.
- B.2.2 Establish and maintain Internet connectivity between Sister City partners and the ASCC by providing telecommunications technical assistance through City of Atlanta IT department and local colleges and universities to Sister City partners who can benefit from such assistance.
- B.2.3 Develop "technical tours" format for international visitors that include CNN, Emergency Management Command Center, Technology Square, Georgia Tech, 911 Center and other information age technology centers.

## **C. Strategic Direction: Government**

Quality of life throughout the world is greatly determined by a nation's government. Participatory forms of government are essential for the development of people and nations. Insuring that people have the ability to maximize their personal freedoms in an

orderly manner is crucial to the fostering of ingenuity and exploration. Freedom to make choices is a cornerstone of democracy.

## **C.1 Municipal Cooperation Goal**

Increase international participation, cooperation, and understanding of interested citizens and governments in democratic forms of government.

### **Strategies:**

- C.1.1 Conduct ongoing dialogue between Mayor's Office and each affiliated city to cultivate relationships and foster cooperation.
- C.1.2 Build a collection on each current and future Sister Cities partner within the Atlanta-Fulton Public Library.
- C.1.3 Sponsor City Council legislation to place signage along strategically selected streets throughout Atlanta recognizing each Sister City relationship.
- C.1.4 Provide for the appropriate gifts and honors to be presented to visiting delegations from Sister City countries to the Mayor's Office.
- C.1.5 Assist the Mayor's Office of External Affairs and International Relations in matters of protocol and host special events and visiting dignitaries from Sister City countries.

## **C.2 Public Safety Goal**

Increase the individual security of the citizens of Atlanta and partner cities through the sharing of public safety, security and health information and services.

### **Strategies:**

- C.2.1 Provide equipment for installation in public buildings (e.g. smoke detectors) and for public safety workers, to Sister City partners that can benefit from such assistance.
- C.2.2 With the City of Atlanta's public safety departments, and Hartsfield-Jackson Atlanta International Airport, provide technical assistance in the areas of public safety and security to Sister City partners that can benefit from such assistance.

C.2.3 Establish public safety exchanges with Sister City partners who have experience in prevention of, and response to, acts of terrorism.

## **D. Strategic Direction: Environment**

The world may be an island in space, but no country is an island within itself when it comes to the environment. The gifts of natural resources given to one country and the care of them are essential to the well being of the world.

### **D.1 Environmental Goal**

The ASSC will seek to foster an environmental conscience throughout the world that calls people to take action to protect the environment.

#### **Strategies:**

D.1.1 Encourage the protection and improvement of the environment of Atlanta and its Sister City partners through optimal and sustainable management of natural resources, expansion of green spaces, public parks and lakes, and the reduction of air pollution.

D.1.2 Facilitate the expansion of Atlanta's and its Sister City partners parks and recreational programs.

D.1.3 With the Centers for Disease Control and Prevention, metro colleges and universities and the City of Atlanta's departments, provide technical assistance in the areas of sewerage and water treatment to those Sister City partners that can benefit from it.

## **E. Strategic Direction: Operations**

The effectiveness and efficiency of the operations of the ASSC are keys to maximizing the accomplishment of the organization's vision and mission. ASSC will be bold in its efforts and effective in its approach. A healthy, well organized and active organization is needed to make sure the ASSC is meeting its mission, vision and goals.

### **E.1 Organizational Goal**

The City of Atlanta, Sister Cities International and the United States Department of State recognize the ASSC as one of the most influential, efficient and effective international relations organizations.

#### **Strategies:**

- E.1.1 Ensure that ASCC operates in accordance with enabling City Council legislation and bylaws by:
- Providing routine oversight of the activities and conduct of committees
  - Submitting an annual report.
  - Reviewing and analyzing all requests for Sister City affiliations
  - Strategically selecting partners compatible with the City of Atlanta's international vision and economic development.
  - Collaborating with other organizations which have similar visions and goals.
  - Appointing and operating all standing committees as prescribed in bylaws.
- E.1.2 Develop and maintain a current and accurate job descriptions, operating procedures manual and orientation program for the ASCC and committees.
- E.1.3 Maintain active membership in Sister Cities International, with a representative from Mayor's Office and ASSS chair attending the annual conference.
- E.1.4 Provide for the staff and office resources necessary to operate and support a high profile and active Atlanta Sister Cities Commission and committees.

## **E.2 Resource Development Goal**

Develop available sources of funds sufficient to support the programs and activities required to accomplish the vision and mission of the ASCC.

### **Strategies:**

- E.2.1 Support the creation and operation of a foundation for the ongoing funding of ASCC and committee activities.
- E.2.2 Establish, operate and maintain foundation office functions that include, but are not limited to the following:
- The implementation of a current data base of friends, donors, volunteers, and prospects' contact information, contributions records, and service interests and activities;
  - Accurate and complete records of budgets, grants management, financial accounting, gift specifications and requirements, donor pledges and invoices and donor contributions and donor recognition;
- E.2.3 Conduct a needs assessment of the ASCC and each committee to determine financial needs and funding sources.
- E.2.4 Develop a Case for Support which includes ASCC and committee projects and amounts needed to fund them.

- E.2.5 Conduct a Feasibility Study to identify projects and potential private funding sources and amounts.
- E.2.6 Develop a family of literature supporting the foundation and the fundraising activities of the foundation.
- E.2.7 Enlist the support of public and private entities to financially sponsor the economic, cultural and diplomatic activities of the ASCC and committees in Atlanta and their Sister City partners.
- E.2.8 Enlist the support of private and public entities to help the ASCC and committees achieve their financial goals through the following:
- Special Events (Silent Auction, Golf Match, Arts Gala, etc.)
  - Annual Giving Campaigns
  - Planned Giving
  - Major Gifts Campaigns
  - Targeted Campaigns
  - Grants Application and Management
- E.2.9 Enlist the support of professional fundraising consultant to provide or assist the ASCC and committees in the completion of foundation functions and the conduction of the following:
- Special Events (Silent Auction, Golf Match, Arts Gala, etc.)
  - Annual Giving Campaigns
  - Planned Giving
  - Major Gifts Campaigns
  - Targeted Campaigns
  - Grants Application and Management

**ATLANTA SISTER CITIES COMMISSION  
FLEXIBLE FINANCE PLAN**

## **APPENDIX**



