

Leveraging Sister City Relationships into Economic Development and Entrepreneurial Outcomes

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Introduction

Sister Cities Australia (SCA) is a network of cities, towns, ports and states, covering cities within and even outside Australia. SCA is responsible for matching sister cities to one another. The idea of founding sister cities was implemented for the purpose of collaboration with other cities in different regions across the world. The collaboration enables the cities to improve ties and relations for the purpose of cultural, social and economic improvement of the cities and states involved in the program. The program also advocates for cooperation and friendship between communities so as to realize a worldwide peaceful coexistence amongst individuals (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014). The sister cities program in Australia has ensured that each of the cities within Australia has at least one sister city in another part of the world or within Australia (Pred, 2017).

Different countries and regions have their own form of sister cities to enhance collaboration. The purpose of sister city programs established in other regions was to minimise border to border conflicts experienced after the war, which created enmity among member countries of different regional zones (Pruitt, 2016). The purpose was to achieve peace and tranquillity. In addition, the border relationship was improved, achieving this created room for the beginning of other forms of relationships between governments and communities (Pred, 2017).

In the world today, no state is fully self-sufficient such that it does not need other natural resources or products existing in other countries (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014). Based on the availability and distribution of natural resources, countries specialise in different forms of production which are influenced by the current skills and abilities of the population within the region. In the course of such

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economic activities, a country will also require other resources available in other countries in order to efficiently produce the final product (Campbell, 2013).

Nevertheless, in respect to marketing, a country can't be the sole consumer of its own produce, despite being able to fully meet the demand within the region a country can achieve more by trading with other regions in order to attain additional revenue (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014).

Background

The aim of sister city relationships is to help develop enduring networks of communications between the cities of the world to cut across boundaries and reduce polarisation among nations.

Various South Australian councils have sister city relationships which have been built upon cultural exchange, points of similarities, business and trade opportunities. The goal of this project is to work on taking some of those relationships to the next level identifying and acting on opportunities for collaboration on business and economic development, entrepreneurship and startups, global market expansion and tourism.

For example, with the City of Adelaide there are a number of upcoming significant milestones celebrating anniversaries with Austin in Texas and George Town Malaysia. Alongside sister city relationships in China there is also a developing connection with the startup ecosystem in Indonesia. Over the past few years, a delegation from Adelaide, South Australia has been involved in SXSW (<https://www.sxsw.com>) in Austin, Texas and it is clear that there are many opportunities for collaboration, export and growth with Austin as the gateway for South Australian, in indeed Australian businesses into the USA. Doors are opened through this relationship that would not usually be available and local businesses can be exposed to international markets through these links.

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From an economic development and entrepreneurial perspective, it is a relatively untapped opportunity to leverage business, trade and partnerships into the USA and vice versa back to Asia Pacific.

Successful sister city relationships

For many years many sister city relationships were based on cultural and social exchanges, nevertheless they have led to widespread collaborations in different areas. Some cities however, hungered for economic collaboration that would eventually lead to a positive economic development in different regions. The economic development was pursued through personal connections, alongside the initiatives already implemented by the local councils. For instance local communities used the sister city collaboration to expand their businesses and increase growth in their different industry sectors. This in turn led to an increase in communication between individuals for the purpose of trade as well as increased revenue for the different cities.

Pursuing economic development through the sister city connection does not mean abolishing the already laid infrastructure for cultural and social exchanges within the communities involved, rather it expands on the already laid backbone for collaboration. The additional ventures pursued such as economic development through trade agreements, import export negotiations or other partnerships in business, complements the other aspects of the relationships.

In addition, this economic development activity, has facilitated the acquisition of financial support for the sister city activities through the acquisition of increased revenue for the different sister city relationships. The economic development uplift attained through such a linkage of cities cannot be realised without the emergence of talks facilitated by key

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players in the relationship. The talks through association are what inspire individuals to actualise plans that realise economic development and entrepreneurial growth.

From the SXSW conference and festivals, significant economic development is achieved for the Austin Texas business community. The event hosts influencers and leaders from sectors to a mixed festival of trade shows, conferences and seminars. In 2017, the event had an attendance of over 285,000 people therefore it really boosted Austin's capital through cultural events facilitated by a sister city connection. In the same year the impact to the economy totalled around \$348.6 million. The festival also brings together individuals from the arts sector who engage in a collective conference based on music and film with linkages to other creative industries.

The inception of a sister city program

The first form of sister cities was established by America in 1956. The program was known as the people to people program. The program combined two or three cities to a single family, the approach was known as twinning, and many people at the time embraced the idea positively (Pred, 2017). The collaboration was formal and an agreement was constructed through a document entailing how the collaboration was to be achieved and the exchanges involved.

In Australia, the idea of sister cities was established in 1978 after research was undertaken to understand the program implemented in America and other countries (Pred, 2017). There are more than one hundred cities with sister city relationships in Australia, a majority of them have Japanese connections (Campbell, 2013). It has not been easy to translate this sister city relationship to direct economic gain. However, the economic gain has been realised in the background through enhanced trade and improvement of

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infrastructure through embracing plans existent in other cities (Brown, Rickard, Mustriwati, & Seiler, 2013).

The main way that Australian sister city relationships has realised economic gain is through tourism activities. The increase in tourism has been implemented through the increase of interest by engaging in social and cultural activities between sister cities. The tourism activities are generally across culture, events, sports and education. In New Zealand, for instance, the sister cities program realised tourism exchanges in excess of \$50 million for the country (Pred, 2017).

A case study of Adelaide

Adelaide is the capital of South Australia, a majority of the people in South Australia live in Adelaide evident from the population of 21,600 individuals living in the city out of the 1.675 million of people living in South Australia. The first city to have a council which was established in 1840 (Akçura & Avci, 2014), Adelaide has grown over the years through social, economic, and cultural collaborations with other countries and cities (Pruitt, 2016). The city is well known for its innovation and entrepreneurial contribution to the whole of Australia as well as smart city goals, gig city IT infrastructure and it is referred to as the City of Entrepreneurs. A vibrant business community is resulting in an increase in trade within the city and regional locations across the state, known for collaboration and making the most of limited resources.

Sister Cities to Adelaide

Austin

Austin, the capital of Texas, is a sister city to Adelaide and it was founded in 1838. The city is known for its prowess in research and development, which is as a result of having the University of Texas within its borders. Nevertheless, the city also has a large

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manufacturing base which is doing well considering its proximity to the Mexican border, whereby immigrants that find their way to the city providing an increase in labor resources to the area (Pred, 2017).

Austin is also considered as a diversified city as its population is comprised of individuals coming from different backgrounds, regions, and culture. The city has individuals from South America, Africa, African American, and Europe. The landscape of the region is desert-like with land reclamation projects realising beautiful scenery. The reclamation techniques have been achieved through collaboration with sister cities. The collaboration has also realised diverse cultural interactions including one of the largest music festivals in the world with SXSW.

Christchurch

Christchurch is a sister city to Adelaide and a common factor to note between the two cities is that it is also the first city of New Zealand, established in 1856 and 6 years later its council formed. The landscape of the city is different from that of Austin, as compared to Austin's desert-like landscape, this city is instead filled with natural vegetation and beautiful sceneries comprised of gardens and parks. It attracts tourists throughout the year due to the vibrant community and beautiful scenery found in the area (Pruitt, 2016). The country offers many tourism based economic activities and businesses in related activities such as surfing, spas, skiing and snowboarding. Tourists can engage in a range of activities just within a day without having to travel far and wide from one activity to the other (Pred, 2017).

George Town

This is one of the most historic island cities in collaboration established earlier before Adelaide and other sister cities. The city was established in 1786 and the island

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mainly serves as a port. The city is found on the island of Penang which has a population of about 900,000 and the name of the city traces back to King George III (Pred, 2017). There is a very interesting display of culture, including social practices to architectural designs that are observed throughout the city. The designs embrace old designs of construction from different time periods, for instance, some of the buildings adapt to modern styles while some are constructed in the olden British settlement style. The city achieves its greatest revenue serving as an industrial port.

Himeji

Himeji is a city located about 480km southwest from Tokyo and it has a population of about 535,945. Evidently, the city also exhibits the same characteristics in respect to the others based on the time of establishment being established in 1889. The city embraces ancient cultures, from social practices to settlements as well as tourism activity due to the presence of the oldest wooden castle in Japan. The city exhibits varied industrial and economic activities, therefore making it a potential collaborating sister city, for other cities seeking the same development and provides a balance between modern development and retaining ancient heritage (Akçura & Avci, 2014).

Qingdao

Qingdao is one of the major cities with whom Adelaide has a sister city relationship, located in Shandong province, eastern China. The islands landscape is also quite similar to that of Christchurch which is comprised of beautiful scenery - it is also an island like George Town and partially surrounded by the ocean. The city is considered a major tourist attraction, as a majority of the Chinese consider it as a most peaceful place in the area characterised by the fresh sea breezes, clean atmosphere, and environment, not forgetting it has one of the largest bathing beaches in Asia. The city is not only famous for its tourism

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activity but also produces one of the most popular beers within the region known as Qingdao beer.

Western Adelaide Sister Cities

City of Charles Sturt

The City of Charles Sturt has entered into alliances for the purposes of boosting collaboration in the areas of cultural, economic and social growth. The collaboration sister agreement was signed on 24th February 2014. The city has a sister relationship with the City of Caulonia (Italy) with many festivities and tourism activities.

Currently the city is implementing a place making program whereby local communities and business owner's work together to provide rejuvenated public places that people loved to visit, or do business in. The project is aimed at creating meaningful spaces for the public, aimed at ensuring that collaboration between communities is pursued. It also creates empowerment for people with skills locally to use them to rejuvenate spaces therefore providing a sense of belonging for individual and businesses who utilise the project. The project enables collaboration in pursuit of economic development in that the places become more vibrant for a 24-hour business economy, it also provides a healthy environment for business as more consumers are attracted to these areas with improved public spaces.

City of West Torrens

The City of West Torrens has an aim of increasing tourism activity in Western Adelaide. Tourism provides vast benefits for this city, including enhanced economic activities in the region. The citywide collaboration has realised employment of more than 10,000 people who support more than 4,500 businesses (City of West Torrens, 2018). The Adelaide western city's beaches website is a collaboration platform that has been utilised to

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create awareness for the beaches within this city. The collaboration in the region saw a tourism expenditure growth of almost \$300 million with continued growth to up to \$6.3 billion (City of West Torrens, 2018). The city is also engaging in a collaboration for climate change adaptation plans with the cities of Port Adelaide and Charles Sturt that aims at creating effective policies for sustained climates.

City of Port Adelaide Enfield

The City Port of Adelaide Enfield is located in the North West of Adelaide - a major metropolitan council in South Australia which was formed in March 1996. The city is also in collaboration with other western councils in Adelaide. The city experiences a multi-cultural environment due to the social and economic activities facilitated by the port. From the entire population currently living in the port only 30% were present at the port before 2013 (Oakley, 2005).

The population is from different backgrounds such as individuals from Italy, UK, Vietnam, India, China and Germany (Oakley, 2005). This mixture of individuals from different backgrounds enriches the area with diversified cultures with different festivals and events, foods, arts and religious practices.

Economic development is achieved through trade and interactions with other cities, local trade is also present where diversified culture leads to creation of interests in businesses owned by other communities. People born overseas who have established their communities within the city also provide trade links to their home countries creating a form of international trade that is beneficial to the city's economy.

Economic Benefits from Sister City Collaboration

Adelaide is a major city in Australia therefore the rate of urbanisation experienced in the region is experienced at a vast rate. Modernisation through innovation has made the

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region superior in the areas of agriculture, collaboration, education, entrepreneurship, food, technology, tourism and wine. Urban migration is on the rise which leads to an increase of foreign settlers in the region (Pruitt, 2016).

Maintaining the cultural heritage has been an issue for Adelaide, similar to sister cities established within the same era. Some were the initial cities to be established within their region (Akçura & Avcı, 2014). Other cities, for example George Town, have been able to balance their cultural heritage and modernisation, while still maintaining tourism activities and experiences.

Adelaide has learnt from some of these strategies enabling the city to earn a UNESCO world heritage listing in 2008. A campaign was established by Khoo Salma a historian in the Adelaide to ensure that the historical and ancient sites in the area were preserved with a mix of modern developments particularly in buildings and architectural designs (Thomas, 2017). The heritage sites display a story of the area that can be utilised as uniting factor for people and a tourist attraction for both domestic and international tourists. Heritage is essential in any community or region.

The collaboration with the Penang Heritage Trust enabled Adelaide to establish ways in which culture can be preserved. Surprisingly up to date the Penang Heritage Trust still has members from Adelaide (Pred, 2017). Exchange programs were facilitated for the collaboration as individual members of the trust from Adelaide visited the different streets where architectural heritage designs were implemented. It was an enriching experience as they were amazed at how the heritage was represented through the original architecture designs yet it blended perfectly with the current modern infrastructure.

For George Town in Malaysia, the preservation of heritage has been a great boost to the region as it increases the tourism activity in the region. A majority of tourists appreciate

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authentic designs and ancient architectural designs. It creates an attractive haven for tourists in Malaysia (Thomas, 2017).

Another benefit from having sister cities is acquiring adequate help in seasons of calamities. For instance, Christchurch experienced a deadly earthquake and luckily they had support from all the sister cities to take them through the hardships experienced. Such calamities bring about emotional and physical suffering to those involved. The earthquake had a magnitude of about 6.3 and it killed about 185 people, making it the second largest earthquake in the country (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014).

The City of Adelaide came to the aid of the country by providing a generous donation of about \$25,000. Adelaide went all in to ensure everyone in the region was attended to - the city even provided accommodation to the displaced students of the University of Canterbury who had no place to stay or study (Brown, Rickard, Mustriwati, & Seiler, 2013).

The sisterhood embraced in this city-wide collaboration is very positive and the outcomes can be seen beyond the borders of the city's involvement. Other cities definitely would want to be included in this type of relationship (Campbell, 2013). With cities not even coming from the same country there is no required due diligence or sacrificial allegiance provided to neighboring cities. However, the sister like pact made between the cities in the relationship results in a carefully crafted allegiance that results in a positive impact to all member cities regardless of background, race, region or nationality.

It is therefore adequately clear that the form of collaboration in the sister city relationship has achieved one of the very first visions in constructing the sister city programs. Whereby, the border to border animosity between countries has been eradicated, it has also minimised conflicts between individuals of different backgrounds, increasing the level of

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collaboration (Pruitt, 2016). The collaboration depends on the local government or city councils so there is minimal conflict when it comes to decision making, as the structure of decision making is different compared to the state or national government.

Decisions that need to be made are generally undertaken faster and efficiently realising a positive impact almost instantaneously. In regards to this, decisions by local governments for collaboration may drastically impact torn ties between the nations involved. For instance the national governments may lack collaboration because of animosity between the two countries or lack of achieving a common ground for collaboration (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014). However, through local governments, collaboration can be built on from such a small scale level to a nationwide collaboration between the two countries where member cities are present in the sister city relationship.

Adelaide has realised a trade partnership with Qingdao, which as earlier indicated produces the famous Qingdao beer in the region. Adelaide exports barley to the city which is then used in the manufacturing of the Tsingtao beer. The Tsingtao Beer has a market presence of over 110 years and is Chinas top export beer to the United States of America. The sister relationship of Qingdao and Adelaide enabled the two cities to form a working relationship that is beneficial to their national governments. The port city is also strategically located for the transportation of the export from Adelaide through the industrial Port at Qingdao (Orton, 2016).

The sister city pact came after the pact on the exportation of barley to China was already implemented therefore the sister pact was useful in ensuring friendly ties were implemented. The friendly ties go a long way in ensuring a positive business relationship between the two cities and countries at large. This also reduces the strain on government

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tasks of ensuring a positive relationship is maintained with all its partner countries in business (Pred, 2017).

Some of the relationships that resulted from the sister city relationship were as a result of prior business between the two countries and cities respectively. Nevertheless, in instances where the business activity was made before any of the two concerned cities had ties, the result was that the economic and cultural collaboration was boosted on a greater scale (Alger, 2014).

For example, the sister pact between Qingdao and Adelaide business took place first and since Adelaide was looking to partner with more cities in South Asia, it was one of their considerations, but beforehand they had considered Chengdu to be a vital collaborating city in the sister pact. This was due to prior relations where they had received pandas from a research institute in the same region; the pandas were to be housed in Adelaide Zoo. However, upon further considerations Qingdao proved to be the better city for collaboration program through a thorough process of evaluating the history, current practices, culture and development goals of the city in question is carried out (Brown, Rickard, Mustriwati, & Seiler, 2013).

The collaboration with George Town was also a result of former links to Adelaide however, the link is not based on the common ties already established. The link between the two cities traces back to the founder of both cities, rather the person who established the two cities and was also involved in the planning of the cities. Captain France Light was responsible for establishing the city of George Town in Penang Malaysia and he used it as a trading port for the British East India Company (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014).

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This resulted in bringing people of all descent to the island as it was an international trade centre. It is noted in the different cultures exhibited in the city with a presence of Indians, Chinese, and Europeans. The individuals from different backgrounds brought with them a mix of different cultures that can be clearly seen across the city through the architectural designs that are considered part of the heritage of the island. The founder of the island city had about five children and the first was named William, who ended up being one of the key players in the establishment of Adelaide in South Australia. Some researchers indicate that there are some similarities in planning evident from the lighting designs used in both cities.

The two cities have collaborated on the matter of heritage preservation. Fate brought the two cities back together and based on the establishment of George Town the city has a very rich mix of culture which is of benefit to Adelaide in respect to understanding the various cultural practices of the mixed diversity in the region. Currently, Adelaide is partnering with cities of similar profile enabling the city to understand the various social lifestyles and culture and facilitate a conducive environment for individuals from all backgrounds (Thomas, 2017).

Despite the additional accrued benefits in respect to monetary gain in line with economic gain through trade agreements and policies, the purpose of this sister city relationship was not directed towards such gain. The purpose of the sister city relationships was aimed at facilitating community to community and individual to individual interactions, which facilitates social and cultural exchanges. However, if an economic benefit is attained in the course of such action, it is welcomed, and possible avenues of collaboration are implemented to boost the current relationship.

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It is evident from practice that cultural and social interchange through collaboration results in a wide array of benefits beyond that which the relationship was framed at achieving. Therefore positive collaborations of such a kind provide widespread benefits of a greater scale to other areas of the economy such as education, business, and tourism. This boost goes hand in hand in facilitating the additional collaboration of cultures and social practices. It is also important to understand sister city relationships ensure collaboration to the smallest unit of society such as individual to individual or family to family, therefore achieving a greater impact to the lowest unit of communities (McLarty, Davis, Gellers, Nasrollahi, & Altenbernd, 2014).

Current programs for future collaboration

The sister city relationship is governed by a council with members from each of the sister cities and this council is tasked with governing the collaboration within the member cities. The council is responsible for vetting cities that would like to join the sister city relationship. The council selects additional member cities through criterion that ensures the city selected is of likeminded individuals and has similar development goals to the other member cities ensuring the collaboration can be impactful on a greater scale if established (Pred, 2017).

The council is also responsible for providing strategic collaboration plans for the sister cities in the relationship. Currently, the council is tasked with creating a dissertation that forms part of the strategic plans for the collaboration over the next 18 months. The main aim of the dissertation is currently directed toward building and strengthening international partnerships. Adelaide had set a budget of about \$40,000 for this sister-city program (Akçura & Avci, 2014).

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The council and individuals tasked with leadership also create a family like mode of governance such that they take their own time to attend to events organised by each of the member cities, in some instances even at their own expenses. Often interactions go beyond mere official guidelines but also invoke personal responsibility and concern for individuals within the council itself.

The current move by Adelaide and its sister cities to consider adding members from Japan and China is part of its extensive vision of creating international connections. The vision of the sister city's as earlier illustrated traces back to the American Vision to build a harmonious relationship with other countries and cities across the border during the post-war era. Australia has fully embraced the vision and realised about 500 affiliations with 200 cities in Australia.

After achieving the first objective of collaboration and good relationships, the city then seeks to work on its own agenda that is also beneficial to the other member cities improving its economic ties with other member cities. Currently Australia's economy relies heavily on South Asia therefore it is more ideal for Australia to consider partnerships with cities in China and India (Orton, 2016). The new sister relationships could go a long way in improving the current economic ties on a nationwide level. A link up of local businesses to other local businesses in the region is essential as it could improve the current trading level and infrastructure of the two regions. The results of such a partnership are clearly witnessed in collaborations achieved through partnering tourism businesses that helped shaped up education tourism within Australia and Adelaide in particular (Akçura & Avci, 2014).

Partnerships implemented earlier really improved tourism demand and opened greater doors resulting in increased tourist flow in the region. The ties that resulted also

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enabled collaboration to be pursued through borrowing of strategic plans involving culture preservation strategies implemented by Adelaide. (Alger, 2014).

An approach of collaboration by connecting local businesses to foreign businesses, while at the same time creating trade policies and tariffs that are convenient to all parties involved, is the best mode of collaboration that can achieve a greater impact between the sister's cities involved. In addition to trade, investment opportunities can also be realised by external parties, to boost business activities and trade in the region (Pred, 2017). However, this requires a strategic approach in order to create the condition and connections for relationships to flourish.

Collaboration improves the economic development of each city, this is as a result of each city bringing a unique resource to the pool of resources shared by the cities. Resources range from specialisation in technical capabilities and production, to availability of vital raw materials in the sister cities. In some cases, what is lacking in one city is supplemented by a resource available in another city. Most of the electronics manufactured across the globe come from South Asia, nevertheless, the innovators of such electronics exist in Europe and other countries as well. South Asia and China provide a hub of mass production due to the availability of technology and workers, therefore collaboration solves issues of scaling manufacturing in product development, while also providing economic development for all parties involved. Collaboration would, therefore, provide a market for finished goods in China, leading to additional streams of revenue for South Asia as well as increased local business activities provided friendly trading tariffs are utilised then the collaboration will be profitable for business owners in Australia. The collaboration is not only limited to technology but can advance to the textile and clothing industry which South Asia cities are also proficient in and product innovation from Australia.

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Transportation routes of finished products from China can also use ports and road networks of cities within the sister city relationship; this would provide a cheaper cost of transportation and increase the distribution networks currently being used. The other benefit ensued will be in the lines of research and development in regards to advanced manufacturing and innovation which is discussed in the next section.

Research collaborations are also being pursued as a build on to the flourishing education tourism that has been developed through partnerships in the tourism sector. Adelaide is currently experiencing an increase in education tourist traffic, as education in Australia is of high quality and provided at an affordable price for those seeking to study overseas. In addition, some scholarship agencies prefer the Australian education system for their students (Pruitt, 2016).

In the education sector, research is boosted due to the increase of trained and certified professionals in various fields. Research requires having the qualified personnel, adequate facilities, and a reliable program with funding support. Other cities in collaboration with Adelaide, for instance, Austin, have already established successful research programs. Therefore they provide a borrowing platform for Adelaide with respect to research and development (Akçura & Avci, 2014). Collaboration carried out would provide the appropriate structure for research programs to be implemented in Adelaide. Therefore, the path to implementing a successful program would be shorter with minimised loss of resources in failed attempts.

In addition, the new link with Southern Asia cities provides vast resources to be used in research and development. For example, China has industries that can scale up production and development from a simple prototype to a fully-fledged product in the market. The research can be carried out in Adelaide with the top crème of professionals produced in the

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city, and the outcome of their research in specific sectors that involve manufacturing and production in technology, agriculture, fashion, etc. is achieved through collaboration with Southern Asia companies to release the final product (Pred, 2017).

It is cheaper to access manufacturing companies in Southern Asia as they are specialised to different elements of production reducing the overall design costs. An assembled design is preferred, with different parts being made by different companies, this is also essential so as to minimise reverse engineering of the product to release substandard products in the market (Brown, Rickard, Mustriwati, & Seiler, 2013).

Collaboration in research and development can also feature in a sister city platform to address global and local issues within the different cities, and since each city brings different specialisations and abilities to the table, the end result has a higher success rate compared to singular efforts in research (Campbell, 2013).

Recommendations/Suggestions

In order to boost the current sister relationships facilitated by Adelaide, the concerned council should pursue joint economic development and entrepreneurship goals. The combined effort of the cities to pursue collaboration in culture and social exchanges is worthwhile, nevertheless, in order to pursue an in-depth collaboration that realises advance gains enhancing economic activities and acting as gateways to the USA and Asia Pacific. Economic development and employment outcomes would increase if such steps were taken. The development can be pursued through different activities.

Employment opportunities can also be enhanced through exchange programs within industry priority sectors, whereby if there is a shortage of skill in a particular city, while in another city there is excess of it, the cities should collaborate to provide employment to address workforce demands.

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The collaboration should also look into pursuing entrepreneurial opportunities, whereby those with innovations and business ideas are incubated in different programs nurturing them to bring their ideas into existence. The programs can involve an exchange of ideas whereby business opportunities pursued only in one city can be translated to the other city. Since the business opportunities have already passed their incubation stages in the other cities, implementation in a new city provides a greater success rate.

Economic development can also be pursued through improvement of infrastructure within a city by collaborating in city planning, this would create employment and also improve on the secondary factors that support businesses such as communication, infrastructure and transport networks.

In addition, the collaboration can go beyond the local council, through the help of conferences, events, festivals and networking between the cities for different sectors of the economy, such as business, education, entrepreneurship, technology, and science. This would lead to a great network of professionals and entrepreneurs within the different cities, all helping each other to grow, learn and internationally expand. A sister city platform matching up relevant individuals and organisations with facilitated connections and introductions could be an easy first step to take the relationship between Adelaide and Austin to the next level.

Conclusion

Adelaide City and its other sister cities continue to collaborate in an advanced manner through partnerships and benchmarking activities to improve developments in the different sectors of the cities, from a trade, education, and restoration of cultural heritage. The collaboration of sister cities, extends over to social lines whereby they look after each

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other and assist each other during times of calamities. In regards to this, other countries envy the relationship achieved between this city (Thomas, 2017).

From within the current structure of sister cities to Adelaide, the council is seeking to increase their diversity and ties to other cities in Japan and China which is their current target. However, other cities are also requesting to be included in this group of cities. The request to join is only accepted if it is from the city government, of the specified city. This is because the local government is the body that can facilitate mutual collaboration from a citywide platform. The collaboration ensued should also be of meaning full development and with a genuine vision of collaboration, aiming at improving their developments and borrowing ideas from other cities as well as providing assistance to different matters of interest in the other sister cities (Pruitt, 2016).

The local government is entitled to facilitate this link as it is the representative body of stakeholders within the city context. Therefore, it can facilitate arrangements of collaboration for different industries and businesses that seek to find connections within their areas of interest.

Collaboration between the cities is guided by specific criteria such as similarities between the cities with respect to historical, social, and geographical aspects. The local cities council strategies should also align with the council's strategic plan. The city should also have a genuine purpose for the relationship; funding should also be provided for the sister city relationship. In addition, the government and local community should be in support of the sister city relationship amongst many more global connections. The conditions are analysed, and a review is done by the council of the sister city association. If the city is approved, then appropriate steps are taken to construct the collaboration agreement.

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In conclusion, it is evident that the sister city relationship realises an economic benefit in collaboration even though it is not the sole objective of such relationships. However, a majority of the relationships in the Case of Adelaide were formed after an economic relationship was currently in place and could be built upon to take the connections to the next level.

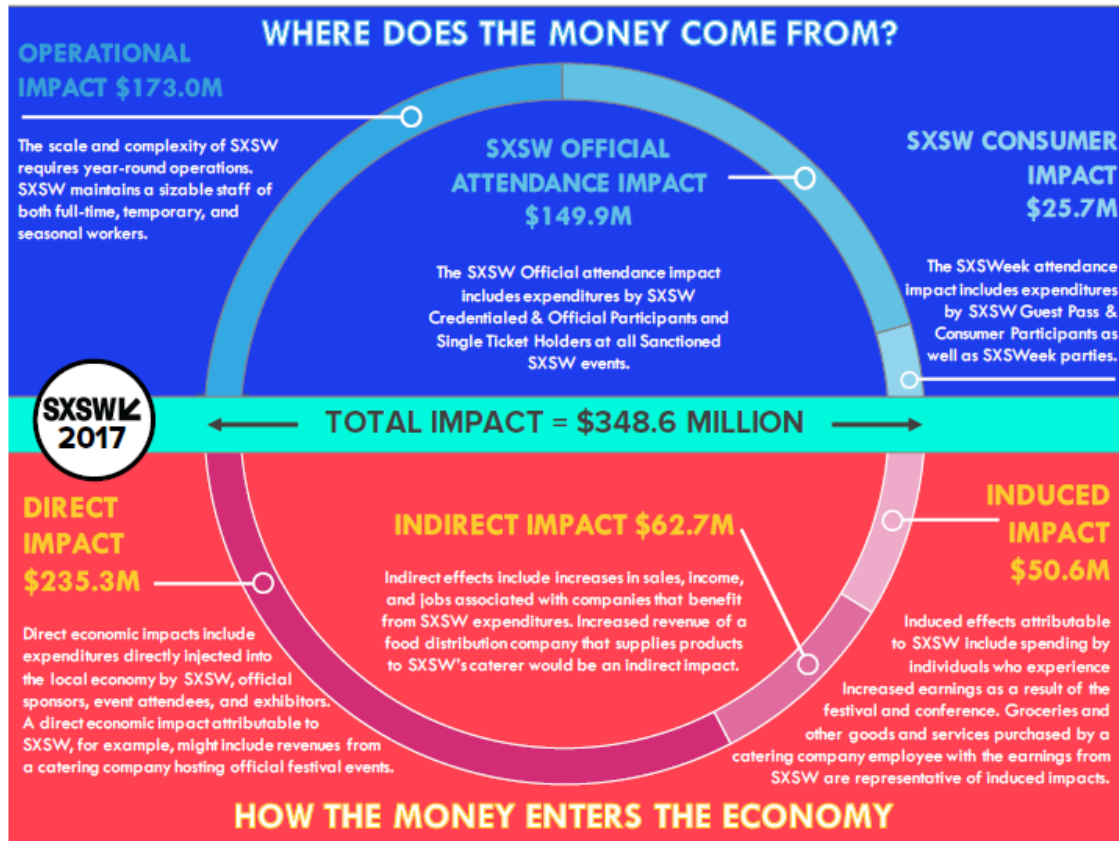
Therefore, the sister city relationships can be used to improve the nature of currently present economic ties however, there needs to be an economic policy and trade agreement that governs the nature of this relationship. This would see additional gains compared to the secondary gain acquired through related activities such as tourism and cultural collaborations. Trade agreements would realise a greater facilitation of the exchange of goods and services within the regions and in turn this would provide a boost in employment opportunities and revenue generated within the cities involved.

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Appendix

SXSW ECONOMIC IMPACT



Leveraging Sister City Relationships into Economic Development and Entrepreneurial Outcomes