


**Item No. 11.1.6**  
**Halifax Regional Council**  
**August 6, 2013**

**TO:** Mayor Savage and Members of Halifax Regional Council

**SUBMITTED BY:**

Original signed by 

Richard Butts, Chief Administrative Officer

Original Signed by 

Mike Labrecque, Deputy Chief Administrative Officer

**DATE:** July 24, 2013

**SUBJECT:** Halifax Regional Municipality and Aberdeen MOU

---

**ORIGIN**

1. In May 2013, Mayor Savage attended the World Energy Cities Partnership's (WECP) 2013 Working Meeting in Houston, where he met with Lord Provost, Aberdeen. Based on a request from Greater Halifax Partnership (GHP), an agreement was made to look at developing a new MOU between HRM and the City of Aberdeen, with the objective of pursuing opportunities of common interest to both cities.
2. October 1, 2002, Regional Council Meeting. Halifax Regional Council approved the criteria and protocol described in the September 18, 2002 report to enable the municipality to respond to requests in a timely and professional manner from International and Canadian cities seeking to be a "twin" or become a sister city with Halifax Regional Municipality, with the recognition that the HRM Twinning Policy is one of the key components of the Municipal Cultural Policy.

**LEGISLATIVE AUTHORITY**

HRM Charter, section 79 (1) (m): The Council may expend money required by the Municipality for promotion and attraction of institutions, industries and businesses, the stabilization and expansion of employment opportunities and the economic development of the Municipality.

## **RECOMMENDATION**

It is recommended that Halifax Regional Council approve the signing of a new MOU with the City of Aberdeen during the Offshore Technology Conference in Aberdeen; and further direct staff to:

1. Continue with the existing HRM twinning arrangements and activities and conduct a feasibility review of each relationship for review and consideration of Regional Council;
2. Carry out a review of the HRM Twinning Policy to determine if updates or enhancements are required; and
3. Report to Regional Council with recommendations in regard to policy changes.

## **BACKGROUND**

Halifax Regional Council approved a twinning policy on October 1, 2002. This policy outlines the criteria and protocol to be applied in considering requests from Canadian and international cities who have an interest in forming a twinning relationship with HRM. The policy is attached to this report. The criteria used to assess a potential sister city, as outlined in the policy, is based on the following: economic criteria, cultural criteria, community based criteria, and tourism criteria. The process for evaluation identified in the policy includes the following steps:

- Staff assessment against the criteria noted above;
- Research to verify details of authenticity and identify local partnering opportunities;
- Completion of a questionnaire by the applicant (included as an appendix to the policy);
- Staff recommendation to council with budget implications;
- Council may decide to approve, refuse, or seek additional information.

HRM is currently twinned with Hakodate, Japan; Halifax, England; and Campeche, Mexico. The most recent sister city agreement with Norfolk Virginia, approved by Council in April 2006, was vetted using the HRM Twinning Policy.

An alternative tool used to establish a formal relationship is a Memorandum of Understanding (MOU), which indicates the two cities are more firmly committed to delivering the contents of the agreement. An MOU typically requires the parties be in a position, prior to signing, of having their local arrangements and resources (financial/personnel) in place so that such firm commitments can be made.

In the past, the province of Nova Scotia has signed three different MOUs with the Aberdeen region. The first was signed by Premier John Buchanan in the early 1980's and focused on tourism and cultural aspects of the relationship between the Province and Scotland. The second was signed by the Honorable Ross Bragg and the Honorable Don Downe, in 1994 between the Province and the Grampian Region of Scotland, which encompassed Aberdeen. This MOU provided a wider range of collaboration with regards to fish, agriculture, oil & gas, tourism, culture, and IT. The third MOU was signed by Premier John Savage on behalf of the Province in 1996 and was with Aberdeen City, Aberdeenshire and Morayshire, and is attached to this document.

The signing of an MOU between HRM and Aberdeen is a renewal of an existing relationship which began in 1993 when the City of Aberdeen was the sponsor city for Halifax, therefore enabling Halifax's membership in the World Energy Cities Partnership. The WECP is a not-for-profit organization headquartered in Houston and managed by the City of Houston. WECP is an organization of 18 international cities that have a core focus on energy (oil, gas, and renewables). The Mayor of each city heads the membership, thus giving the organization increased status and priority. City membership in the WECP allows the exchange of petroleum industry knowledge and economic and infrastructure development strategies, which is important to help each city in its common task of supporting the local energy sector.

With momentum gaining in the offshore energy sector in Nova Scotia, it is appropriate that HRM have an increased role as a WECP city. At a WECP meeting in May, 2013, Mayor Savage met with Lord Provost of Aberdeen. Given past history with Aberdeen and the current offshore prospects in Nova Scotia, the Greater Halifax Partnership (GHP) recommended the development of a new MOU between the two cities be considered. It was determined the signing of a new MOU could take place at the Offshore Technology Conference in Aberdeen on September 4, 2013. The MOU attached to this background document has not been officially reviewed or finalized; however, it will provide an overview of the nature and extent of the agreement being proposed.

## **DISCUSSION**

Developing an MOU between HRM and Aberdeen would align with the links already established through MOUs between the province and Aberdeen. More specifically, the proposed MOU to be signed on September 4th at Offshore Europe in Aberdeen would provide a strong basis to strengthen ongoing economic and cultural benefits to this region. As has been the case with past MOUs, HRM has seen commercial and economic benefits from this historical relationship. A number of HRM area businesses have enjoyed various successes due to Nova Scotia's relationship with Aberdeen, such as Focal Technology Systems in Burnside who were able to export their underwater slip ring technology to the North Sea.

With a continued focus in the offshore industry due to Shell and BP's combined \$2 billion dollar work commitment, the impending Deep Panuke Natural Gas Project, and the ongoing Sable Project, the relationship between Aberdeen and this region will continue to be important to HRM. Areas and sectors of the economy that could potentially benefit from an enhanced relationship under an MOU are:

- Supply Vessels and Supply bases
- Survival Training, Diving and ROV support
- Corporate Offices in HRM
- Construction/Fabrication Companies
- Oilfield Service Companies
- Local machine shops
- Ship/Rig Chandler's
- Recruitment and HR Companies
- Engineering Support Companies
- Universities

The proposed MOU would be signed at the Offshore Europe conference, which attracts a global audience of engineers, technical specialists, industry leaders and experts to share and debate the issues of the moment in the exploration and production sector. It is a multi-faceted event that reflects the energy and petroleum community's desire for continuous learning, while showcasing innovation, solutions and tools required to compete in an increasing complex business. Attending and signing the MOU at this conference would bring awareness to the offshore developments occurring in Nova Scotia, and ensure those in the industry will identify HRM as a profitable place to do business in the future.

While this particular MOU between HRM and Aberdeen should be considered in the context of the current HRM Twinning Policy, it must be decided whether the current policy will be used to manage and administer future partnerships with cities. If it is deemed that the 2002 policy is not meeting HRM's needs, the municipality may choose to revise the policy to better reflect current conditions and the additional work being done by HRM and GHP. An updated twinning policy would help ensure relationships that are created are sustainable, while at the same time ensuring there is a common understanding between the communities, effective communication, and clear goals and objectives.

### **FINANCIAL IMPLICATIONS**

The financial implications for traveling and accommodations to sign the MOU in Aberdeen would be covered by the Greater Halifax Partnership as part of their Service Level Agreement with HRM in support of World Energy Cities Partnership activities.

Any future financial implications associated with specific initiatives of the MOU will be considered in a future report to Council or through the annual HRM budget process.

### **COMMUNITY ENGAGEMENT**

None.

### **ENVIRONMENTAL IMPLICATIONS**

None.

### **ALTERNATIVES**

1. Council could decide not to approve the MOU with the City of Aberdeen.
2. Council could decide not to direct staff to review the HRM twinning policy.

**ATTACHMENTS**

Attachment 1- 1996 MOU between Nova Scotia and Aberdeen City, Aberdeenshire and Moray Shire

Attachment 2- 2002 HRM Twinning Policy

Attachment 3- 2013 Draft MOU with the City of Aberdeen

---

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210 or Fax 490-4208.

Report Prepared by: Mary Chisholm, Junior Policy Analyst Intern, Government Relations & External Affairs

Report Approved by: \_\_\_\_\_  
Jennifer Church, Managing Director Government Relations & External Affairs, 490-3677

---

*Memorandum of Understanding  
Between  
Aberdeen City Council, Aberdeenshire Council,  
The Moray Council, Scotland  
And  
Province of Nova Scotia, Canada*

*Recognising we live in an age of growing interdependence*

*Recognising the common desire of the Signatory Communities to promote economic growth and encourage business development*

*Notwithstanding the business representation, business links with civic authorities, administrative procedures in both public and private sectors may differ*

*Now therefore agree to enter into an Understanding to establish a formal relationship between our communities in order to foster business development and trade opportunities, at both home and jointly as appropriate in third markets, through interaction in both public and private sectors where we have identifiable common grounds and aspirations*

*In addition both communities wish to build on existing and develop new cultural and educational relationships recognising our close geographical and historical links.*

*To That End the parties further agree to*

- keep each other informed of important economic, civic issues*
- to provide information , liaison and support to prospective businesses interested in investment and business opportunities, so as to facilitate access to each other's markets*
- to encourage co-ordination of economic missions within our respective areas and collaboration with other levels of government, when appropriate, at home or in third markets*
- to establish a Joint Commission to oversee and review the implementation of this Understanding with 1 representative from each of the signatory parties and 1 representative from each business community, meeting annually and alternately in Scotland and Nova Scotia*
- to provide for and publicise business link entry points in each community. These links or contact points may be provided by public and/or private sector bodies, reflecting the respective systems and cultures of the community*

- *to give initial focus to business growth and co-operation in the following sectors:*
  - *scientific research*
  - *agricultural production, fishing, food processing and marketing*
  - *environmental technology*
  - *energy related technology*
  - *use and development of telematics with particular emphasis on rural employment*
  - *management , training and education in public and private sectors*
- *to encourage tourism links between our respective areas involving all our joint tourism and development agencies wherever possible*
- *that costs arising from the administration of the joint Commission meeting, be met by respective signatories to this agreement in terms of travel and accommodation, but that meeting facilities be provided by the hosting partner*

*In witness whereof the parties hereto have executed these present on this day of 19<sup>th</sup> day of May 1996*

---

*Councillor Margaret Farquhar  
Lord Provost – Aberdeen City Council*

---

*Rt Hon John Savage  
Premier – Province of Nova Scotia, Canada*

---

*Councillor Colin Millar  
Convener – Aberdeenshire Council*

---

*Councillor Gordon McDonald  
Convener – The Moray Council*



9.1.2

Halifax Regional Council  
October 1, 2002

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:** Original signed by  
George McLellan, Chief Administrative Officer

Original Signed  
John English, Deputy Chief Administrative Officer

**DATE:** September 18, 2002

**SUBJECT:** HRM Twinning Policy - International and Canadian Protocol

**ORIGIN**

Request by Mayor for International Twinning Policy

**RECOMMENDATION**

It is recommended that :

Halifax Regional Council approve the criteria and protocol described in this report to enable the municipality to respond to requests in a timely and professional manner from International and Canadian cities seeking to be a "twin" or become a sister city with Halifax Regional Municipality. The **HRM Twinning Policy** is one of the key components of the Municipal Cultural Policy.



## **BACKGROUND:**

Halifax Regional Municipality is frequently asked to partner or “twin” with international cities. Most requests arise from HRM hosting international economic meetings, such as the G-7 in 1995 and the G-8 in 2002. A second source of requests arises from cities that have participated in tourism events such as the International Gathering of Tall Ships in 1994 and 2001. A third source of requests are cities that see a relationship with our community history, such as the role that Halifax has played as the Centre of Naval Operations, from 1749 to today. Finally, a fourth type of request arises in conjunction with our four centuries of cultural history.

At the present time, Halifax has two “twinning” relationships- one based on Mayoral contact with Hakodate, Japan and another based on the initiative of the Greater Halifax Partnership with Campeche, Mexico. These two relationships will be retained. The form of the relationship will be reviewed in the context of the this report to better define HRM roles and responsibilities. At this time staff are bringing forward a policy to guide the future response of the municipality, based on the experience of the International Sister City organization and research conducted by staff.

## **DISCUSSION:**

### **1. Benefits of Twinning:**

The first question typically asked when a municipality considers a twinning or sister city partnership is “what are the benefits?”. To illuminate this question the International Association of Sister Cities provides the list shown below for consideration by potential members:

- a) Economic Benefits for Corporations and Businesses
  - Potential new prospects for trade and commerce
  - Leadership internships for young professionals
  - Technological, environmental and health exchanges
  - Enhanced corporate image in the community
- b) Educational Benefits for Educators and Organizations
  - Art, education and cross-cultural exchanges
  - Student and teacher exchanges
- c) Social Benefits for Community
  - Provide initiatives to address social issues and to improve the quality of life
  - Youth leadership development programs
  - Scholarship opportunities

d) Tourism Benefits for Municipality

- Participate in “Twinning” Associations
- Host “Twinning” meetings, receptions and special events
- Develop International Tourism, Culture & Heritage Markets
- Position HRM through National and International media

**2. Costs of Twinning**

A second question to consider is the cost of setting up a twinning arrangement. There is a range of costs based on the level of involvement. For example, where a potential partner seeks only document exchange the costs would be limited. On the other hand, where a partner expects that there will be a regular delegate exchange there can be significant costs for meetings, travel and shared initiatives such as publications.

**3. Authenticity of Twinning:**

In today’s tourism and cultural marketplace the question of authenticity is given the highest priority. This leads to the consideration of *“What are valid or authentic twinning themes that HRM could use to identify appropriate partners?”*

This consideration is required to establish one or more “criteria” that can be applied in a consistent manner to assess applications. Fortunately we are in the research stage of a Cultural Policy for HRM. This has enabled staff to review both the criteria of the Sister Cities International Organization and municipal practice in other Canadian cities.

**PROPOSED TWINNING CRITERIA:**

The following criteria are proposed for Halifax Regional Municipality. Staff research suggests that there are four primary criteria to consider: is the relationship economic, cultural, community based or based on a tourism event that “rings true” for Halifax Regional Municipality ?

1.	Economic Based Criteria:
1.1	Regional Roles

Norfolk, Virginia is seeking to form a twinning partnership with HRM based on the similar Naval and Marine roles of Halifax and Norfolk. This potential partnership is being considered by the Office of the Mayor, staff and a number of agencies and institutions in HRM. At first look, there appears to be a number of potential partnerships that would be advantageous to HRM. For example, Norfolk bills itself as the Home of the US Navy. Should HRM become a twin with Norfolk, it would allow the municipality to position itself, not only as “Canada’s East Coast Navy”, but more appropriately from a civic perspective as “Birthplace of Canada’s Navy”.

### **Economic Based Criteria:**

HRM has and continues to play a number of significant economic roles as the Economic Centre of Atlantic Canada. Economic themes of significance that would support this understanding include:

- as a trading centre from pre-colonization to the present;
- a military centre since 1749;
- a shipping centre from the 18<sup>th</sup> century to the present;
- and a financial, insurance, and banking centre currently with origins in the 19<sup>th</sup> century;
- as an educational and hospital centre in the 20<sup>th</sup> century and at the present;
- and a high tech and offshore exploration centre in the 21<sup>st</sup> century.

All of these themes could form a basis for an authentic twinning partnership with HRM. Interestingly, and unlike other cities in the Atlantic Region, HRM has retained these regional economic roles at the current time. Thus the authenticity is both historic and modern. Again, with the assistance of research and completion of the questionnaire (see Appendix A) reports would be prepared for Council, with a recommendation from staff.

1. Economic Based:  
1.2 Local Industries

During the development of the “One City...Many Communities” book staff investigated the possibility that the approximately 200 communities in HRM might be grouped by economic and historical commonalities. Staff conducted research into: geography, history, industry and family surnames and were able to discern 10 distinct regions. These form the chapters in the book and are now being used to assist with tourism development. For example, the HRM Visitor’s Guide now uses this system to provide a clear and concise organization of accommodations. In addition there has been general acceptance of this approach by tourists and tourism associations. The ten regions, as proposed are identified as follows:

- St Margaret’s Bay
- Bedford - Sackville Area
- Waverley to Hants County Border
- Musquodoboit Valley
- Mooseland to Liscomb Sanctuary
- Petpeswick to Debaie’s Cove
- Preston -Conrod Settlement
- Halifax- Dartmouth Metropolitan Area (includes Capital District)
- Prospect- Terence Bay Area
- Sambro - Purcell’s Cove

2. Cultural Criteria: 2.1 Founding Cultures:
-------------------------------------------------

A second source of requests for twinning relates to cities and countries that are aware of cultural linkages with HRM. Through staff research this summer we are proposing that there are two groups of cultures that have made a significant impact on the cultural history of HRM: Founding and Contributing cultures. **Founding** cultures are those that shaped Halifax Regional Municipality from its origins until the time of first municipal incorporation in 1841. Early census research (1861 Census of Canada) identifies eleven founding cultures:

Aboriginal  
Acadian  
African  
Ireland  
England  
France  
Germany  
Mediterranean  
Scotland  
Wales  
West Indies

A request for twinning from one of the countries noted above, and in particular a city that is directly linked to the settlement of HRM, would be an authentic twinning relationship. Twinning requests would be forwarded to staff for verification that there was a settlement link to HRM. Then HRM would ask for the completion of the Sister City questionnaire (shown in Appendix A). Staff will develop a recommendation based on the research and responses to the questionnaire and forward a report to Council.

2. Cultural Criteria: 2.2 Contributing Cultures:
-----------------------------------------------------

Cultures that have contributed to the development of the region are another a source of requests for twinning. Research suggests that approximately 30 ethnic groups have contributed to the development of HRM (see Appendix B). Many of these cultures are celebrated today through the annual Multi-Cultural Festival and annual events, such as those hosted by the Greek, Polish and Italian communities. In the case of contributing cultures, it would be advantageous for the municipality to link the twinning request to cultural groups currently active in the local setting. Following research to determine if there is a local society that could host the partnership, the applicant will be asked to complete the Sister City questionnaire (see Appendix A) and a recommendation will be forwarded to Council for consideration.

3. Community Based Criteria: 3.1 Significant People
--------------------------------------------------------

Relationships between two cities that link historically significant people or accomplishments are another reason we receive requests for twinning. Many significant people, have shaped the development of this region. While it is true that European cultures have a history of researching and marking significant people with statues, monuments and annual celebrations, this approach is not typical of non-European cultures. To address this paucity of information, staff are initiating research studies with the Aboriginal and Black communities to determine people of significance. While this research is being completed, requests will be investigated on an individual basis.

3. Community Based Criteria: 3.2 Significant Dates
-------------------------------------------------------

Some communities seek to twin with HRM to jointly celebrate important dates, such as the 200<sup>th</sup> Anniversary of Irish Education being marked this year by St. Mary's University and University of Dublin in Ireland. In recent years HRM has focused on a celebration of dates that mark the 250 or 200 anniversary. In contrast HRM has a very limited understanding of the dates that are important within the 188 communities that form HRM. We need to conduct community and historical research to determine what community-based anniversaries are considered important. Based on the need for additional research into community and civic dates, staff developed an RFP which is currently underway and expected to be completed in December 2002.

4. Tourism Criteria 4.1 Significant and Signature Events
-------------------------------------------------------------

At the present time HRM is presented to the world primarily through its role in responding to calamities, such as the sinking of the Titanic, the place where the Halifax Explosion occurred and the place where Swissair 111 crashed. These significant events, have created links to other cities in Canada and the World. Staff and professionals in economic, cultural and community circles share a concern with this practice of placing an emphasis on linking HRM with calamities. Staff are recommending that while not forgetting calamities, HRM should develop a more balance approach that places equal emphasis on the positive roles played by citizens, military and international agencies. Accordingly, twinning requests that relate to disasters should be examined closely to determine whether the linkage relates to relief efforts or to a calamity. A request that places the primary focus on a calamity will typically not be provided a positive recommendation. To act in a pro-active way, a second key component of the tourism research now underway is to determine if HRM can develop more appropriate economic, cultural and local events. The research is also investigating national or international events, to determine if a new "Signature" event can be developed that presents HRM in a unique way to the world.

**1. PROCESS:**

Briefly in review, the proposed evaluation process will consist of five steps:

- staff comparison with the “authenticity” criteria (in this report);
- research to verify details of authenticity and local partnering opportunities;
- completion of the questionnaire by the applicant (see Appendix A);
- staff recommendation to Council with budget implications;
- Council decision to approve, refuse or seek additional information.

**2. PROTOCOL:**

The following is the proposed protocol for correspondence:

1. Request received by Mayor’s Office
2. Formal Response from Mayor’s Office, plus referral to staff
3. Administrative response by TCH staff, plus Questionnaire (see Attachment #1)
4. Research by Qualified Consultants, directed by TCH Staff
5. Report prepared by staff
6. Report forwarded to Regional Council
7. Formal letter from Office of the Mayor with determination
8. Administrative letter by TCH with details.

**5. PARTNERSHIP OPPORTUNITIES:**

The approach recommended here is to enable Council to reply to all valid requests in the affirmative, through the offering of four types of partnership opportunity. As noted below, each partnership level from “friend” to “full partner” denotes an increased depth of relationship, with increased benefit to HRM. This approach seeks to match municipal resources to benefits for the municipality through four distinct forms of partnership. This approach is recommended because the long history of this region, the comprehensive society that has developed and the position of Halifax in world contexts has created many relationships that will meet the “authenticity” criteria. What we are seeking to do with this policy is retain friendships and build stronger partnerships.

It is proposed here that the Halifax Regional Municipality will consider five twinning options:

- Friend of Halifax
- Cultural Partner
- Tourism Partner
- Economic Partner
- Full Partner

Each of these relationships will be further defined by staff research and practice, it is proposed that the following table will provide guidance in the interim:

Option:	Use of Term	Publications	Meetings	Delegate Exchange
Friend of Halifax	yes			
Cultural Partner	yes	yes		
Tourism Partner	yes	yes		
Economic Partner	yes	yes	yes	
Full Partner	yes	yes	yes	yes

### **BUDGET IMPLICATIONS**

Any costs will be allocated from approved existing Operating Budgets.

### **MULTI-YEAR FINANCIAL STRATEGY IMPACTS**

This report complies with the Municipalities Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

### **ALTERNATIVES**

1. Council could approve the proposed policy. **This is the recommended action.**
2. Council could seek amendments to this policy. This is not recommended.

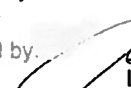
### **ATTACHMENTS**

Appendix A: Application for Twinning with Halifax Regional Municipality

Appendix B: Founding and Contributing Cultures of Halifax Regional Municipality

Additional copies of this report, and information on its status, can be obtained by contacting the office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Dan Norris, Manager, Culture & Heritage Programs 490-4339

Report Approved by:  Original Signed  
Lew Rogers, Director, Tourism, Culture & Heritage 490-5978

APPENDIX A:            Application for Twinning with Halifax Regional Municipality

**Section One: Your Community**

1. What is the population of your city? What is the population of the greater urban area that your city is part of?
2. Describe the physical geography of your location, including major features such as rivers, mountains, valleys, etc.
3. Describe the distance of your city from main towns or cities. What type of transportation would an international traveler have to use to go from the main point of entry in your region/country to your city?
4. Briefly, what makes your city or region unique? (Interesting, note worthy facts or characteristics of you community.)
5. Describe the characteristics of your community, providing information about the human-made physical features and ethnic or cultural base of your citizens (give a break down of your city's population).
6. What are the principal economic activities of your community (e.g.. Agriculture, local products, industries, services, tourism, etc.)?
7. What level of education is available in your community?
8. What leisure facilities and activities are present in your community (e.g. sports, cultural centers, libraries, services for youth and the elderly, societies, associations and clubs)?
9. What communications facilities are available in your community (e.g. newspapers, radio, television, telecommunications, public Internet access)?
10. What are the significant historical events or personalities of your community?
11. Briefly describe the climate pattern in your city. What is the best time of the year to visit?
12. Briefly describe how your system of local government works. (Is the mayor elected?...)



APPENDIX A:            Application for Twinning with Halifax Regional Municipality

<b>Section Two: Your Sister City Affiliation</b>
--------------------------------------------------

1. Why do you want to form a sister city relationship at this time?
2. What is the present level of support for a sister city relationship in your community? Is a community volunteer group established? How many and what type of members? Are local officials committed to the establishment of a sister city relationship?
3. Are you building on an existing sister city program?
4. With which U.S. foreign city, county or state is your community interested in affiliating? If you have a particular city or state in mind, please explain why you have chosen that city or state. Note: the more specific you can be in your interest or request, taking into consideration already existing contacts and resources in your city, the easier it will be for HRM to assist you.
5. If you have already made contact with a U.S. or foreign city, please name the city and describe the contact you have had up until now.
6. What are the main characteristics that you are seeking in a sister city?
7. What types of sister city activities do you envision with your new partner? What are your goals and objectives in forming a sister city relationship?

APPENDIX B:            Founding and Contributing Cultures of Halifax Regional Municipality

FOUNDING CULTURES (pre 1861)

Aboriginal  
Acadian  
African  
Ireland  
England  
France  
Germany  
Mediterranean  
Scotland  
Wales  
West Indies

CONTRIBUTING CULTURES (post 1861)

American  
Belgium  
Chinese  
Denmark  
Dutch  
East Indian  
Greece  
Haiti  
Hungary  
Israel  
Italy  
Norway  
Philippines  
Polish  
Portugal  
Quebec  
Russia  
Sweden  
Ukraine

## **DRAFT FOR DISCUSSION**

*Memorandum of Understanding  
Between  
Aberdeen City Council  
And the  
Halifax Regional Municipality*

Recognizing the common desire of the signatory communities to enhance economic growth, business development, education opportunities and cultural exchange, and;

Recognizing the May, 1994 agreement between the province of Nova Scotia and Aberdeen City Council, Aberdeenshire Council and the Moray Council, Scotland to enhance broader economic ties between the two regions;

Halifax Regional Municipality and Aberdeen City Council agree to pursue mutual opportunities in common, related to the following areas:

- Municipal best practice and information exchange
- Assistance to business exploring new opportunities in each jurisdiction
- Exchange of information and practices on education and training opportunities and methods
- Business expansion in the areas of:
  - Oil and gas
  - Renewable energy
  - Sustainable development
  - Education
  - Tourism
- Cultural exchange
- Exploration of opportunities for direct transportation and communication linkages
- Event based exchange opportunities, including:
- City of culture celebrations in Aberdeen 2017

Signed this day,