



**REVISED**  
January 11, 2022  
only Attachment D

P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 15.3.1**  
**Halifax Regional Council**  
**January 11, 2022**

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

**SUBMITTED BY:** Original Signed  
Lisa Blackburn, Chair, Community Planning & Economic Development Standing Committee

**DATE:** December 8, 2021

**SUBJECT:** International Partnerships Update

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**ORIGIN**

December 8, 2021 meeting of the Community Planning & Economic Development Standing Committee, Item 12.1.1.

**LEGISLATIVE AUTHORITY**

*Administrative Order 2014-003-GOV Respecting International Partnerships* (International Partnerships Policy) approved by Regional Council in April 2014.

*HRM Charter, S.N.S. 2008, c. 39*

71(1) The Municipality may

(a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;

(b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;

**RECOMMENDATION**

It is recommended that Halifax Regional Council:

1. establish an Economic Partnership with Portsmouth, England;
2. authorize the Chief Administrative Officer to negotiate, and the Mayor to execute, an Economic Partnership agreement with Portsmouth consistent with the discussion section of the July 29, 2021 report and for a term not to exceed five years; and,
3. adopt the proposed amendments to Administrative Order 2014-003-GOV Respecting International Partnerships as set out in Attachment D of the July 29 report.

## **BACKGROUND**

The Community Planning & Economic Development Standing Committee received a staff recommendation report dated July 29, 2021, at their December 8, 2021 meeting respecting updates to the International Partnerships Policy.

For further information on the background of this item, refer to the staff report dated July 29, 2021.

## **DISCUSSION**

The Community Planning & Economic Development Standing Committee reviewed the July 29, 2021 staff report, and asked questions of clarification from staff at their December 8, 2021 meeting.

Following a discussion of the item, the Standing Committee approved the recommendation as outlined in the "Recommendation" portion of this report as outlined above.

For further discussion on this item, refer to the staff report dated July 29, 2021.

## **FINANCIAL IMPLICATIONS**

Refer to the staff report dated July 29, 2021.

## **RISK CONSIDERATION**

Refer to the staff report dated July 29, 2021.

## **COMMUNITY ENGAGEMENT**

Meetings of the Community Planning & Economic Development Standing Committee are open to public attendance and members of the public are invited to address the Standing Committee for up to five (5) minutes during the Public Participation portion of the meeting. Meetings are live webcast on Halifax.ca. The agenda, reports, video, and minutes of the Community Planning & Economic Development Standing Committee are posted on Halifax.ca.

For further information on Community Engagement as it relates to this item, refer to the staff report dated July 29, 2021.

## **ENVIRONMENTAL IMPLICATIONS**

Refer to the staff report dated July 29, 2021.

## **ALTERNATIVES**

The Standing Committee did not discuss alternatives. Refer to the staff report dated July 29, 2021.

**ATTACHMENTS**

**Attachment 1 – Staff Recommendation Report dated July 29, 2021**

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If the report is released to the public, a copy can be obtained by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Simon Ross-Siegel, Legislative Assistant, Office of the Municipal Clerk, 902.490.6519

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P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Attachment 1**  
**Community Planning and Economic Development Standing Committee**  
**December 8, 2021**

**TO:** Chair and Members of Community Planning and Economic Development  
Standing Committee

**SUBMITTED BY:** *-Original Signed-*  
\_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

**DATE:** July 29, 2021

**SUBJECT:** **International Partnerships Update**

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**ORIGIN**

Staff-initiated report based on a request from Portsmouth, England, and in fulfillment of reporting requirements to Council as outlined in HRM's International Partnerships Policy.

**LEGISLATIVE AUTHORITY**

Administrative Order 2014-003-GOV Respecting International Partnerships (International Partnerships Policy) approved by Regional Council in April 2014.

HRM Charter, S.N.S. 2008, c. 39

71(1) The Municipality may

- (a) solicit and encourage the establishment and development of new, and the establishment, development and expansion of existing institutions, industries and businesses in and around the Municipality;
- (b) publicize the advantages of the Municipality or any part of the Municipality and the surrounding areas as a location for the establishment and expansion of institutions, industries and businesses;

## **RECOMMENDATION**

It is recommended that the Community Planning and Economic Development Standing Committee recommend that Halifax Regional Council:

- 1) establish an Economic Partnership with Portsmouth, England;
- 2) authorize the Chief Administrative Officer to negotiate, and the Mayor to execute, an Economic Partnership agreement with Portsmouth consistent with the discussion section of this report and for a term not to exceed five years; and,
- 3) adopt the proposed amendments to Administrative Order 2014-003-GOV Respecting International Partnerships as set out in Attachment D of this report.

## **BACKGROUND**

Administrative Order 2014-003-GOV Respecting International Partnerships (The International Partnership Policy), approved by Regional Council in 2014, highlights the benefits of establishing relationships with other communities and outlines the criteria and protocol to be applied in considering requests from international cities. It defines three categories of formal partnerships between the municipality and international communities, each of which entail a different level of scrutiny and involvement:

- **Economic Partnership Agreements**, managed by the Halifax Partnership, focus on economic development, including economic exchange, business development, and technological advancement through building business links, increasing HRM's profile, attracting investment, and promoting trade. HRM's economic partnerships are with Norfolk, Virginia (2006), Aberdeen, Scotland (2013), and Zhuhai, China (June 2018).
- **Friendship Partnership Agreements** facilitate international goodwill through community-level events and public celebrations and are based on cultural or historic relationships between HRM and international communities. HRM has friendship partnerships with Hakodate, Japan (1982), and Campeche, Mexico (1998). Council approved a friendship city partnership with Gdynia, Poland in May 2019.
- **Historic Partnerships** recognize a city that was once an Economic or Friendship Partner of HRM. An existing partnership will be re-classified as a Historic Partnership when there is no contact between the partner cities for a period longer than one year and/or when either partner city opts to end the formal agreement. The following are previous relationships that have remained inactive for a period of five or more years: Calderdale (Halifax), United Kingdom (1987), Sherbrooke, Quebec (1957), and Freetown, Sierra Leone (1994).

The International Partnership Policy stipulates that any potential Friendship or Economic Partnerships will be brought forward to Regional Council once fully vetted. The Policy also states that Council will manage no more than five formal economic partnerships at any time.

Under the Policy, the Chief Administrative Officer (CAO) has authority to strike an ad hoc committee to evaluate requests for international partnerships. The committee consists of one member from the Office of the Mayor (appointed by the Mayor) and HRM staff (appointed by the CAO) from Government Relations and External Affairs, the Halifax Partnership and, when required, Regional Culture staff (Parks and Recreation).

## **DISCUSSION**

The purpose of this report is to recommend a new Economic Partnership with Portsmouth, England. It also recommends that the International Partnership Policy be amended to: lift the cap on the number of Economic Partnerships HRM may form with other jurisdictions; empower the Chief Administrative Officer (CAO) and the Mayor to enter into Friendship Agreements with other jurisdictions without Regional Council approval; and remove the requirement for Council to consider the MOU for an economic partnership agreement after it has approved entering into an economic partnership with an international community, instead authorizing the CAO to prepare (and the Mayor to execute) the MOU. As set out in Attachment B, this report also outlines HRM's recent international partnership and relationship activities.

### *Proposed Economic Partnership with Portsmouth, England*

The Solent Region is an economic hub and partnership between the Isle of Wight, the cities of Portsmouth and Southampton, and key players in the United Kingdom. Together, its population is estimated to exceed 1.25 million. The Solent Region is home to several major ports, including the deep-water Port of Southampton and the historic Port of Portsmouth, strategically positioned along the English Channel. Together these two ports handle more than 18 million tonnes of cargo annually. The region is a major trade hub for the United Kingdom and is serviced by the nearby Southampton Airport.

The Solent Region is home to several major universities and colleges, including the University of Southampton, Solent University, and University of Portsmouth.

Portsmouth is heavily involved in shipbuilding, naval defence, and transportation – sectors in which the Halifax Partnership focuses its investment attraction efforts. BAE Systems, one of the world's largest defence companies, employs 2,500 people in Portsmouth, providing ship asset management, repair and maintenance to the Royal Navy. Similarly, Southampton is known for its maritime and logistics industries, but also provides opportunities in the health, education, and finance sectors. The region is represented by the Solent Local Enterprise Partnership; a group of local business, government, and post-secondary interests committed to economic growth within the region.

The City of Portsmouth and Halifax Partnership began discussing the potential of formalizing a partnership agreement in 2020. In February 2020, the Leader of Portsmouth City Council wrote the Mayor of Halifax seeking to establish a formal partnership.

On February 25, 2021, Mayor Savage and the Leader of Portsmouth City Council hosted a virtual Trade, Investment and Education Mission in which each of the city's Naval Base commanders, university representatives, and business leaders participated. Cross-Atlantic business and post-secondary opportunities were identified, including student exchanges between the University of Portsmouth and Halifax's academic institutions.

On [June 22, 2021](#), Portsmouth City Council authorized that a formal "sister city" link be established with HRM. Such a partnership is part of Portsmouth's plan to foster greater economic ties with Commonwealth countries post-Brexit.

Halifax does not have an existing international partnership within the southern United Kingdom. A connection with the Solent Region may act as a bridge to the larger economic area. The Halifax Partnership's assessment of the Solent Region (Attachment A) is favourable. Formalizing an economic partnership with Portsmouth aligns with the Province of Nova Scotia's focus on further developments in the ocean technology sector and opportunities post-Brexit for new business-to-business partnerships.

### *Proposed Amendments to the International Partnerships Policy*

The current International Partnership Policy states that Council must approve all economic and friendship agreements. Friendship agreements between HRM and other cities facilitate international goodwill through community-level events and public celebrations. They do not require significant investment or in-kind

contributions from HRM. The current process for approving and executing friendship agreements is overly administrative.

To rectify the issue, it is recommended that Council empower the CAO and the Mayor to form friendship agreements with other jurisdictions without formal Council approval. The Mayor would execute these agreements and Regional Council would be informed of them on an annual basis. The Mayor and CAO would no longer participate on the International Partnership Committee, as they are now decision-makers to whom the committee makes recommendations for friendship partnerships.

Under this proposed approach, economic partnerships would continue to require formal Regional Council approval, given their economic importance and the tendency for HRM to devote a greater share of the international partnerships budget to them. The Halifax Partnership would continue to manage them. However, Economic Partnership agreement Memorandums of Understanding would no longer have to go back to Council for approval, in alignment with the existing requirements for MOUs for Friendship Partnership agreements.

The International Partnership Policy states that HRM will manage no more than five formal economic partnerships at any time. The rationale for this section was to ensure that HRM pursues and resources only the most compelling economic partnerships. A formal relationship with Portsmouth would bring HRM's number of economic partnerships to four.

It is recommended that the cap on the number of allowable international economic partnerships be lifted. This would allow Regional Council to consider additional economic partnerships in the future, particularly considering the trade opportunities that the Comprehensive Economic and Trade Agreement between Canada and the European Union presents. The international partnerships ad hoc committee may recommend the appropriate number of economic partnerships that can be supported with existing resources.

These recommended changes are designed to make the formation and execution of international partnerships more efficient, while ensuring appropriate accountability to Regional Council. The revised Administrative Order 2014-003-GOV showing the proposed changes is found in Attachment C.

### **FINANCIAL IMPLICATIONS**

There are no direct financial implications resulting from the material in this report. Any expenses related to international partnership activity, including the economic partnership with Portsmouth, England, will be covered by a combination of the existing Halifax Partnership and Government Relations and External Affairs (GREA) budgets.

### **RISK CONSIDERATION**

There are no significant risks associated with the recommendation in this Report. The risks considered rate Low.

### **COMMUNITY ENGAGEMENT**

Specific stakeholders were engaged by the Halifax Partnership during the initial assessment of the Portsmouth partnership opportunity in 2020 and 2021. These include local universities and private sector interests.

## **ENVIRONMENTAL IMPLICATIONS**

No environmental implications were identified.

## **ALTERNATIVES**

The Community Planning and Economic Development Standing Committee could recommend that Regional Council:

1. Not enter into an economic partnership with Portsmouth, England.
2. Not amend the International Partnership Policy or adopt different amendments.

## **ATTACHMENTS**

Attachment A: Halifax Partnership Assessment of the Solent Region, UK

Attachment B: Update on Existing International Partnerships and Relationships

Attachment C: Showing Proposed Changes to Administrative Order 2014-003-GOV

Attachment D: Amending Administrative Order

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Jake Whalen, Senior Advisor, Economic Policy and Development, 902.292.7351

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# Assessment of the Solent Region, UK

## Existing Criteria Assessment

The Solent Region is an economic hub and partnership between the Isle of Wight, the cities of Portsmouth and Southampton, and key players in the United Kingdom. Together, its population is estimated to exceed 1.25 million. This is greater than Halifax (at 449,000 residents), but is within an order of magnitude.<sup>1</sup>

### Infrastructure

The Solent Region is home to several major ports, including the deep-water [Port of Southampton](#) and the historic [Port of Portsmouth](#), strategically positioned along the English Channel. Together these two ports handle over 18 million tonnes of cargo annually. The region is a major trade hub for the United Kingdom and is serviced by the nearby [Southampton Airport](#). While international, the airport does not connect directly to Canadian destinations.<sup>2</sup> However, the region is close to both Heathrow and Gatwick airports, which had regular air routes to Halifax prior to COVID. From an infrastructure standpoint, Solent provides many of the opportunities that can be found in Halifax: major ports, ferry services, freight access to the primary highway system, and access by rail to other major centres.<sup>8</sup>

### International Relations

[According to Global Affairs Canada](#), Canada currently enjoys “profound and positive” bilateral relations with the United Kingdom. This includes academic cooperation, scholarships, NATO participation, joint military exercises, as well as significant trade and investment.<sup>3</sup> This is an addition to a number of favourable immigration and visa policies that exist due to longstanding positive relations between the two countries.<sup>13</sup> However, recent political developments could jeopardize some of these advantages (see Missing Criteria below). Halifax doesn’t have an existing Sister City relationship within the southern UK. A connection with the Solent Region may act as a bridge to the larger economic area.<sup>9</sup>

### Education

The Solent Region is home to several major universities and colleges, including the University of Southampton, Solent University, and University of Portsmouth. There are some overlaps between the post-secondary environment in Halifax and those in the Solent Region, particularly around maritime industries, digital and technology related fields, and engineering.<sup>5</sup>

### Economy

Economically the Solent Region has several businesses within Halifax’s key investment attraction sectors. Portsmouth’s economy is heavily involved in shipbuilding, naval defence, and transportation.<sup>7</sup> Similarly, Southampton is known for its maritime and logistics industries, but also provides opportunities in the health, education, and finance sectors. The region is represented by the Solent Local Enterprise Partnership; a group of local business, government, and post-secondary interests committed to economic growth within the region.<sup>4</sup>

In terms of Gross Value Add (GVA), Southampton compares [very favourably with the United Kingdom](#) as a whole, and appears in the top quintile in terms of GDP per worker.<sup>6</sup> As a major metropolitan area, Southampton provides positive economic opportunities for its residents.

## International Markets

The Solent Region is highly integrated in international markets. As the second largest port in the United Kingdom, the Port of Southampton is a key part of trade flowing between the EU and the UK. Further, the presence of Cruise terminals in Southampton and Portsmouth suggest that the market handles more than just goods trade.<sup>10</sup> There are a number of tourist venues and historic sites in and around the region that attract foreign visitors and tourist revenues.<sup>11</sup> Given the common cultural heritage, naval services, and strong historical connection between Nova Scotia and the English Fleet, there are clearly opportunities to encourage cultural connectivity.<sup>12</sup>

## Criteria Summary

Yes	1. The city <i>must</i> have a similar population size to Halifax, within an order of magnitude;
Yes	2. The city must have a major seaport and/or major, preferably international, airport nearby;
Yes	3. The city <i>must</i> exist within a county in which the Federal Government has a relationship;
Yes	4. The city <i>must</i> have a potential for economic development activities such as trade, investment opportunities, business alliances & associations, and promotion. (See Screening Criteria for detail.)
Maybe	5. The city <i>must</i> have a number of educational institutions, to promote reciprocal educational, research, and advanced technology exchanges in areas of common economic interest.

Yes	6. The city <i>should</i> have a positive GDP outlook, preferably a relative advance regionally;
Maybe	7. The city <i>should</i> share common economic sectors, industries, interests, strategies, etc and should complement and/or enhance HRM's Economic Strategy;
Yes	8. The city <i>should</i> have similar infrastructure and amenities (airlines, banks, ports, etc);
Yes	9. The city <i>should</i> be a gateway to a region where HRM does not have an existing partner city;
Yes	10. The city <i>should</i> be involved in import/export activity;
Yes	11. The city <i>should</i> have a Tourism industry, or a number of national/international events annually;
Yes	12. The city <i>should</i> have the potential to encourage or support a more sustainable cultural industry in HRM; and,
Yes	13. The city <i>should</i> support citizen exchange and encourage potential immigrants to consider HRM.

## Missing Criteria Assessment

While individual areas within the Solent Region may provide only limited opportunities to engage with, there are a diversity of opportunities when considering the region as a whole. For example, while

Portsmouth's Ocean sector is primarily dominated by a single company (BAE Maritime), the larger region offers [several major manufacturers](#) and companies of interest.<sup>4</sup>

There are some common research interests between Halifax and the Solent Region's post-secondary institutions. However, unless specific projects can be identified and enumerated, opportunities for international cooperation would remain limited. In order to establish a lasting twinning relationship, it would be incumbent on both sides to identify and pursue private sector or post-secondary partners.<sup>5</sup>

## ATTACHMENT B: Existing International Partnerships and Relationships

### *Existing Economic Partnerships*

- **Aberdeen, Scotland.** Halifax and Aberdeen have had a long-standing relationship focused on developing mutually beneficial economic and cultural ties and partnerships. This relationship was formalized in an MOU signed in 2014 and renewed in 2017. Prior to the existing international partnership between the two cities, the Province of Nova Scotia had a relationship with the Grampian Region (of which Aberdeen is located). Halifax's international partnership with Aberdeen has led to opportunities for business development and collaboration in various areas including oceans, energy, and services sectors, as well as educational exchanges.

In June 2015, Aberdeen City Council and their key economic development representatives visited Halifax on a three-day mission. Six companies visited Halifax and more than 20 meetings were held, as well as group sessions with the Department of Energy, and the Oceans Technology Council of Nova Scotia. The following April, Halifax led a mission to Aberdeen as the Presidential city of the World Energy Cities Partnership (WECP). Several leads and opportunities resulted from this outreach mission organized by the Halifax Partnership, including a contract for service that resulted in 20 contract positions for Atlantic Towing. Aberdeen also brought businesses to Halifax during the 2017 World Energy Cities Partnership's Annual General Meeting. The Halifax Partnership provided business matchmaking during that meeting.

Halifax last visited Aberdeen in September 2019 when Aberdeen hosted the Annual General Members' meeting of the World Energy Cities Partnership. This event was timed to coincide with Offshore Europe which was attended by the Province of Nova Scotia (Department of Energy and Mines) and local businesses.

- **Zhuhai, China** As one of the world's fastest-growing markets and as Nova Scotia's second-largest trading partner, China is a strategic priority for government, businesses, and institutions. Nova Scotia has many assets and natural resources relevant to China, including an excellent post-secondary education system and research capacity, a highly skilled workforce, a strategic location, and high-quality seafood, as well as strong ocean technology, energy, tourism, and agri-food sectors. China is the province's second-largest seafood export market and growing, accounting for 12 per cent of \$1.68B in fish and seafood exports, much of which is air lifted from the Halifax International Airport (HIAA). In recent years, investments have been made by Chinese investors in seafood processing facilities in Eastern Passage, Shelburne and Clarke's Harbour, as well as leasing space at Gateway Facilities at HIAA.

In June 2018, Mayor Savage visited Zhuhai and signed a formal "Sister City/International Partnership" agreement during a trip to Zhuhai. This agreement supports the Saint Mary's University work in the region and is aligned with the Nova Scotia China Engagement Strategy.

A delegation from Zhuhai last visited Halifax in December 2018 and met with HRM and Halifax Partnership representatives. A photo exhibit from Zhuhai was established at Saint Mary's University unveiled at a reception attended by the Zhuhai delegation and business and community leaders.

- **Norfolk, Virginia (Economic).** Halifax and Norfolk have been "Sister Cities" since signing an MOU in 2006. The relationship with Norfolk evolved through collaboration with economic development partners, the Navy and industry stakeholders. The Halifax Partnership focused on building a relationship with the Virginia Economic Development Partnership (VEDP), its counterpart in the that

region. In 2015, the Halifax Partnership hosted a business mission to Halifax organized by VEDP during the Canadian Defence Security and Aerospace Exhibition Atlantic (DEFSEC).

### *Existing Friendship Partnerships*

Activity related to Halifax's friendship partnerships with Hakodate and Campeche, established in 1982 and 1996 respectively, continues. Halifax annually sends a Christmas tree to Hakodate as a sign of friendship, and the Halifax- Hakodate Friendship Association participates in the Natal Day parade with a Japanese drum and dancing group. As 2017 was the 35th anniversary of the relationship, a delegation from Hakodate visited Halifax in July 2017. The Campeche relationship is highlighted by annual student exchanges involving high school students from Campeche, as well as students from Dalhousie University and the Autonomous University of Campeche.

In June 2018, Regional Council approved a third Friendship Agreement with Gdynia, Poland. The City of Gdynia, Poland sent a letter to the Mayor's Office in June 2016 expressing interest in establishing a potential program of cooperation with Halifax. Partnerships are being explored between Gdynia's Museum of Emigration and Halifax's Pier 21 Museum of Immigration, as well as the cities' library systems. The focus on this relationship is primarily cultural at this stage, and some of the areas of interest (i.e. museums) lie in areas that fall outside of municipal jurisdiction.

### *Other International Relationships*

- **World Energy Cities Partnership.** In addition to coordinating the Municipality's economic partnerships, the Halifax Partnership manages the Municipality's membership in the World Energy Cities Partnership (WECP). The WECP is comprised of 19 cities from around the world with energy activities as a major driver of their economy and is led by the Mayors of each city with support from economic development staff. WECP members are: Aberdeen, Scotland; Barranquilla, Columbia; Houston, Texas; Calgary, Canada; Doha, Qatar; Dammam, Saudi Arabia; Stavanger, Norway; Perth, Australia; Karamay, Daqing, Dongying, China; St. John's, Canada; Villahermosa, Mexico; Esbjerg, Denmark; Kuala Lumpur, Malaysia; Cape Town, South Africa; Atyrau, Kazakhstan. In January 2016, Mayor Savage assumed the role of President of the organization for a two-year term. This role enabled Halifax to shape the agenda and market itself to global businesses and leaders.
- **Ghana.** In October 2018, the Halifax Partnership's Director of Capacity Building & Strategic Initiatives, African Nova Scotian Communities, traveled to Ghana to identify potential community economic projects that would benefit the Black communities and communities-at-large Halifax and Ghana's Manya Krobo Region. The Partnership signed a three-year exploratory Memorandum of Understanding (MOU) with the Manya Krobo Region. This work align with action 22 of the Council-approved [Road to Economic Prosperity for African Nova Scotian Communities](#) – to “pursue sister city and international trade and development relationships with African countries with ancestral ties to African Nova Scotians.”
- **Other Potential Partnerships.** The Mayors of Halifax and Haifa, Israel, have had initial conversations about the potential to establish a partnership. A potential partnership with Rostock, Germany is also being explored; this could advance oceans and other business-to-business connections, including the formal relationship between Dartmouth-based Centre for Ocean Ventures and Entrepreneurship and Rostock's ocean campus “Fraunhafer” that will be announced at the annual Digital Ocean's event in Rostock in August. Initial discussions have been held between HRM and the Consul General from France about a potential partnership between HRM and Rouen or Brest.

**ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS**

**BE IT RESOLVED AS AN ADMINISTRATIVE ORDER** of the Council of the Halifax Regional Municipality under the authority of the *Halifax Regional Municipality Charter*, as follows:

**Short Title**

1. This Administrative Order may be known as the *International Partnerships Administrative Order*.

**Interpretation**

2. In this Administrative Order,

- (a) “CAO” means the Chief Administrative Officer of the Halifax Regional Municipality;
- (b) “Council” means the Council of the Halifax Regional Municipality;
- (c) “Economic Partnership Agreement” means a memorandum of understanding between the Council and an international community with a primary focus on common economic development goals and objectives;
- (d) “Friendship Partnership Agreement” means a memorandum of understanding between the **Council Municipality** and an international community that marks a cultural or historical relationship;
- (e) “Historic Partnership” means an international community with which the Council **or the Municipality** formerly had an economic or friendship partnership, but the relationship has been discontinued owing to lack of involvement and no further ceremonial action is taken and public committees are disbanded;
- (f) “international community” means a local government located outside of Canada;
- (g) “international partnership committee” means an ad hoc committee struck by the CAO to evaluate requests to Council for international partnerships;
- (h) “local committee” means a community group that supports the ongoing activities of a partnership, and is not a committee of Council;
- (i) “Mayor” means the Council member elected at large to be the chair of the Council; **and**
- (j) “operating procedures” means the process by which this Administrative Order is implemented.

ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS

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**Purpose**

3. The purpose of this Administrative Order is to support international partnerships with other local governments that are approved by Council **or the CAO and Mayor.**

4. The purpose of this Administrative Order will be implemented by developing processes for establishing, administering, and reviewing formal international partnerships including:

- (a) establishing clear criteria for entering into international partnership agreements;
- (b) outlining a defined process for selecting an international partner and determining the nature of the relationship;
- (c) developing specific activity plans and outcomes international partnership agreements; **and**
- (d) establishing a formal review process for international partnership agreements; **and.**
- (e) ~~limiting the number of Economic Partnership Agreements that Council will enter to ensure sufficient resources are available to support each relationship, and that the goals and objectives of such Agreements are realized~~ **Repeal**

**Roles and Responsibilities**

5. **(1)** The Council may approve partnerships, revise this Administrative Order, and Councillors and the Mayor may act as representatives on local committees as required.

**(2)** **The Mayor and CAO may approve Friendship Partnership Agreements, and amendments to such Agreements.**

6. (1) HRM staff will coordinate the process of identifying and screening potential international community partners, including the examination of relevant relationships or agreements with local partners and stakeholders.

(2) The Council delegates to the CAO the power to develop and revise operating procedures to support this Administrative Order, including selection and evaluation criteria.

7. (1) The Council delegates to the CAO the power to constitute an ad hoc committee to be known as the International Partnership Committee.

(2) The International Partnership Committee shall consist of members of the Office of the Mayor appointed by the Mayor and members of HRM staff appointed by the CAO to reflect HRM's focus of interest in the partnership request.

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RESPECTING INTERNATIONAL PARTNERSHIPS

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(3) ~~The Mayor and the CAO may be members of the International Partnership Committee.~~ **Repeal**

(4) The International Partnership Committee may consult with HRM staff, local partners, and stakeholders as it deems necessary.

(5) The International Partnership Committee shall:

(a) evaluate requests for international partnerships; and

(b) recommend potential partners to:

(i) the Council, or

(ii) in the case of a Friendship Partnership Agreement under subsection 5(2), the Mayor and CAO.

### **Categories of Partnerships**

8. There shall be three categories of formal partnerships between HRM and international communities:

(a) Economic Partnership Agreements;

(b) Friendship Partnership Agreements; and

(c) Historic Partnerships.

### **Economic Partnership Agreement**

9. The primary purpose of an Economic Partnership Agreement is economic development, including economic exchange, business development, and technological advancement through building business links, increasing HRM's profile, attracting investment, and promoting trade.

10. An Economic Partnership Agreement may build on HRM's cultural identity and diversity by developing opportunities to encourage the sharing of knowledge and greater understanding of different cultures as they relate to HRM's Welcoming Newcomers Action Plan and encouraging cultural, social and educational exchanges.

11. An Economic Partnership Agreement shall include:

(a) the anticipated goals and outcomes of the Partnership; **and**

~~(b) the communications protocols;~~ **Repeal**

~~(c) the commitment to provide each party to the Agreement with an annual report outlining the activity for the previous year;~~ **Repeal**

ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS

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- (d) ~~an outline of the frequency, number of participants, and responsibilities of the host for exchanges or in person visits;~~ **Repeal**
- (e) ~~the names of the local committees that will support the Agreement in each partner city;~~ **Repeal**
- (f) the term of the Agreement, not to exceed 5 years.

**11A. An Economic Partnership Agreement may include:**

- (a) the communications protocols;
- (b) the commitment to provide each party to the Agreement with an annual report outlining the activity for the previous year;
- (c) an outline of the frequency, number of participants, and responsibilities of the host for exchanges or in person visits;
- (d) the names of the local committees that will support the Agreement in each partner city; and
- (e) any other term the Council considers necessary for the implementation of the Agreement.

12. ~~Council will enter into and carry out no more than five (5) Economic Partnership Agreements at any one time.~~ **Repeal**

**Friendship Partnership Agreement**

13. The primary purpose of a Friendship Partnership Agreement is facilitating international good-will through community-level events and public celebrations such as flag raisings, based on cultural or historic relationships between HRM and international communities.

14. Friendship Partnership Agreements shall include:

- (a) the anticipated goals and outcomes; and
- (b) the term of the agreement, not to exceed 5 years.

**Historic Partnership**

15. The primary purpose of a Historic Partnership is to recognize a city that was once an Economic or Friendship Partner of HRM. An existing partnership will be re-classified as a Historic Partnership when there is no contact between the partner cities for a period longer than one year and/or when either partner city opts to end the formal agreement.

ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS

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**Alignment to HRM Priorities and Strategies**

16. Council **The Municipality** will pursue partnership opportunities or accept requests from international communities for partnership agreements that align with the priorities and strategies of Council.

**Resource Commitment**

17. Council may allocate funds in the annual budget to accomplish its partnership commitments. Such budget shall be project, program or a combination of project and program driven and may include costs such as travel, hosting, communications, ceremonial, staffing and administrative costs.

18. Requests for partnerships may be made by any external organizations or international communities or by HRM staff or Council.

**Approval Process**

19. All requests for international partnerships shall be received through the Office of the Mayor. Upon receipt of such request, the Office of the Mayor shall screen the request to determine whether it is a viable partnership, and may do so in consultation with staff as it deems necessary.

20. Where the Office of the Mayor determines there is a viable international partnership, it will request that the CAO constitute an International Partnership Committee to evaluate the partnership against the criteria set out in the procedures.

21. The International Partnership Committee shall recommend to:

(a) Council those partnerships that, in the opinion of the Committee, satisfy the criteria for approval; or

(b) in the case of a Friendship Partnership Agreement under subsection 5(2), the Mayor and CAO those partnerships that, in the opinion of the Committee, satisfy the criteria for approval.

22. The International Partnership Committee shall prepare an annual information report to Council listing:

(a) all partnership requests received that the Committee determined did not satisfy the criteria for approval in the previous calendar year, and a brief summary of the reasons for such determination; and

(b) all Friendship Partnership Agreements approved by the Mayor and CAO in the previous calendar year.

ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS

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23. ~~Council shall consider whether to enter into a partnership agreement with the international community recommended by the International Partnership Committee and Council may:~~

- ~~(a) enter into an economic partnership agreement and direct staff to prepare a memorandum of understanding for Council's consideration;~~
- ~~(b) enter into a friendship partnership agreement and direct staff to prepare a memorandum of understanding to include certain terms, and authorize the Mayor to execute it; or~~
- ~~(c) decide not to enter into a partnership agreement.~~ **Repeal**

23A. (1) Council shall consider whether to enter into an Economic Partnership Agreement with the international community recommended by the International Partnership Committee, or an amendment thereto, and Council may:

- (a) enter into an Economic Partnership Agreement and direct the CAO to prepare a memorandum of understanding to include certain terms; or
- (b) decide not to enter into an Economic Partnership Agreement.

(2) The Mayor and CAO shall consider whether to enter into a Friendship Partnership Agreement with the international community recommended by the International Partnership Committee, or an amendment thereto, and the Mayor and CAO may:

- (a) enter into a Friendship Partnership Agreement and the CAO may direct staff to prepare a memorandum of understanding to include certain terms; or
- (b) decide not to enter into a Friendship Partnership Agreement.

(3) A partnership agreement, or an amendment thereto, approved under subsection (1) or (2) may be executed by the Mayor.

**Scope**

24. Nothing in this Administrative Order shall be interpreted to limit or otherwise prescribe Council's general discretion to participate in international visits or discussions with international communities outside of formal partnership agreements.

**Repeal**

25. The Twinning Policy adopted by Council on October 1, 2002 is hereby repealed.

Done and passed by Council this 29th day of April, 2014.

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\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Municipal Clerk

I, Cathy Mellett, Municipal Clerk of the Halifax Regional Municipality, hereby certify that the above noted Administrative Order was passed at a meeting of Halifax Regional Council held on April 29, 2014.

\_\_\_\_\_  
Cathy Mellett, Municipal Clerk

ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS

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Notice of Motion: April 15, 2014

Approved: April 29, 2014

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**Amendment #1**

Amended 2(d), (e), (i); 3; 11(e); 5; 21(a)

Added 5(2);7(5)(b); 21(b), 23A

Repealed 4(e); 12

Notice of Motion:

Approved:

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**\*REVISED – January 11, 2022\***

**ADMINISTRATIVE ORDER NUMBER 2014-003-GOV  
RESPECTING INTERNATIONAL PARTNERSHIPS**

**BE IT RESOLVED AS AN ADMINISTRATIVE ORDER** of the Council of the Halifax Regional Municipality under the authority of the *Halifax Regional Municipality Charter*, that Administrative Order Number 2014-003-GOV, the International Partnerships Administrative Order, is hereby amended as follows:

1. Clause 2(d) is amended by striking out the word “Council” after the word “the” and before the word “and”, and adding the word “Municipality” after the word “the” and before the word “and”.
2. Clause 2(e) is amended by adding the words “or the Municipality” after the word “Council” and before the word “formerly”.
3. Clause 2(i) is amended by adding the word “and” after the semi-colon at the end of the clause.
4. Section 4 is amended by:
  - (a) adding the word “and” after the semi-colon at the end of clause (c);
  - (b) striking out the semi-colon and word “and” at the end of clause (d) and adding a period at the end of clause (d); and
  - (c) repealing clause (e).
5. Section 11 is amended by:
  - (a) adding the word “and” after the semi-colon at the end of clause (a); and
  - (b) repealing clauses (b), (c), (d) and (e).
6. Section 11A is added immediately following section 11 as follows:
  - 11A. An Economic Partnership Agreement may include:
    - (a) the communications protocols;
    - (b) the commitment to provide each party to the Agreement with an annual report outlining the activity for the previous year;

- (c) an outline of the frequency, number of participants, and responsibilities of the host for exchanges or in person visits;
  - (d) the names of the local committees that will support the Agreement in each partner city; and
  - (e) any other term the Council considers necessary for the implementation of the Agreement.
7. Section 12 is repealed.
  8. Section 16 is amended by striking out the word “Council” and adding the words “The Municipality” at the beginning of the section and before the word “will”.
  9. Clause 23 (a) is repealed.
  10. Clause 23 (b) is amended by:
    - (a) adding the words “or economic” after the word “friendship” and before the word “partnership”;
    - (b) striking out the word “prepare” after the word “to” and before the words “a memorandum”; and
    - (c) adding the word “negotiate” after the word “to” and before the words “a memorandum”.

Done and passed by Council this \_\_\_\_ day of \_\_\_\_\_, 2022.

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Mayor

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Municipal Clerk