

# Chapala, Mexico –

## Twinning with the City of Edmonton

### Recommendation:

That the October 26, 2007, Office of the City Manager report 2007CMC038 be received for information

### Report Summary

The City of Edmonton has received a request from Chapala, Mexico to enter a twinning relationship. The purpose of this report is to provide:

- an overview of the City's history with twinning relationships
- a snapshot of what involvement others have with twinning
- offer possible models for the formal evaluation and ongoing management of the relationship
- and outline some factors to be considered in renewing interest in twinning opportunities.

### Previous Council/Committee Action

At the July 17, 2007, City Council meeting, the following motion was passed:

That the formal request from the Mayor of Chapala, Mexico, to enter into a twinning relationship with the City of Edmonton be referred to Administration to prepare a report for Executive Committee's consideration.

### Report

#### Edmonton's History of Twinning Relationships

- Twinning relationships, as well as Sister Cities and Friendship Agreements, are formal relationships that create opportunities for municipalities to develop linkages to economic, social, education, and

cultural opportunities between the two cities.

- The City has entered into three such relationships based upon the original concept for twinning. These relationships included:

1. Gatineau/Hull, Quebec (June 21, 1965). This twinning relationship was in response to a Federal Government initiative (part of the Centennial Year celebrations) for English and French speaking communities in Canada to twin.

Outcomes:

- Official visits
- Reciprocal sponsorship of events
- Display in City Hall

Status:

- Relationship is relatively inactive

2. Harbin, China (December 5, 1985). The intent of the Protocol of Understanding and Friendship Agreement was to deepen the understanding between their respective peoples and to promote the overall development of the two cities.

Outcomes:

- Official Visits
- Construction of the China Gate in Edmonton by Chinese Artists
- Establishment of the Edmonton Harbin Friendship Society
- Two Edmonton schools twinned with two schools in Harbin
- Twinning of one Edmonton Hospital in Harbin
- Naming an Edmonton Street "Harbin"

### Status:

- Relationship is relatively inactive

3. Nashville, Tennessee (January 30, 1990). This twinning relationship was developed to strengthen and promote the association with the Country Music industry.

### Outcomes:

- One planned official visit from Nashville

### Status:

- No other activity has ever occurred
- After entering into these three relationships Council established the Task Force on Twinning to help establish a process for dealing with future twinning requests.
- On March 12, 1991, City Council adopted, in principle, the Task Force on Twinning Final Report, resulting in City Council approving the Civic Twinning Criteria and Guidelines, September 15, 1992, (See Attachment 2)
- With little to no interest in twinning coming forward, on January 19, 1999, City Council passed a motion:
  - a) disbanding the Twinning Selection Committee;
  - b) transferring the mandate for twinning issues to the Office of the Mayor; and,
  - c) directing that no further twinning arrangements be considered.
- Since assuming the mandate for twinning relationships, the Mayor has honoured current commitments and, in 2005, signed a formal Friendship Agreement with Chongqing, China.
- The annual budget for twinning activities is \$24,000.
- In addition to the activities coordinated through the Mayor's

Office, in 1999, Edmonton Economic Development Corporation in conjunction with the City of Edmonton initiated a "Declaration of Municipal Economic Cooperation" with the City of Edmonton and the City of Guadalajara, Mexico (42 km south of Chapala).

- The City of Edmonton does not appear to have realized significant tangible benefits by participating in twinning relationships.
- If new twinning opportunities are pursued, the guidelines approved in 1992 should be fully reviewed and updated to include performance criteria and measurements, as well as identifying net benefits. In addition, guidelines should be developed regarding sustaining the agreements. There are currently no guidelines around the types of activities, costs, or administrative support required to sustain twinning relationships.

### Twinning In Other Municipalities

- In Canada, there are 65 cities involved in managing over 150 twinning/sister city relationships.
- Attachment 1 outlines the top 10 Cities in Canada involved with twinning.
- To give some order of magnitude, the top three cities comprise of Quebec City with 16 followed by Winnipeg and Toronto with 11.
- Calgary has entered into seven twinning/sister city relationships.
- In recent years newly formed relationships have also moved towards assisting the governance of municipalities within developing countries, and the Federation of Canadian Municipalities (FCM) offers support and funding for such programs through its Municipal Partnership Program.

### Government of Alberta

- In 2002, the Alberta Mexico Office was established by the government of Alberta for the purpose of fostering trade and industry relationships. This office could be of great service to the City of Chapala as the request to twin with the City of Edmonton was based upon fostering stronger economic ties and labor relations. Background information has been forwarded to the Alberta Mexico Office from the City's Corporate Services Department.

### Possible Models

#### Edmonton 1992 to 1999

- This model has the Twinning Selection Committee (TSC) which was comprised of representatives from City Council, Economic Development Edmonton, Province of Alberta, Corporate communications, and two members of the general public responsible for the formal review process.
- The TSC would bring forward a recommendation to Council for endorsement. With the endorsement the TSC would approve the twinning plan.
- A working committee chaired by a member of Council would be responsible for the ongoing management of the relationship.
- The TSC would report to Council annually on the activities of the working committee and budget submissions.

#### Calgary

- On November 10, 2005, the City of Calgary approved the Calgary Sister Cities -Selection and Evaluation Process. (Attachment 3)
- Responsibility for the formal review process and the ongoing management of the relationships rests

with Calgary Economic Development (CED).

- The approval process has the CEO and President of CED bringing forward a recommendation to the Mayor's office for information which is then brought forward to Calgary City Council for a formal motion.
- The Sister Cities program is part of the CED's CalgaryConnect program and a key component of CED's Trade Development Program. The CalgaryConnect section is actively pursuing relations with Calgary's sister city businesses as this connection is seen as a key part of the city's economic and cultural future.
- Activities include trade missions, large community events celebrating the culture of Calgary's American and Mexican citizens, and pursuing unique alliances and ventures around economic drivers common to each city.

#### Grande Prairie

- On May 23, 2006, the City of Grande Prairie approved the Twinning/Sister Communities Policy. (Attachment 4)
- Responsibility for the formal review lies with the administration (economic development staff). There is no indication of who manages the ongoing relationship.
- Community Development Committee/Grande Prairie City Council approves the relationship based on the recommendation from the administration's review.
- The Policy also caps the financial commitment to hosting of delegations to \$4,000 a year.

### FCM Municipal Partnership

- Enables participation in a Canadian and global municipal network
- Involves one or two technical missions a year to the partner country and hosting one or two technical missions at home.
- No cost to the municipality (all transportation, accommodation and meal costs are covered by Canadian International Development Agency; municipality provides staff time to participate in technical missions.)

### Factors to be Considered

- Outcomes – economic, cultural, trade, joint-ventures, knowledge transfers, FCM Municipal Partnership, etc. – What are the reasons the City should consider in accepting an opportunity to twin? What are the expected outcomes to show that an opportunity was successful?
- Criteria – *expected benefits for the City of Edmonton* -- What criteria should be used to determine which twinning opportunities to pursue?
- Who Needs to be Involved and How – *City Council, Edmonton Economic Development Corporation, City Administration, Community* – How should decisions be made and who needs to be part of the decision-making process?
- Impact of Decision to Twin – *resources of money and personnel* – What commitments are required to fulfill a twinning agreement? How much time is involved? What are the true costs?

### Chapala Request

- If the twinning request from Chapala, Mexico, was considered using the guidelines approved by City Council in 1992, the request would fail to meet 60% of the criteria.
- Chapala would fail as a twinning opportunity under the following evaluation criteria:
  - Size of Community – Chapala is small compared to Edmonton (population of Chapala is 150,000);
  - Business and Economic Development –
    - a) The Province of Alberta is already a sister state to Jalisco, Mexico (Chapala is in the region of Jalisco);
    - b) Chapala is predominantly a retirement community with few large business opportunities with which to twin;
  - University Presence – Chapala does not have a university or post-secondary institution with which to partner;
  - Sports Potential – Research has provided no information on sports activities in Chapala;
- Chapala would however meet the following evaluation criteria:
  - Tourism potential – the province of Jalisco is Mexico's second largest tourist destination;
  - Environmental Benefits – Best practices in environmental management would be fruitful as Lake Chapala is among the most polluted lakes in Mexico and Edmonton is an

- environmental leader in environmental excellence;
- International Development – Edmonton could provide assistance with regard to development. The province of Alberta and government of Canada are heavily involved in international development within this region.

### **Attachments**

1. Top 10 Canadian Cities with Twinning Agreements
2. 1992 Approved City of Edmonton Civic Twinning Criteria and Guidelines
3. City of Calgary Policy CC004 Calgary Sister Cities (Selection and Evaluation Processes)
4. City of Grande Prairie Policy 209 Twinning/Sister Communities and Related Procedure 209-1

## Top 10 Canadian Cities with Twinning or Sister Cities Relationships

### Quebec City

1. Calgary, Alberta (1956)
2. Bordeaux, Aquitaine, France (1962)
3. Namur, Belgium (1999)
4. Montevideo, Uruguay (2000)
5. Ouagadougou, Burkina Faso (2000)
6. Xi'an, China (2001)
7. Guanajuato, Guanajuato, Mexico (2002)
8. Liège, Belgium (2002)
9. St. Petersburg, Russia (2002)
10. Paris, France (2003)
11. Sousse, Tunisia (2004)
12. Huế, Vietnam (2005)
13. Albany, USA
14. Cannes, France
15. Changchun, China
16. Iași, Romania

### City of Toronto

1. Amsterdam, Netherlands (1974)
2. Chongqing, China (1986)
3. Chicago, USA (1991)
4. Frankfurt, Germany
5. Milan, Italy
6. São Paulo, Brazil
7. Ho Chi Minh City, Vietnam
8. Kyiv, Ukraine
9. Quito, Ecuador
10. Sagamiyama, Japan
11. Warsaw, Poland

### City of Winnipeg:

1. Setagaya, Tokyo, Japan (1970)
2. Reykjavík, Iceland (1971)
3. Minneapolis, Minnesota, USA (1973)
4. Lviv, Ukraine (1973)
5. Manila, Philippines (1979)
6. Taichung, Taiwan (1982)
7. Kuopio, Finland (1982)
8. Beer-Sheva, Israel (1984)
9. Chengdu, China (1988)
10. Chinju, South Korea (1992)
11. San Nicolás de los Garza, Mexico (1999)

## City of Hamilton:

1. Fukuyama, Japan (1976)
2. Flint, Michigan, U.S.A. (1986)
3. Mangalore, India (1986)
4. Racalmuto, Italy (1986)
5. Ma'anshan, China (1987)
6. Abruzzo Region, Italy (towns of)
7. Monterrey, Mexico
8. Sarasota, Florida, USA
9. Shawinigan, Quebec, Canada

## City of Calgary:

1. Quebec City, Quebec (1956)
2. Jaipur, India (1973)
3. Daqing, China (1985)
4. Naucalpan, Mexico (1994)
5. Daejeon, South Korea (1996)
6. Phoenix, Arizona, USA (1997)
7. Houston, USA (2006)

## City of Montreal

1. Shanghai, China (1985)
2. Busan, South Korea (2000)
3. Lucknow, India (2000)
4. Algiers, Algeria
5. Beirut, Lebanon
6. Hiroshima, Japan

## City of Vancouver

1. Odessa, Ukraine (1944)
2. Yokohama, Japan (1965)
3. Edinburgh, Scotland (1978)
4. Guangzhou, China (1985)
5. Los Angeles, USA (1986)
6. Joyo, Japan (1995)

## City of Victoria:

1. Napier, New Zealand (March, 1973)
2. Suzhou, China (July, 1980)
3. Morioka, Japan (May, 1985)
4. Khabarovsk, Russia (May, 1990)

City of Saskatoon

1. Umeå, Västerbotten, Sweden (1975)
2. Shijiazhuang, Hebei, China (1985)
3. Cologne, North Rhine-Westphalia, Germany
4. Tampere, Pirkanmaa, Finland

City of Ottawa

1. Georgetown, Guyana (1965)
2. The Hague, Netherlands (1984)
3. Beijing, China (1995)



## 1992 Approved Civic Twinning Criteria and Guidelines

### CIVIC TWINNING CRITERIA

City Council is to consider requests to endorse the establishment of twin city relationships under the following circumstances:

- That the request is presented jointly by an Edmonton citizens' group and a counterpart in the proposed twin city if such a group exists. City Council may itself, under special circumstances, initiate the twinning arrangements.
- That the request is reviewed by the Twinning Selection Committee which shall make its recommendation to Council.
- That City Council, by endorsing such a request, will become a partner in the relationship, but will only be bound to the commitments to which it has specifically agreed.
- That the twinning relationship shall be reviewed according to the approved criteria every two years with a view to maximizing its potential.
- That City Council may, where it deems necessary, review and reassess its endorsement of the twinning relationship every five years.

### CRITERIA FOR EVALUATING TWINNING PROPOSALS

#### 1. Business and Economic Development Potential

Twinning requests must be examined thoroughly to determine potential business opportunities. The business assessment should highlight the similarities and complementary aspects of the economies of the two cities as well as the export, import and investment potential benefits to Edmonton.

The opportunities for significant tourism development should be examined as part of the economic potential.

The twinning should complement and enhance the City of Edmonton's economic strategy.

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**2. Educational Potential**

The twinning assessment also should include descriptions of secondary and post secondary institutions, and research and development facilities in both cities. Such institutions and facilities allow for reciprocal educational, research and advanced technology exchanges.

**3. Cultural and Sports Potential**

The twinning application should examine the long-term potential for cultural and sports exchanges. The cultural values and ethnic composition of the proposed twinned cities should assist and support the economic development opportunities.

**4. Community Sponsorship**

Firm evidence of community endorsement and involvement in the twinning relationship must be illustrated in each twinning proposal because such support is essential to the success of the venture. It has been proven that the "people to people" relationship will enhance and sustain the twinning, and communities entering twinning arrangements are strongly advised to form "friendship committees" to nurture the relationship.

**5. Political Climate**

The City of Edmonton requires assurance in the twinning proposal of the political stability in the potential twin city and its country. The proposal should also describe Canada's and Alberta's relations with the country.

**6. Community Similarity**

To maximize benefit to our community, the City of Edmonton is encouraged to target cities of 300,000 and 1,500,000 population for further twinning relationships. Similarities in geography and resource bases are important factors in considering new twinning relationships.

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#### TWINNING PROPOSAL PROCEDURES

1. A written proposal from an Edmonton based group is submitted to the Chair of the Twinning Selection Committee.
2. The submission must include:
  - background on the Edmonton based group initiating the proposal (name, membership, mandate, affiliation with national groups, local activities...);
  - identification of the proposed twin city including name, location, population, resource bases, geography, political climate and other factors which would help describe the nature of the city;
  - identify interest and support from the prospective twin city if it exists;
  - potential opportunities for Edmonton in the areas of business and economic development, tourism, education, culture, sports, and the environment;
  - the nature and level of support and commitment the initiating group is willing and able to provide to the twinning.
3. The proposal is reviewed by the Twinning Selection Committee to ensure it meets the Civic Twinning Guidelines and Civic Twinning Criteria.
4. The Twinning Selection Committee makes a recommendation to City Council.
5. Upon approval of a new twinning relationship, a twinning working committee is established and a twinning agreement developed.

## CIVIC TWINNING GUIDELINES

### 1. DEFINITIONS

Twinning: the establishment of a relationship with another community for exchange and mutual benefit.

Twinning Agreement: a written document setting out the objectives and terms of the relationship.

Twinning Selection Committee: a committee appointed by City Council under Policy 449 to assess present twinning relationships, to review requests for twinning and to make recommendations to City Council.

Twinning plan: sets out the term and conditions for twinning.

Twinning Working Committee: an Edmonton based committee responsible to maintain the existing twinning relationships.

### 2. RESPONSIBILITIES

City Council to:

- a) approve the civic twinning guidelines and any amendments to these civic twinning guidelines;
- b) approve by recommendation activities related to twinning;
- c) approve budget for twinning activities and allocate funding levels for approved twinning programs;
- d) appoint a twinning selection committee to be responsible for the assessment, evaluation and recommendation of twinning relationships undertaken by the City of Edmonton.

Executive Committee to:

- a) recommend to Council the civic twinning guidelines and any amendments to these civic twinning guidelines;
- b) recommend to City Council activities related to twinning;
- c) recommend to City Council budget for twinning activities.

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Twinning Selection Committee to:

- a) review all requests for twinning and make a recommendation to City Council;
- b) review and assess the current twinning relationships;
- c) develop and recommend a twinning plan to City Council;
- d) develop an annual twinning budget for City Council approval.

Corporate Communications to:

- a) appoint the appropriate staff to assist in the program execution of twinning activities;
- b) provide the administrative liaison in maintaining the twinning relationships;
- c) identify and recommend appropriate program options to support the twinning activities.

3. PROCEDURES FOR TWINNING

The twinning selection committee to be comprised of one representative from City Council, E.E.D.A., E.C.T.A., Chamber of Commerce, Province of Alberta (F.I.G.A.), Corporate communications, and two members of the general public.

Criteria to be used by the twinning committee to evaluate requests to establish twinning relationships:

- a) Request for twinning to be presented by a local citizen's group and its counterpart (if in existence) in the proposed twin city or by either City Council. Edmonton City Council would only initiate under special circumstances;
- b) Request be assessed for benefits to Edmonton by geographical location, population size and composition, climate, resources and economic-industrial base, environmental, educational, cultural and community activities;
- c) Request be assessed to establish the main sector (or institution) of common interest that would form the basis of the twinning relationship; and specific areas identified within that sector which would comprise the actual areas of cooperation;

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- d) Ensure that the twinning is reciprocal in nature, with reciprocal activities and intended benefits spelled out in the twinning agreements. The content and proposals for activities must be realistic and based on what is feasible and possible for both parties;
- e) Preparation of the twinning agreement identifying the participants and terms of reference; preparation of a draft sub-agreement that identifies specific areas and programs of exchange and assigns responsibilities. Both agreements should have a limited duration and indicate timings for formal review and consultation.

The Twinning Selection Committee would approve a twinning plan by:

- a) Appointing a member of Council to chair a working committee, comprised of representatives of the community, responsible for each of the established twinning relationships. Each committee would manage all aspects of the program including budget;
- b) Requiring each working committee to develop a twinning plan by setting specific objectives and activities, to assign responsibility for each activity and to develop a budget for Council approval;
- c) Reviewing the activities undertaken by the working committees and to recommend to City Council further action to be taken to enhance and promote the twinning relationships. A formal review and consultation with each of the twinning partners should occur every two years;
- d) Reporting annually to City Council on the activities of the working committees including budget submissions.

## City of Calgary Policy CC004 Calgary Sister Cities (Selection and Evaluation Processes)



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### COUNCIL POLICY

**Policy Title:** Calgary Sister Cities (Selection and Evaluation Processes)

**Policy Number:** CC004

**Report Number:** N/A

**Approved by:** Council

**Effective Date:**

**Business Unit:** Office of The Mayor and Calgary Economic Development

### BACKGROUND

The City of Calgary currently has six official Sister City relationships with Daejeon, South Korea, Daqing, China, Jaipur, India, Naucalpan, Mexico, Phoenix, Arizona and Quebec, Canada. The Calgary sister Cities, a department of Calgary Economic Development (CED), is responsible for managing these Sister City relationships and has a formal review process when looking at establishing new relationships.

### PURPOSE

The purpose of this policy is to provide the selection and evaluation process for establishing and reviewing Sister City relationships.

### POLICY

Sister City relationships are established based on formal analysis on the proposed Sister City request. The analysis is completed with respect to economic affiliations/benefits and local private sector support with business interest, or potential business interest, in the proposed area.

The Calgary Sister Cities is supported by private sector volunteers with volunteer committees established to assist in the implementation of yearly programs. Local community support is crucial.

If a relationship proves to be economically viable, a recommendation on the proposed relationship is then brought forward to the President and CEO of Calgary Economic Development. Upon approval, the proposal is then forwarded to the Mayor's Office for information and then brought forward to City Council for a formal motion.





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## COUNCIL POLICY

### PROCEDURE

#### **Selection and Evaluation Processes**

##### **Process to Establish a New Sister City**

- Main impetus of the relationship must be generated from a community organization
- Genuine long-term interest must be expressed from both cities (corporate, community and political levels)
- Selection Criteria Evaluation Form is completed and ranked by Sister City
- If rejected, initiating community group is informed of decision not to pursue a relationship.
- If endorsed, recommendation is referred to Calgary Economic Development Board of Directors for endorsement.
- Calgary Economic Development Board endorses recommendation to establish a new Sister City relationship.
- Recommendation is referred to the Mayor and Calgary City Council for official municipal endorsement.
- Note: Both City Councils from each of the Sister Cities are required to endorse and act as "patrons" of such relationships only where such citizen participation can be assured

##### **Selection Criteria Evaluation Form**

*(Note: Information to be filled out on Calgary and potential new Sister City candidate)*

1. Community profile piece:
  - Demographics (population, age, languages spoken etc.)
  - Government structure
  - Geographic location (mountains, lake, port etc.)
2. Inventory of social, cultural, economic and educational linkages (includes both existing and potential future linkages)

##### **Social Linkages**

- Civic organizations: service clubs, youth organizations, NGO's, social service organizations, community associations, Rotary





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## COUNCIL POLICY

### **Cultural Linkages**

- Cultural institutions: museums, theatres, orchestras, libraries, galleries, performing arts, visual arts, festivals, annual events
- Tourism opportunities
- Sports: teams (amateur and professional)

### **Economic Linkages**

- Business environment- economic conditions, level of government bureaucracy, language/cultural impediments, diplomatic presence, history of diplomatic relations, level of foreign investment, etc.
- Government interest/activities/involvement on both sides (i.e. Federal, provincial etc.)
- Industry cluster analysis (similarities, differences, priorities, level of export activity, investment opportunities etc.)
- Business and industry associations (i.e. Chamber, industry associations, regional business associations)

### **Education Linkages**

- Educational institutions: universities, colleges, technical schools, training institutes, vocational colleges, school boards, primary/secondary schools
- Programs: specialized training programs, cultural programs, international/export programs, language training, etc.
- Medical institutions, hospitals

### **3. Sister City involvement**

- Number of existing Sister Cities
- Level of involvement with each existing Sister City
- Mechanism in place to support an additional relationship
- Defined financial support for exchanges and maintenance of the relationship

### **AMENDMENTS**

None

## City of Grande Prairie Policy 209, Twinning/Sister Communities and Related Procedure 209-1

*CITY OF  
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# POLICY

<b>POLICY NO:</b>	209	<b>APPROVAL DATE:</b>	May 23, 2006
<b>TITLE:</b>	Twining/Sister Communities	<b>REVISION DATE:</b>	
<b>SECTION:</b>	Community Services	<b>PAGE 1 OF 1</b>	
<b>DEPARTMENT:</b>			

### POLICY STATEMENT

City Council may enter into an agreement to twin or undertake specific projects with another municipality based on a set of criteria established under the related procedures to evaluate each request for twinning.

### REASON FOR POLICY

To create a global network of social or business relationships with communities; to create opportunities to expand and enhance cultural diversity and awareness; to create an international awareness of Grande Prairie's business assets and location benefits; and the advancement of international understanding, goodwill and peace.

### RELATED INFORMATION

This policy will establish guidelines within which twinning or project relationships with other municipalities may be established by the City of Grande Prairie.

### RESPONSIBILITIES

City Council shall make the decision on all twinning and project requests based on a review by Administration pursuant to the related Procedure No. 209•1.

City Council reserves the right to withdraw from any and all twinning and project relationships at any point in time.

### FUNDING

Funding to host official delegations is not to exceed \$4,000.00 annually. This amount represents the only City expenditures for these activities. Official travel for the Mayor and Members of Council and Administration regarding twinning shall come from their individual travel accounts.

*CITY OF  
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# PROCEDURE

PROCEDURE NO: 209•1

PAGE: 1 of 3

TITLE: Guidelines for Twinning/Sister Communities

APPROVAL DATE: May 23, 2006

POLICY: Twinning/Sister Communities

REVISION DATE:

SECTION: Community Services

RESPONSIBLE

DEPARTMENT: Community Services

## PROCESS

### Identification of a Community

- Request is received from (or conveyed to) another community regarding a potential twinning or specific project relationship with the City of Grande Prairie.

### Evaluation

- Economic Development staff undertake research to assess the expression of interest based on Grande Prairie's criteria.
- Review of benefits and challenges of establishing a relationship and anticipated community interest for such a relationship.
- Report results/recommendations to Community Development Committee/City Council.

### Letter of Intent

- Development of a Letter of Intent outlining the goals, objectives and overall intention of a future twinning or project relationship.
- Signing of Letter of Intent by respective Mayors.
- Take up to 12 months to explore areas to be developed (economic development, culture, sports, etc.).

## SPECIAL CRITERIA

In order for a community, domestic or international, to be considered as a potential candidate for a twinning or project relationship with the City of Grande Prairie, it is preferable that the criteria contained within the following categories be considered:

1. General
2. Social Inclusiveness
3. Economic Development
4. Other Criteria

**PROCEDURE NO.: 209•1  
TWINNING/SISTER COMMUNITIES PROCEDURE****PAGE 2 OF 3****General Criteria**

In order to be considered for a twinning or project relationship, both communities may:

- Be able to promote goodwill and provide potential opportunities for learning.
- Benefit from the twinning relationship (not necessarily monetarily).
- Have a clear understanding of the purpose and objectives of the relationship.
- Provide the necessary resources to ensure a successful relationship.
- Be able to communicate effectively with one another.
- Be willing to take part in the promotion of the relationship.
- Have complementary community visions.

**Social Inclusiveness Criteria**

In order to be considered for a twinning or project relationship, the identified community may:

- Have a structured business community, or attempts to create one.
- Structure (or attempt to structure) all facets of community economic development.
  - Access to equity/capital
  - Access to lending
  - Access to education
  - Access to infrastructure
  - Access to social programs, including culture, for all levels of society

**Economic Development Criteria**

In order to be considered for a twinning or project relationship, the identified community may:

- Have the potential of developing economic development activities such as trade, investment opportunities, business alliances, business development and promotion.
- Be economically comparable with Grande Prairie.
- Have a stable political and economic environment.
- Have complementary industrial base/sectors.
- Have complementary economic development goals and visions.
- Have business associations that are able to assist with the coordinating of economic missions.
- Provide a range of potential opportunities for the development of relationships with small to large scale Grande Prairie businesses.
- Demonstrate efforts to improve the quality of life for all its citizens with respect to its environment.
  - Pollution control
  - Reclamation
  - Government programs
  - Recycling
  - Water conservation
  - Carbon reducing measures

**PROCEDURE NO.: 209•1  
TWINNING/SISTER COMMUNITIES PROCEDURE**

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**PAGE 3 OF 3****Other Criteria to consider:**

Both communities may:

- Be of similar population size.
  - Share historical significance/ties, ethnic and cultural composition.
  - Have similar infrastructure, amenities, geographic location.
  - Have the presence of community strengths which will facilitate cultural, civic, educational, technical, economic and business exchanges on a continuous basis.
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**TWINNING/PROJECT AGREEMENT**

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- Should exploration of twinning or project relationship areas prove successful, the formation of a formal twinning/project agreement is initiated.
  - Signing of Twinning/Project Agreement by respective Mayors.
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**REVIEW**

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- Annual discussions of the twinning or project relationship will form a basis for a formal review of the agreement within five years of the signing date (events may require an earlier review).