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Item No. 2
Community Planning & Economic Development
July 20, 2017

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

Original Signed

SUBMITTED BY:

John Traves, QC, Director, Legal, Municipal Clerk & External Affairs

DATE: May 3, 2017

SUBJECT: Engage Nova Scotia Update

INFORMATION REPORT

ORIGIN

Meeting of Halifax Regional Council, March 10, 2015, MOVED by Councillor Mosher, seconded by Councillor Whitman:

1. That Halifax Regional Municipality work closely with the Halifax Partnership (HP) and provide an initial grant of \$50,000 to Engage Nova Scotia (ENS), this fiscal year with the possibility of an additional grant next year, subject to Council approval and if certain conditions are met.
2. The withdrawal of funds in the amount of \$50,000 from the Operating Surplus Reserve, Q328 to cover the operating grant for fiscal 2014/2015
3. That Halifax Regional Municipality and ENS sign an Agreement along the lines of the one set out in Attachment A of the staff report dated January 30, 2015 to govern the relationship between the two parties and to set out conditions for continuation.
4. That Halifax Regional Municipality participate actively in the work of ENS where appropriate over the coming year. **MOTION PUT AND PASSED UNANIMOUSLY**

Meeting of Halifax Regional Council on September 20, 2016, MOVED by Councillor Mosher, seconded by Councillor Karsten THAT Halifax Regional Council:

1. Award a grant of \$50,000 from operating account M310-8004 to support Engage Nova Scotia
2. Approve that the agreement for the first grant be updated to cover the second grant **MOTION PUT AND PASSED UNANIMOUSLY**

LEGISLATIVE AUTHORITY

Halifax Regional Municipal Charter

Power to expend money

79 (1) The Council may expend money required by the Municipality for

(av) a grant or contribution to

(v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the Province

BACKGROUND

Engage Nova Scotia (Engage) a charity, led by an experienced, non-partisan board from around the province, works to create opportunities for more Nova Scotians to be inclusive, embracing of change, collaborative and active in tackling the province's challenges.

Engage first sought support from Halifax Regional Municipality (HRM) in 2014-15. Regional Council approved a grant of \$50,000 in March 2015. Engage and HRM signed a Grant Agreement. Engage reported on its work, as required by the terms of Grant Agreement.

Engage requested a second \$50,000 grant for 2016-17. Council approved that grant in September 2016. Engage and HRM signed an updated Grant Agreement (Attachment A) on December 7, 2016.

The second Grant Agreement includes the following sections:

Use of Grant

4. The grant shall be used by Engage Nova Scotia to undertake the following activities:

(a) Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.

(b) Take the lead on building a cross-sector coalition of partners to undertake province-wide, regionally-specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.

(c) Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors;

(d) Share training and tools in support of these objectives; and

(e) Amplify and build connections between work being done across the province and in the Halifax Regional Municipality.

Reporting Requirement

6. (a) By April 30, 2017, Engage Nova Scotia shall provide an interim report to the Municipality showing how the Grant was used to fund the Project and the results that were achieved, including information specific to the Halifax Regional Municipality;

(b) By October 31, 2017, Engage Nova Scotia shall provide a final report to the Municipality showing how the Grant was used to fund the Project and the results that were achieved, including information specific to the Halifax Regional Municipality.

Engage submitted its interim report (Attachment B) as required on April 28, 2017.

DISCUSSION

The Interim Report spells out Engage's work in detail. On the third page of the report, Engage links the seven projects it is currently working on with the five prescribed uses of the HRM grant included in the Grant Agreement.

In summary these projects are:

- Municipal Collaboration Pilot Project – Engage built and tested a customized approach to cross sectoral planning, a model that could be adapted to municipalities across the province.
- CBC Speaking Up Series – Engage partnered with Corporate Research Associates and the CBC to explore what Nova Scotians really believe.
- Share Thanksgiving – Now in its third year, this project offers an opportunity for newcomers to experience Nova Scotian customs and hospitality. Two sessions took place in 2016.
- Nova Scotia Index & Survey of Wellbeing – Engage, working with the Canadian Index of Wellbeing will conduct a research project to gather evidence-based ideas for positive change.
- Tough Collaboration – Engage brought a renowned consultant to Halifax to lead groups through a process which highlighted how to make change when people hold differing views.
- Transforming Differences into Progress – Engage brought in consultants to introduce practices aimed at increasing engagement and collaboration across sectors.
- Connecting for Change – Engage brought together community based organizations to share insights what they have learned from their projects and how they can help each other.

The Engage Interim Report reviews the status of each project and shows how each one links to HRM.

In the “Looking Ahead” section of the Interim Report, Engage highlights how three of its projects fit with HRM’s Strategic Plan priorities.

Engage notes that the “Wellbeing Index and Survey”, first proposed as part of Engage’s 2014/15 grant request but delayed, is now underway. Engage is doing this work using the protocols of the Canadian Index of Wellbeing. (See <https://uwaterloo.ca/canadian-index-wellbeing/> for more information on this work.)

The Interim Report also includes unaudited Financial Statements to December 31, 2016.

The report shows that Engage is undertaking activities that align to the uses outlined in the grant agreement.

Engage drew some media attention in late March 2017 mostly related to the provincial government investment in Engage NS Attachment C contains the response of the Chair of Engage to these media articles.

FINANCIAL IMPLICATIONS

Engage will use all the funds HRM has granted to it. There are no financial implications in this report.

COMMUNITY ENGAGEMENT

The essence of the work of Engage is engagement with a range of communities.

ATTACHMENTS

A – Grant Agreement – signed between Engage Nova Scotia and the Halifax Regional Municipality

B – Report to the Council of the Halifax Regional Municipality – April 28, 2017 (submitted by Engage Nova Scotia in accordance with the Grant Agreement)

C – Chair’s Response in the Chronicle Herald

A copy of this report can be obtained online at <http://www.halifax.ca/boardscom/SCcped/index.php> then choose the meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Chris Bryant – Senior Advisor – GREA – 902.490.3729

GRANT AGREEMENT

THIS AGREEMENT is made as of the ____ day of _____, 20__.

BETWEEN:

Halifax Regional Municipality, a statutory body corporate duly incorporated under the laws of the Province of Nova Scotia (the "Municipality")

OF THE FIRST PART

- and-

Engage Nova Scotia Civic Engagement Society, a society in the Province of Nova Scotia ("Engage Nova Scotia")

OF THE SECOND PART

WHEREAS Halifax Regional Council on September 20, 2016 approved a second grant of fifty thousand dollars (\$50,000) to Engage Nova Scotia;

IN CONSIDERATION of the mutual conditions and covenants contained herein and the provision of other valuable consideration, receipt of which is acknowledged, the parties hereto agree as follows:

Definitions

1. Where used herein or in any amendments hereto, the following terms shall have the following meanings:

(a) "Grant" means a contribution in the amount of fifty thousand dollars (\$50,000) to be provided from the Municipality to Engage Nova Scotia in the 2016/2017 fiscal year in accordance with this Agreement; and

(b) "Project" means the work undertaken by Engage Nova Scotia using the Grant, such work being more specifically detailed in Clause 4 herein.

Term

2. This Agreement is deemed effective on the date first written above and shall terminate upon completion by Engage Nova Scotia of the Project and the reporting requirements more specifically detailed in Clause 6 herein.

Grant

3. The Municipality shall provide the Grant to Engage Nova Scotia within sixty (60) days from the date that Engage Nova Scotia provides the Municipality with confirmation satisfactory to the Municipality, in its sole discretion, that it has received a minimum of fifty thousand dollars (\$50,000) in funding from private sector sources.

Use of Grant

4. The grant shall be used by Engage Nova Scotia to undertake the following activities:
 - (a) Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
 - (b) Take the lead on building a cross-sector coalition of partners to undertake province-wide, regionally-specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.
 - (c) Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors;
 - (d) Share training and tools in support of these objectives; and
 - (e) Amplify and build connections between work being done across the province and in the Halifax Regional Municipality.
5. Engage Nova Scotia shall work with representatives of the Municipality on the planning, execution, evaluation and reporting of the Project.

Reporting Requirement

6.
 - (a) By April 30, 2017, Engage Nova Scotia shall provide an interim report to the Municipality showing how the Grant was used to fund the Project and the results that were achieved, including information specific to the Halifax Regional Municipality;
 - (b) By October 31, 2017, Engage Nova Scotia shall provide a final report to the Municipality showing how the Grant was used to fund the Project and the results that were achieved, including information specific to the Halifax Regional Municipality.

Acknowledgement

7. In all communications associated with the Project Engage Nova Scotia shall credit the Municipality as a contributor to the Project.

Future Funding

8. Upon completion of the Project and submission of the final report, the Municipality and Engage Nova Scotia agree to review the outcomes of the Project, following which the Municipality shall determine in its sole discretion whether to provide, if requested by Engage Nova Scotia, additional grants in future years.

General

9. Any modification of this Agreement must be in writing and signed by both parties or it shall have no effect and it shall be void.
10. No failure by a party to exercise any right under this Agreement or to insist upon full compliance by the other party as to its obligations under this Agreement will constitute a waiver of any provision of this Agreement. Headings contained herein are included solely for convenience and shall not be considered part of this Agreement.
11. Engage Nova Scotia shall not assign this Agreement, in whole or in part, without the prior written permission of the Municipality.
12. Engage Nova Scotia agrees to indemnify and hold free and harmless the Municipality, its mayor, councillors, officers, employees, agents and volunteers from and against all actions, claims, costs, demands, damages, suits or proceedings howsoever caused, arising from Engage Nova Scotia's execution of its obligations under this Agreement, save for the gross negligence of the Municipality, its mayor, councillors, officers, employees, agents and volunteers. This section shall survive the termination of this Agreement.
13. This Agreement constitutes the entire agreement between the Municipality and Engage Nova Scotia and supersedes all prior agreements, representations, warranties, statements, promises, information, arrangements and understandings, whether oral or written, express or implied, with respect to the relationship between the Municipality and Engage Nova Scotia.
14. Should any part of this Agreement be determined to be void by a competent judicial or legislative authority, the remainder shall be valid and enforceable.
15. This Agreement shall be governed by and interpreted in accordance with the laws of the

Province of Nova Scotia and the laws of Canada. Any disputes with regard to this Agreement shall be adjudicated in Halifax, Nova Scotia.

16. Engage Nova Scotia hereby acknowledges that the Municipality is subject to Part XX of the *Municipal Government Act* (SNS 2008 c 39) regarding Freedom of Information and Protection of Privacy.

IN WITNESS WHEREOF the parties hereto have executed this agreement on the day and year first above written.

SIGNED AND DELIVERED:

**ENGAGE NOVA SCOTIA CIVIC
ENGAGEMENT SOCIETY**

Witness

Per: _____

Witness

Per: _____

I/we have authority to bind the Society

HALIFAX REGIONAL MUNICIPALITY

Witness

Per: _____
Mayor

Witness

Per: _____
Municipal Clerk

I/we have authority to bind the Municipality

Report to
the Council of the
Halifax Regional Municipality

April 28, 2017



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Chris Bryant
Senior Advisor, Government Relations & External Affairs
Halifax Regional Municipality

April 28, 2017

Dear Chris:

On September 16, 2016, the Halifax Regional Council approved a grant of \$50,000 to Engage Nova Scotia to support our work towards the following objectives:

- Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- Take the lead on building a cross-sector collaboration of partners to undertake province-wide, regionally specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.
- Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- Share training and tools in support of these objectives.
- Amplify and build connections between work being done across the province and in the HRM.

The following is a report of six projects that collectively address these goals – most of which address multiple objectives. Through our Municipal Collaboration Pilot Project, CBC Speaking Up Series, Share Thanksgiving initiative, Tough Collaboration events, Transforming Differences into Progress workshop and the Nova Scotia Index & Survey of Wellbeing work, we have made progress towards building a more collaborative, inclusive and adaptive Halifax and Nova Scotia over the course of 2016/17.

We are excited about the opportunity to continue to build on the momentum we have established in partnership with HRM. In particular, I draw your attention to the Looking Forward section of this report, which focuses on how we can work together in coming years to enhance HRM's evolving reputation as a model of economic, social and environmental success.

Sincerely,

Original Signed

Danny Graham
Chief Engagement Officer

PROJECT OBJECTIVES & RESULTS IN A GLANCE

	Municipal Collaboration Pilot Project	CBC Speaking Up Series	Share Thanksgiving	Nova Scotia Index & Survey of Wellbeing	Tough Collaboration	Transforming Differences into Progress	Connecting for Change (C4C)
Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.	✓	✓	✓	✓	✓		✓
Take the lead on building a cross-sector collaboration of partners to undertake province-wide, regionally specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.				✓			
Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.	✓			✓	✓	✓	✓
Share training and tools in support of these objectives.	✓		✓	✓	✓	✓	✓
Amplify and build connections between work being done across the province and in the HRM.		✓		✓	✓		✓

✓ = Contributes to the goals & objectives identified in the agreement between HRM and ENS

MUNICIPAL COLLABORATION PILOT PROJECT

Amherst, NS

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- ✓ Share training and tools in support of these objectives.

Project Description

At the invitation of the Town of Amherst, Engage built and tested a customized approach to guide cross-sectoral planning, drive citizen engagement and enhance trust and cooperation amongst citizens, businesses and the municipality.

Our intent was to establish a model that could be adapted to other municipalities across the province in subsequent years.

On February 17, 2016 more than 200 people who live and work in Amherst responded to an open invitation (delivered in their water bill, by radio and newspaper) to spend the evening at the Fire Hall identifying public priorities for the future of their town. This was a promising turnout for a town that size, especially given that the municipality had no recent history of hosting town hall meetings.

Led by local and Engage facilitators, the event included interactive voting and group “open space” conversations about a range of challenges and opportunities that were identified during the evening. A citizen-identified list of priorities was narrowed from 17 topics to a half dozen.

The second gathering, on the evening of April 27, attracted more than 100 people and was billed as a “who’s ready to roll up their sleeves?” workshop. Working from the six priorities identified at the first meeting – business growth, expanding tourism, youth retention and attraction, downtown revitalization, trails and recreation, and ways to build an age-friendly community – participants formed six committees that identified available resources, hurdles, solutions and next steps.

Everyone then signed up to continue the work to ensure that these initiatives would continue well beyond the workshop. The Town administration continues to offer ongoing logistical and technical support to these committees.

Since then, follow-up meetings have been held in each of the six areas and projects have proceeded.

Evaluation and replication in other municipalities

At the first meeting, 96% of attendees agreed that Amherst was at a crossroads that would determine its future, 79% said they both wanted to be part of the solution and were committed to making Amherst a better place to live. Post-event evaluations showed that 92% of participants felt this event allowed them to be heard. After the second meeting, indicative of our feedback, an attendee told us “These sessions are vital for a community’s health and growth. This is what community means.”

We consider this pilot a success, and have shared our experience broadly through a presentation at the Union of Nova Scotia Municipalities Fall Conference, our social media outreach and a variety of face to face meetings. We are in conversation with other municipalities about doing similar work in 2017.

In HRM, we have engaged in discussions at both a staff and councillor level about the potential for similar projects to roll out there.

CBC SPEAKING UP SERIES

Across the province, with a Youth focus in HRM

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Amplify and build connections between work being done across the province and in the HRM.

Project Description

The Now or Never report suggested that, as Nova Scotians, we hold ourselves back with attitudes of “division, distrust and discouragement.” Is that really true?

Engage partnered with Corporate Research Associates and CBC Radio’s Mainstreet to explore what we really believe. As Nova Scotians, are we willing to change? What do we value most about living here? Are we unified as a province? Do we agree that growing the economy is our most important goal? And who do we trust to lead change? This data specifically broke out the data for HRM from the rest of the province, for ease of reference.

We highlighted a different question for each of the five weeks in a CBC blog and [radio show](#), and on the Engage Facebook page. The questions were:

- [Where is home? Do you identify by your region of the province or as a Nova Scotian?](#)
- [How would you rate Nova Scotia as a place to live? Why do you choose to live and work here?](#)
- [Are you ready and willing to change? Do you feel able?](#)
- [How do you measure success? Quality of life or economic growth?](#)
- [Which would you prefer—go faster alone or further together?](#)

People across the province were fundamentally upbeat about Nova Scotia’s many strengths and potential. At the same time, they identified real concerns about aspects of our culture and narrative that many feel are slowing or stalling meaningful progress.

In HRM, a diverse group of 40 youth and young adults aired their concerns about how systemic barriers – especially for “people of colour” – were holding them back. Others spoke of their hopes and dreams for Halifax; how much they love it here; and what needs to change to ensure they have good jobs and stay in the city. The focus was on the economy, retention, race, class, the arts, culture and privilege. The event was facilitated by Engage Nova Scotia and CBC at the Museum of Natural History on June 20.

The exchanges were emotional and candid, as those most impacted by the province's future spoke directly to their peers about what must be done to map a better way forward.

Radio coverage of the event generated significant call-in and online commentary, with over 10,000 listeners for each piece.

In Cape Breton, people spoke about the emergence of a new identity for the region and cited difficulty seeing our assets as one of their biggest barriers to moving forward.

In Digby, division between small communities, a lack of diversity and inclusion, and difficulty working together were among the concerns that were shared.

And in Pictou County, where a tough amalgamation debate had left many municipalities feeling divided, a willingness for greater collaboration began to emerge over the course of the evening.

Evaluation

This series reached tens of thousands of Nova Scotians via extensive radio and online coverage, as well as face to face community meetings. It sparked a province-wide conversation about how we go about working together towards a shared future.

The gathering in Halifax, focused on youth engagement and retention, was particularly powerful. In partnership with local youth groups, we were able to ensure participation reflected the diversity within the youth community: economic, racial and social.

"The more frequently these sorts of events can happen in every municipality around the province, the better." - Joe Gnemmi, participant in Halifax.

SHARE THANKSGIVING 1 AND 2

With a Special Focus on Syrian Refugees in HRM

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Share training and tools in support of these objectives.

Program Description

In its third year, Share Thanksgiving is an opportunity for hosts to welcome a newcomer family or international student to Thanksgiving dinner, and for newcomers to experience Nova Scotia customs and hospitality.

In 2016, more people than ever before signed up to participate. International Students made up an amazing 65% of all applications, thanks to the support of their campus international centres. Additionally, events like the Mayor's Welcome Reception for International Students led to 73% of student applications coming from schools in Halifax.

Guests from 40 different countries joined hosts across the province, with a particular concentration in Halifax (79%).

In fact, we had so many guest applications – particularly from large Syrian families of 6 or more members – that we could not match all the families. The result was Share Thanksgiving 2: A Community Dinner for 440 hosted by Engage Nova Scotia, ISANS and Scotiabank on November 22 at Pier 21 in Halifax.

The basic concept remained the same: match local families with newcomer families. Within four days we had more than enough volunteer families ready to host a table. To help host families, we partnered with ISANS to provide them with new resources for hosting - tips and hints for welcoming newcomers, what they needed to know about newcomers from Syria, and icebreakers in English and Arabic.

Language wasn't a barrier for the English speaking and non-English speaking children playing and laughing in the Kid's Corner all evening. There were well over 100 guests under the age of 10 – some recent refugees and others born in Nova Scotia. They later joined their parents, who were getting to know their host families over a late Canadian Thanksgiving dinner.

Dinner guests were welcomed by HRM Mayor Mike Savage, as well as Premier McNeil, Immigration Minister Diab and Scotiabank Senior Vice President, Craig Thompson.

Evaluation

Interest and participation in Share Thanksgiving continues to grow, particularly in HRM, as proportionately more immigrants settle there. In fact, Halifax area participants make up three-quarters of the total participants for the province.

One of the secrets to Share Thanksgiving's impact is that it creates a hands-on opportunity for everyday Nova Scotians to take an active step in addressing one of our most pressing issues – the need to ensure more newcomers feel welcome and immersed in our communities.

All evidence points to this being more than a one-time, feel good exercise. When we surveyed participants in this year's Share Thanksgiving, more than 50 percent said they had continued to stay in touch with the people they met. These are the tangible ties that bind a community together.

1096 people shared Thanksgiving dinner, and 82% rated the event a 5 out of 5.

NOVA SCOTIA INDEX & SURVEY OF WELLBEING

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Take the lead on building a cross-sector collaboration of partners to undertake province-wide, regionally specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.
- ✓ Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- ✓ Share training and tools in support of these objectives.
- ✓ Amplify and build connections between work being done across the province and in the HRM.

Project Description

Engage Nova Scotia has retained the Canadian Index of Wellbeing (operating out of the University of Waterloo) to conduct a comprehensive, two-phase research project to inspire evidence-based ideas for positive change and act as a collaborative foundation for activating them.

Phase 1 is the release of a Nova Scotia Index of Wellbeing in the fall of 2017. This report will identify trends in our wellbeing over the twenty year period from 1994 to 2014 using data from Statistics Canada and other reliable sources, and compare them to the Canadian average. It will be preceded by a Policy Workshop, hosted in Halifax, where experts from across the province will identify report highlights and recommended action to address those priorities.

Phase 2 entails the gathering of original public opinion data about Nova Scotians' lived experiences of those eight domains of wellbeing. Results will be accessible at a regional, and even sub-regional level – providing Nova Scotians with a valuable supply of open source data that can guide local decision-making in HRM and across the province for years to come.

The Canadian Index of Wellbeing (CIW) framework is based on eight domains that – through research – Canadians have identified as the most critical to our overall wellbeing, i.e. community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards and time use.

This approach will enable us to gather comprehensive, linked information about what Nova Scotians value. That data can be used to engage cross-sectoral groups in discussions that translate that information into action and impact. Together, the occasion and results of this research provide a

common language and space where Nova Scotians and residents of HRM can celebrate successes and tackle gaps in policy and programs in order to adapt to the future.

Evaluation

The focus of our work on this project in 2016 was building a coalition of willing partners – across sectors – ready to help support this work, and commit to its ongoing use as a primary tool for policy development and community planning.

To that end, over the past year we have met personally with key leaders in the following individuals and organizations to outline the intent of the project and secure their support:

- Halifax Regional Municipality
- Government of Nova Scotia (centrally and at a departmental level)
- OneNS Measurement Collective
- Atlantic Canada Opportunities Agency
- The Council of Nova Scotia University Presidents (CONSUP)
- Ray Ivany
- Nova Scotia Health Authority
- Dalhousie University
- Nova Scotia Community College
- United Way
- Halifax Partnership
- New Dawn Enterprises
- Community Sector Council
- Community Foundation of Nova Scotia
- Nova Scotia Chambers of Commerce
- Union of Nova Scotia Municipalities
- And numerous other social sector organizations.

In addition, we travelled to Ontario to learn from the experiences of communities that have undertaken similar work, such as Guelph and Kitchener-Waterloo.

And we have worked closely with the Canadian Index of Wellbeing to establish the parameters of this ambitious two-year project.

Support has been very positive, and we are committed to deliver the Index this fall.

TOUGH COLLABORATION

with Adam Kahane and Ian Prinsloo

September 26-28, Dalhousie University

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- ✓ Share training and tools in support of these objectives.
- ✓ Amplify and build connections between work being done across the province and in the HRM.

Project Description

Collaboration gets tough when it becomes clear just how differently other people think – whether it's our children, colleagues or other Nova Scotians trying to move our province forward.

On September 26-28, Engage brought world-renowned strategist and author Adam Kahane to Halifax, along with his Reos colleague Ian Prinsloo. Together they led a series of events that included a working session for senior policy advisors from the community, Halifax, and the province; a free public lecture; a three-hour public seminar; and a workshop for five multi-stakeholder teams that promise to break new ground for our province. This series of events involved over 100 people, mostly from Halifax, including HRM senior bureaucrats.

At the workshop, each team was challenged to see how traditional forms of collaboration are often ineffective in complex environments. We learned that working with multiple partners requires letting go of simplistic and idealistic notions of collaboration. It also means letting go of control, and working in a more fluid and iterative way. It takes a special skill to navigate multiple agendas and shifting terrain.

Evaluation

100% of workshop attendees who completed the follow-up survey placed a high value on the experience, giving it an average rating of 9/10.

TRANSFORMING DIFFERENCES INTO PROGRESS

with Kathy Jourdain and Jerry Nagel

April 18, 9:30-12:00, Halifax Central Library

- ✓ Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- ✓ Share training and tools in support of these objectives.

Project Description

On April 18, we hosted a workshop with Kathy Jourdain and Jerry Nagel of Shape Shift Strategies at the Halifax Central Library. Worldview Intelligence is a new approach to leadership development, conflict resolution and innovation for teams, organizations and communities. It offers a strategic thinking framework to change the nature of conversations, to think about ongoing issues differently and to strategize communication and relationship approaches from new starting points.

After a primer on the Worldview Intelligence work they have pioneered, we were led through a series of exercises that helped uncover the hidden beliefs and assumptions that may get in the way of us connecting around shared work – or increase our ability to connect once we understand them. Through this, we learned about shifting from adversarial debates to solution-based conversations, building points of connection among groups and individuals, and seeing hidden patterns and unwritten norms that are impacting our ability to move forward.

Evaluation

In a post-event survey, 72% of participants were “very” or “definitely satisfied”. Participants left the session with an enhanced appreciation for the value of learning to recognize one's own perspectives, as well as see through the eyes of others.

As one participant stated, “Curiosity and judgment cannot exist in the same space. We must work to understand others' worldviews (not change them) in order to expand our own.” Another reminded us of “the importance of realizing and understanding that others have interests, ideas, perspectives, positions, etc. that come from different places and experiences that are nonetheless as real and valid as the ones held by me.”

A short video was created at this event and can be [viewed here](#).

CONNECTING FOR CHANGE (C4C)

June 23-25, Windhorse Farm, Lunenburg County

- ✓ Work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- ✓ Introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors.
- ✓ Share training and tools in support of these objectives.
- ✓ Amplify and build connections between work being done across the province and in the HRM.

Project Description

We have much to learn from each other. Following this premise, Engage gathered a group of community-based organizations pursuing game-changing goals in a workshop to share insights into each other's projects and look at how they can help each other.

Sixteen Nova Scotia leaders from 11 groundbreaking projects participated in sessions focused on coaching each other past barriers, building supportive relationships and taking good projects to the next level. These projects included:

- Now Lunenburg County
- Let's Face Tomorrow Together, Amherst
- Western Regional Enterprise Network
- Pictou County 2020
- Engage Colchester-Truro
- Between the Bridges, United Way
- Cape Breton Learning Island
- Engage Inverness
- Cape Breton Partnership, Immigration Strategy
- Defining Community (Middleton)
- Metro United Way Neighbourhood Hubs

Evaluation

Participants identified ways they can work together more effectively to accelerate positive community-level change, as well as deepen our relationships and understanding across the province.

All are committed to staying in touch, reconvening and building on the success of the initial session.

"Thank you so much for the opportunity to engage with amazing leaders from around the province. I learned a great deal about these local initiatives, and the event fueled my continued optimism about Nova Scotia." - Bette Watson-Borg, Project Leader, Between the Bridges

LOOKING AHEAD

HRM's strategic plan reflects a region on the cusp of significant growth – and one that understands deeply that its economic success is inextricably linked to the quality of the life it offers its residents.

At Engage, we believe that clarity of focus – propelled by smart collaborations – can stand as a model for jurisdictions around the world, and act as the lever that propels the rest of the province forward.

Many of the aims and objectives of HRM are shared by Engage Nova Scotia. Both are working to build a more inclusive society that delivers a high quality of life to its citizens: featuring healthy and vibrant communities, a strong and diverse economy, and sustainable environment. And both support making the tools of civic engagement and cross-sectoral collaboration the “business as usual” approach for addressing complex challenges.

Engage has a full and exciting year planned for 2017/18, with three projects of particular relevance to an ongoing partnership with HRM. In particular, we ask you to imagine the value for HRM of working in partnership with Engage to capitalize on the potential inherent in the following three initiatives.

Wellbeing Index and Survey

The HRM Strategic Plan identifies six (6) ambitious priorities. Together, they are a worthy target for any jurisdiction.

Four (4) of those priorities – economic development; healthy, livable communities; social development; and governance and engagement – relate directly to the vision and mandate of Engage Nova Scotia.

But how do we know when we have been successful? The Plan identifies outcomes that – while vital – are hard to measure. As an elected body working with public resources, the need for accountability around how projects are prioritized and evaluated is a given.

Engage is launching a tool this fall that can contribute to making that evaluation easier, more engaging of public interest and entirely transparent to collaborators – a new, integrated way of measuring our social, environmental and economic success.

Starting with the province-wide Index in the Fall, we will release a comprehensive research report looking at how we measure (over the past 20 years) across eight, research-determined and interrelated domains of wellbeing: community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards and time use. Following the proven protocols of the Canadian Index of Wellbeing, results will be comparable to Canada overall, as well as Ontario – who recently undertook a similar exercise.

Working with partners in business, government, academia and the social sector, Engage will use this information to help leverage opportunities for increased community engagement and cross-sector collaboration.

The Halifax Regional Municipality can be at the heart of this effort, with participation at the associated policy workshops and the opportunity to customize its involvement in the Spring 2018 Wellbeing Survey, one of the largest and most comprehensive research projects ever undertaken in Nova Scotia and the first of its kind in Canada.

The 2018 Survey of Wellbeing will provide HRM with detailed, sub-regional data (e.g. urban, rural and suburban) about how residents experience their quality of life in each of the eight domains. This information can inform the framework for a multi-year, municipally-led engagement, planning and evaluation process, which in turn can guide policy decisions and priority setting over the long-term. It will allow HRM to constructively compare itself with similar municipalities that have undertaken this exercise, like Victoria BC and Kingston Ontario, as well as the rest of Nova Scotia.

Together, the Index and Survey establish a framework for ongoing measurement and evaluation of quality of life that will be world-leading in its scope and application. Imagine: not only having such a powerful tool at our hands, but being known around the world for our vision in employing it.

[Share Thanksgiving](#)

Population growth is a key strategy within HRM for driving creative energy and offsetting worrisome demographic trends. And while success in this area will depend on activating a multifaceted plan for both retention and attraction of new residents, there is no doubt that immigration will play a critical role.

But successful immigration strategies are themselves complex. Work that is done to attract and establish new immigrants can be undone when they fail to integrate into the communities they join, and move on as a result. Nova Scotia has a wonderful reputation as a place of hospitality, but we know that doesn't always translate into a sense of welcome for newcomers, even when intentions are good.

So how do we do a better job of mobilizing existing residents to reach out in a way that is comfortable and rewarding for everyone involved? Arguably one of the most effective and efficient tools at our disposal is the Share Thanksgiving program, run by Engage Nova Scotia.

This highly successful program – which matches newcomers and host families over Thanksgiving dinner – shows significant potential to continue growing in HRM, where most new immigrants settle and a preponderance of universities are based. It directly supports the municipality's goals of increasing its population and building a more inclusive community, and is well-rooted in a broad-based partnership of immigrant support programs (such as HRM's Local Immigration Partnership), universities, business organizations, faith groups and returning participants.

Already, Halifax leads the country in participation in this program – not just proportionately, but in real numbers. Like our response to the Syrian refugee crisis, our growing success in this area has the potential to change hearts and minds in a way that showcases our welcoming nature as a vital advantage in a troubled world.

Municipal Engagement Outreach

The challenge of governing, at any level, is harder than it has ever been. People’s trust in governments is at an all time low. The problems we face are more complex. And our resources are shrinking.

But this seemingly bad news contains the seeds of opportunity. Individuals and organizations are hungry for a better way of doing things. In particular, they want a way to be meaningfully involved and see evidence that all concerned are working together in true collaboration. They have an impatience for silos and the adverse impact of four-year election cycles on making real headway against intransigent problems.

No one knows this better than municipal governments because no one is closer to the people they serve. As such, Engage believes that municipalities are in a unique position to lead a new way of governing – one that is truly collaborative and one that effectively harnesses the energies and skills of its citizens to make real progress towards shared goals.

Working with the community of Amherst, Engage has developed an approach to working directly with municipal governments that shows great potential. Over the coming year, we will be further developing, refining and testing that approach, while augmenting it to take advantage of the wealth of information that will soon become available through the Wellbeing Index and Survey. This includes co-hosting public sessions, training staff, facilitating cross-sectoral partnerships and providing ongoing support.

Conversations around this approach have started, excitement is growing about its potential with HRM.

HRM is unique in this challenge because of the size and diversity of its population, as well as the sophistication of the resources it can apply to the challenge. As such, it has an unparalleled opportunity to customize and accelerate this approach in a way that can serve as a model to urban centres across the country, and act as an attractor to both business and immigration.

We are excited by the proximity and potential of these opportunities to make a real and lasting contribution to the wellbeing of HRM and Nova Scotia, and look forward to continuing to work with HRM to make them happen.

Appendix A - 2016 Financial Statements

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY

FINANCIAL STATEMENTS

DECEMBER 31, 2016

UNAUDITED



Collins Barrow Nova Scotia
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REVIEW ENGAGEMENT REPORT

To the Members of:
Engage Nova Scotia Civic Engagement Society

We have reviewed the statement of financial position of **Engage Nova Scotia Civic Engagement Society** as at December 31, 2016 and the statements of operations and net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the Society.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

ORIGINAL SIGNED

Dartmouth, Nova Scotia
February 22, 2017

**Chartered Professional Accountants
Licensed Public Accountants**

**ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
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DECEMBER 31, 2016
UNAUDITED**

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ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
STATEMENT OF OPERATIONS AND NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2016
UNAUDITED

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	2016	2015
	\$	\$
REVENUES		
Grants	325,000	240,450
In-kind revenue (Note 5)	211,426	224,428
Donations	125,000	140,775
Registration	2,555	3,494
Reimbursements	-	1,282
Interest	-	93
	<u>663,981</u>	<u>610,522</u>
EXPENSES		
Advertising and promotion	1,011	-
Amortization	3,312	1,886
In-kind expenses (Note 5)	211,426	224,428
Insurance	2,905	2,895
Interest and bank charges	48	48
Meetings and conference	18,738	3,743
Office	2,325	1,884
Professional fees	263,523	226,608
Projects (Note 6)	65,365	94,662
Strategic partnership	6,108	1,249
Telephone	5,975	5,063
Travel	11,367	7,480
Web services	1,304	2,930
	<u>593,407</u>	<u>572,876</u>
EXCESS OF REVENUES OVER EXPENSES	70,574	37,646
NET ASSETS - beginning of year	<u>210,250</u>	<u>172,604</u>
NET ASSETS - end of year	<u><u>280,824</u></u>	<u><u>210,250</u></u>

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2016
UNAUDITED

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	2016	2015
	\$	\$
ASSETS		
CURRENT		
Cash	195,522	136,887
Accounts receivable (Note 3)	<u>80,389</u>	<u>75,164</u>
	275,911	212,051
CAPITAL ASSETS (Note 4)	<u>9,412</u>	<u>2,698</u>
	<u>285,323</u>	<u>214,749</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	<u>4,499</u>	<u>4,499</u>
NET ASSETS		
UNRESTRICTED	<u>280,824</u>	<u>210,250</u>
	<u>285,323</u>	<u>214,749</u>

Approved by the Board

Director

Director

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2016
UNAUDITED

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	2016	2015
	\$	\$
CASH PROVIDED BY (USED FOR):		
OPERATING		
Excess of revenues over expenses	70,574	37,646
Item not affecting cash		
Amortization	<u>3,312</u>	<u>1,886</u>
	73,886	39,532
Changes in non-cash working capital items		
Accounts receivable	(5,225)	130,259
Accounts payable and accrued liabilities	<u>-</u>	<u>(39,832)</u>
	<u>68,661</u>	<u>129,959</u>
INVESTING		
Additions to capital assets	<u>(10,026)</u>	<u>(1,172)</u>
CHANGE IN CASH	58,635	128,787
CASH - beginning of year	<u>136,887</u>	<u>8,100</u>
CASH - end of year	<u><u>195,522</u></u>	<u><u>136,887</u></u>

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2016
UNAUDITED

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1. OPERATIONS

Engage Nova Scotia Civic Engagement Society ("the Society") exists to promote and advance a province-wide culture of collaboration, innovation and self-reliance. The Society was federally incorporated as a non-profit organization under section 149.1 (1) of the Income Tax Act and is therefore not subject to income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Cash

Cash consists of bank balances held with a financial institution.

Capital assets

Capital assets are recorded at cost. Amortization is provided for using the following rates and method over the estimated useful lives as follows:

Computer equipment	50%	Diminishing balance
Furniture and fixtures	20%	Diminishing balance

One half year's amortization is taken in the year of acquisition.

Revenue recognition

The Society recognizes Grants and Donation revenue when amount is fixed or determinable and collection is reasonably assured. Registration revenue is recognized in the period in which the related event occurs. All other revenue is recognized when received.

Contributed services

The Society benefits from donated services in the form of office space and seconded employees. These in-kind services have been recognized in the financial statements at their fair value.

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2016
UNAUDITED

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2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Estimates are used when accounting for items and matters such as useful lives of capital assets and certain accrued liabilities. Actual results could differ from those estimates.

Financial instruments

Measurement of financial instruments

The Society initially measures its financial assets and financial liabilities at fair value.

The Society subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of any write-down is recognized in the excess of revenues over expenses. Any previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of any reversal is recognized in excess of revenues over expenses.

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2016
UNAUDITED

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3. ACCOUNTS RECEIVABLE	2016	2015		
	\$	\$		
Accounts receivable	72,500	53,775		
HST rebate receivable	<u>7,889</u>	<u>21,389</u>		
	<u>80,389</u>	<u>75,164</u>		
4. CAPITAL ASSETS				
	Cost	Accumulated	Net	Net
	\$	Amortization	2016	2015
		\$	\$	\$
Computer equipment	12,132	5,302	6,830	2,020
Furniture and fixtures	<u>3,900</u>	<u>1,318</u>	<u>2,582</u>	<u>678</u>
	<u>16,032</u>	<u>6,620</u>	<u>9,412</u>	<u>2,698</u>
5. IN-KIND REVENUES AND EXPENSES				
		2016	2015	
		\$	\$	
Province of Nova Scotia secondments		183,046	196,048	
World Trade Convention Centre office space		<u>28,380</u>	<u>28,380</u>	
		<u>211,426</u>	<u>224,428</u>	
6. PROJECTS		2016	2015	
		\$	\$	
Attitude Research		-	30,182	
Canadians for a New Partnership		-	10,207	
Community Visioning Event		5,116	-	
Culture & Attitude Media Series		19,159	-	
Junior Achievement - Lighting the Way		-	1,000	
Learning Events		6,593	7,779	
Share Thanksgiving		30,145	4,890	
Step Up Conference		-	40,604	
Support for Regional & Provincial Initiatives		<u>4,352</u>	<u>-</u>	
		<u>65,365</u>	<u>94,662</u>	

7. FINANCIAL INSTRUMENTS

Risks and concentrations

The Society is exposed to various risks through its financial instruments. The following analysis provides a measure of the Society's risk exposure and concentrations at December 31, 2016.

It is management's opinion that the Society is not exposed to significant market, currency, interest rate or price risks from its financial instruments. The risks arising on financial instruments are limited to the following:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Financial instruments that potentially subject the Society to concentrations of credit risk consist of cash and accounts receivable. The Society deposits its cash in a reputable financial institution and therefore believes the risk of loss to be remote. The Society is exposed to credit risk from customer accounts receivable. The Society believes this credit risk is minimized as the accounts receivable outstanding is due from the government. A provision for impairment of accounts receivable is established when there is objective evidence that the Society will not be able to collect all amounts due.

Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of its accounts payable and accrued liabilities. The Society generates sufficient cash flow from operating activities to fund operations and fulfill obligations as they become due.

MacDonald, Maggie

From: Engage Nova Scotia <info@engagenovascotia.ca>
Sent: March-25-17 9:29 AM
To: Bryant, Chris
Subject: A word from our Chair



Chris --

Engage Nova Scotia has been the subject of a media attention in the past few days, calling into question the value taxpayers receive for the provincial government's investment in Engage Nova Scotia and whether our Chief Engagement Officer, Danny Graham, is receiving a political favour through our funding from the Provincial Government.

I responded to the [Chronicle Herald](#) today with the following op-ed piece. I encourage you to read this and share it. We welcome your feedback at info@engagenovascotia.ca and encourage you to continue to do what you can to build a better Nova Scotia.

Recently Nova Scotians were told that Engage Nova Scotia was created as a political favour for Danny Graham.

Nothing could be further from the truth.

As board chair, I am proud of the work done by Engage Nova Scotia and the promising impact it is having on the future of our province. And I have absolute confidence in the team we have assembled to carry it out.

For the record, Engage Nova Scotia is an independent, not-for-profit

organization backed by donations and in-kind support from the private sector, individuals, universities, other not-for-profits, municipalities *and* the provincial government.

At a time when all segments of society – not just government – are being called upon to step up and tackle our significant challenges and opportunities, we are pleased to have support from such a wide variety of sectors.

Engage Nova Scotia is governed by an unaffiliated, volunteer board of directors comprised of respected leaders reflecting a range of interests and experience. They have come together out of a love for this province, and a belief that, collectively, we have both much to celebrate and much to improve upon.

To lead this work, we are fortunate to have secured the skills and commitment of Danny Graham as the organization's CEO. Danny is known for his successful and passionate pursuit of the common good for Nova Scotians, and for inspiring confidence in people of all political stripes.

Our board of directors is solely responsible for the compensation Mr. Graham receives, and he undergoes the scrutiny all responsible boards require of team leaders – evaluations, performance reviews and operational oversight.

In 2012, I attended the founding meeting of Engage Nova Scotia, when 75 diverse Nova Scotians came together to ask how we could all do more to live up to our potential – even before talk of an Ivany Commission.

We all believed we owed more to the next generations of Nova Scotians and could best accomplish that by learning how to work together more effectively.

Since the 1930s, expert reports have been written about the economic and demographic challenges facing our province, only to see not much change as a result.

Given that history, it was gratifying when the Ivany Report – in addition to describing our economic and population challenges – pointed to ways our entrenched attitudes and culture might be holding Nova Scotians back.

Engage Nova Scotia had already stepped up to take on this work as a non-partisan, independent organization, recognizing it as a critical foundation for any progress we seek to make as a society. In a short period of time, we have worked with thousands of Nova Scotians on this complex, long-term challenge. For example:

- Through our training initiatives, we have helped equip hundreds of Nova Scotians with the skills and learning to be more collaborative, inclusive and effective in their communities.
- We brought together 1,600 Nova Scotians in a conversation across 12 communities about what holds us back and what makes us exceptional. A variety of economic, social and community-driven activities were seeded as a result, and continue to bear fruit today.

- Through our work with municipalities and other not-for-profits, we have helped hundreds of Nova Scotians become more active and effective in citizen-led projects: working with local governments to develop new strategies for business growth, retaining youth and creating more welcoming communities.
- For three years, we have led Canada in increasing participation in Share Thanksgiving – an initiative that invites people to open their doors to newcomers and international students during Thanksgiving season.

All of this work continues to expand. Soon we will be introducing Canada's first ever province-wide index and survey of wellbeing. These tools will allow Nova Scotians to track success in improving our quality of life so that resources get better focussed on what matters most to us.

This is but a short snapshot of our work. For more details, you can check out our website at www.engagenovascotia.ca.

As a board, a staff and a network of thousands of committed Nova Scotians, Engage Nova Scotia remains focused on building a more vibrant and resilient province – one where more of us feel ready, willing and able to create the future we all want.



Original Signed

Ramona Lumpkin, CM
Board Chair, Engage Nova Scotia
<http://www.engagenovascotia.ca/>

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