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Info Item No. 4
Community Planning & Economic Development
October 26, 2017

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

ORIGINAL SIGNED

SUBMITTED BY:

Martin Ward, Q.C., Acting Director, Legal, Municipal Clerk and External Affairs

DATE: August 24, 2017

SUBJECT: Partnership between HRM and United Way

INFORMATION REPORT

ORIGIN

December 15, 2016 - Community Planning & Economic Development Standing Committee

10.1.1 Correspondence from Sara Napier, President & CEO, United Way

MOVED by Councillor Smith, seconded by Councillor Austin

THAT the Community Planning & Economic Development Standing Committee receive the correspondence August 23, 2016 and forward to staff for a report. MOTION PUT AND PASSED

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, S.N.S. 2008, c. 39

2 The purpose of this Act is to

...

(c) recognize that the functions of the Municipality are to

(i) provide good government,

(ii) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality, and

(iii) develop and maintain safe and viable communities.

34(3) The Council shall provide direction on the administration, plans, policies and programs of the Municipality to the Chief Administrative Officer.

BACKGROUND

The United Way letter is Attachment A to this report.

HRM Strategic Priorities

At the December 6, 2016 meeting, Regional Council approved “17/18 Multi-year Council Priority Outcomes”. The outcomes include: Economic Development, Governance and Engagement, Healthy, Liveable Communities, Service Delivery, Social Development, and Transportation. (See Attachment B)

Three of the priority outcomes are relevant to work being done by United Way:

- Healthy, Liveable Communities – *HRM is a safe, liveable and sustainable community that encourages public engagement and participation in civic life.*
 - o Public Safety: Halifax citizens and visitors are safe where they live, work and play.
 - o Recreation and Leisure: Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
 - o Community Health: Halifax shall be an active partner in supporting community health programs such as food security initiatives.

- Service Delivery – *HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality.*
 - o Service to our People: HRM understands the needs and perspectives of the people they serve, and provides quality service through a person focused approach.
 - o Innovation: Halifax will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental projects and civic innovation project teams.

- Social Development – *HRM’s communities have access to social infrastructure that supports all segments of the community.*
 - o Social Infrastructure: HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
 - o Accessible Community: Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.
 - o Housing and neighborhoods: Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighbourhoods.
 - o Equity and Inclusion: Halifax is a diverse and inclusive community that supports everybody.

United Way Halifax

The United Way of Halifax was founded in the years following the Halifax Explosion. It is a public foundation that conducts a community campaign to raise money for local agencies.

In 2016 the United Way Halifax allocated \$2.4 million to community partners and programs and \$1.4 million to donor-directed charities.

The United Way website (<http://www.unitedwayhalifax.ca/>) notes United Way’s work “to improve lives and build community by engaging donors, residents and partners to work together on key issues affecting our city. We want Halifax to be free of poverty, so that people can live their best lives.” Its vision is: “Halifax. United by compassion. Rich in opportunity. Free of poverty.”

United Way has a set of Community Goals (See Attachment C) which seek to “change 50,000 lives in five years” and include:

- 25,000 people gain community belonging, decreasing their isolation and stress
- 5,000 people have improved health and increased food security

- 5,000 people move out of homelessness of housing poverty
- 15,000 people gain education, income or skills to be free of poverty

Current HRM and United Way Links

United Way, HRM and its predecessor municipalities have a long history of collaboration. At one time, municipalities appointed members to the United Way Board.

The current United Way board includes several members with close ties to HRM:

- Jean-Michel Blais – Chief of Police
- Max Chauvin – Manager, Dartmouth Sportsplex
- Asa Kachan – CEO, Halifax Public Libraries
- Derico Symonds - Program Manager for HRM Youth Advocate Programs and the Souls Strong Program

Many HRM staff participate actively on United Way committees. Some staff volunteer time with United Way supported agencies. HRM conducts an annual workplace fundraising campaign for the United Way.

In addition, HRM and United Way are currently working together on several activities:

- Housing and Homelessness Partnership
 - o Several HRM staff members are active in various capacities with the Partnership
 - o HRM has made a financial contribution to the Partnership
- Mobile Food Market (designed to decrease food insecurity)
 - o Supply of a bus
 - o Provision of parking space in HRM recreation facilities
- Action for Neighbourhood Change and the Hubs Project
 - o Several HRM staff have worked on activities around Action for Neighbourhood change in Spryfield, Dartmouth North and Fairview
 - o Staff are also active on the United Way Neighbourhood Council and work to identify and build up “neighbourhood hubs” as agents of neighbourhood change
- Try-Do Health promotion initiative focused on healthy eating and active living
 - o Initiative came from a merger of the Stepping Up Regional Activity Strategy (in which HRM’s physical activity strategy was embedded 2009-2015), Thrive! Halifax and the United Way Healthy Living Council
 - o Multi-sector initiative supported by staff and administrative resources in United Way Halifax, and operating within United Way’s governance structure
 - o HRM Staff participate on Try-Do council
 - o Offers practical support for Mayor’s Healthy Communities Initiative
- Between the Bridges
 - o United Way manages this multi-departmental Provincial government initiative in Dartmouth North
 - o Several HRM staff contribute to the development and implementation of this project
- Poverty Solutions Project
 - o Halifax is providing both financial and in-kind support to this new United Way project which is in its consultation phase

DISCUSSION

In the letter from Sara Napier, President & CEO of United Way Halifax to Councillor Mason, Chair of CPED (Attachment A), Ms. Napier requests “the support of the Community Planning and Economic Development Committee to endorse the value of, and direct staff to, pursue a formal partnership between United Way Halifax and the City of Halifax.”

The Background section of this report shows that the goals of United Way and HRM’s priority outcomes overlap. It also shows that the two organizations already work together on several activities. The key question to ask is, “Would a formal partnership lead to more or better joint work?”

Both organizations bring strengths to any proposed partnership.

United Way now works as a funder, convenor, partner, researcher and advocate for key social issues in the Halifax region.

United Way brings several assets to any work with HRM. Through its work United Way is a:

- respected, neutral convenor for key conversations and decisions
- effective funder of small operations and social innovators
- objective measurer of the impact of the social sector and philanthropy
- builder of the strengths of others and supporter of community change leaders
- provider of opportunities for employers to increase employee engagement
- one stop corporate social responsibility solution
- bridge between ideas and implementation.

Through links to other United Ways, United Way Halifax can tap into lessons learned elsewhere.

However, United Way, a small organization with a small staff grappling with a wide range of serious issues, has capacity challenges.

HRM brings assets to any joint work. As a municipality, HRM has a defined political role and legislated powers that go with that role. HRM also has a significant budget and structures that can support a variety of activities. HRM also has a wide range of skilled staff to implement those activities. HRM’s size and structures can sometimes make it a cumbersome machine unable to move as nimbly as it might want.

HRM’s formal mandate, it must be noted, does not include many social issues confronting its residents. Service exchange put most of the social programming issues in the provincial mandate.

Both organizations have strengths and weaknesses. In the last few years, without a formal partnership, the two organizations have found ways to work effectively together.

The Housing and Homelessness Partnership is a well-developed current joint activity. United Way’s leadership helped bring key housing players to a table together. The Partnership offered a way for HRM to work on housing issues in the context where housing is formally a provincial responsibility. As the participants in the Partnership have learned more about housing issues, new roles have emerged, for HRM and for others.

Since receipt of this letter and discussions about a general partnership were initiated, Regional Council approved participation in and support for a United Way led poverty reduction project. HRM approved \$50,000 in funding and up to \$20,000 of in-kind support, for the “Poverty Solutions” project. Community consultations for that project have begun. While a more formal partnership between HRM and United Way might lead to more opportunities, recent history – like the poverty reduction work - suggests that the two organizations find effective ways to work together as needed.

A more practical and less resource intensive approach than a formal partnership is to have a senior HRM staff member designated to liaise with the United Way to help understand and work through municipal structures and processes. A Liaison Officer approach could bring the values of a formal partnership between United Way and HRM without creating new structures.

The Liaison Officer could be the person for United Way to bring ideas to, without United Way having to navigate the HRM system. The officer could be the person to consider opportunities to experiment with innovative approaches to social change without the full commitment a new municipal program might entail.

Such a role could achieve the possible benefits of a formal partnership within existing HRM structures.

This individual could work with other HRM staff members to oversee existing joint activities between United Way and HRM and work to encourage new opportunities for partnerships designed to meet both the goals of United Way and HRM's strategic priorities.

To make the Liaison Officer position effective, the person fulfilling that role would need to have a broad understanding of the work of the municipality. Government Relations & External Affairs, part of the Legal, Municipal Clerk & External Affairs business unit was designed to work with external bodies and such a function could be absorbed into its existing work load.

FINANCIAL IMPLICATIONS

The duties of the Liaison Officer could be taken on by one of the staff members of Government Relations & External Affairs. There would be no initial additional costs associated with such work. If the workload grew over the coming years, additional costs could be considered in future budgets.

COMMUNITY ENGAGEMENT

This report arises from a request from a community organization (United Way) to HRM. There has been no other community engagement around this report.

ATTACHMENTS

- A – Letter from President & CEO United Way to Chair CPED (August 23, 2016)
- B – 17/18 Multi-year Council Priority Outcomes Approved Dec 6, 2016.
- C - United Way Community Goals

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

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

Report Approved by: Maggie MacDonald, Managing Director, Government Relations and External Affairs, 902.490.1742

Re: Item No. 10.1.1

Attachment A

August 23rd, 2016

Councillor Waye Mason
City Hall
1841 Argyle Street
PO Box 1749
Halifax, NS
B3J 3A5



Dear Councillor Mason,

It was such a pleasure to have the opportunity to meet with you and the Community Planning and Economic Development Committee earlier this summer. We enjoyed our conversation about Halifax, and the roles and values we share, as United Way Halifax and the City of Halifax, to move our city forward economically and socially.

As a follow up to our conversation, I'd like to formally request the support of the Community Planning and Economic Development Committee to endorse the value of, and direct staff to, pursue a formal partnership between United Way Halifax and the City of Halifax.

During our recent conversation, we discussed our complimentary values and visions for Halifax which included a preview of our Board's newly adopted vision and strategic plan. We also discussed the number of initiatives in which we are already partners, including the Try Do Healthy Living Merger, Mobile Food Market, the Housing and Homelessness Partnership, Action for Neighbourhood Change, and our annual workplace fundraising campaign. We also discussed the number of valuable staff touchpoints United Way Halifax has with City of Halifax staff, exceeding 25 through our current collaboration and affiliation.

We see such alignment in our work, and we wonder about the opportunity to be stronger together in impact and results, by coordinating our work more strategically. We believe this is a question that can be explored by a work team of City of Halifax and United Way Halifax staff. We ask you approve the direction of such a conversation, via the creation of a working group.

We value the leadership of our city, and the amazing commitment of all councillors to build a more vibrant, inclusive, progressive and leading city. Thank you for all you do, and please advise about the next steps of our request to explore an enhanced partnership.

For reference, attached you will find a copy of our presentation from earlier this summer, and a copy of our newly adopted vision and five year goals for community change.

Any questions or comments are welcomed anytime. Otherwise, I look forward to hearing from you.

All the best,

Sara Napier
President & CEO



United Way

Halifax

Change starts here.

Give. Volunteer. Act.

The Path Ahead: Vision for Halifax and a New Partnership

Sara Mappet, President & CEO

Paul Shakolko, Director of Strategies and Partnerships

June 16, 2016

Change starts here.



Topics for Discussion

1. United Way's Halifax vision and path ahead
2. Our work as a funder, convenor, partner, researcher and advocate.
3. Strengthening our partnership

Change starts here.



1. United Way Halifax's vision and path ahead

Change starts here.



Vision:

Halifax. United by compassion. Rich in opportunity. Free of poverty.

The difference we want to make in Halifax:

People have the skills and opportunities they need and achieve financial security.	People have the skills and community supports they need to build strong, vibrant neighbourhoods.	People have the relationships they need to build a sense of belonging and to improve their well-being.	People have improved nutrition and active lifestyles and achieve physical well-being.
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Change starts here.



Our Five-year Goals

- Designed to focus our work, measure donor investment in community change, and build excitement about key issues in Halifax
- In development, will launch in the next month
- Will be tabulated through a series of indicators that we will build over the next several months in consult with funded agencies, partners, and others in the community
- Goals will focus on changing this picture of Halifax:
 - 1 in 8 live in poverty
 - 1 in 5 are food insecure
 - 1 in 3 do not have a sense of belonging
 - 1 in 4 spend 30% or more of their total income on housing



Our Unique Strengths

- We convene people in a neutral manner for key conversations and decisions.
- We have the freedom and passion to fund small operations and innovators.
- We measure the impact of the social sector and the impact of philanthropy.
- We bring out the strengths of others and support the development of community change leaders.
- We provide a unique opportunity for employers to increase employee engagement.
- We provide a one-stop “corporate social responsibility” solution.
- We can access and harness community leader’s talent, time and energy.
- We provide a trusted bridge between ideas and the implementation.

Change starts here.



Direction 1: Elevate public understanding of issues in Halifax and United Way's role to address them.
(advocate & researcher)

Direction 2: Unite the city in a shared conversation and action plan to eliminate poverty and increase quality of life for all.
(convener, advocate, partner)

Direction 3: Driven by an ambitious and powerful vision, dramatically grow fundraising results to dramatically change our city.
(partner, funder)

Direction 4: Invest in those making a difference in our community to inspire sustainable change and results.
(funder, partner, researcher)

Direction 5: Create new community, business and philanthropic partnerships customized to drive community change.
(researcher, partner, funder, convener, advocate)

Change starts here.



2. Our work as a funder, convenor, partner, researcher and advocate.

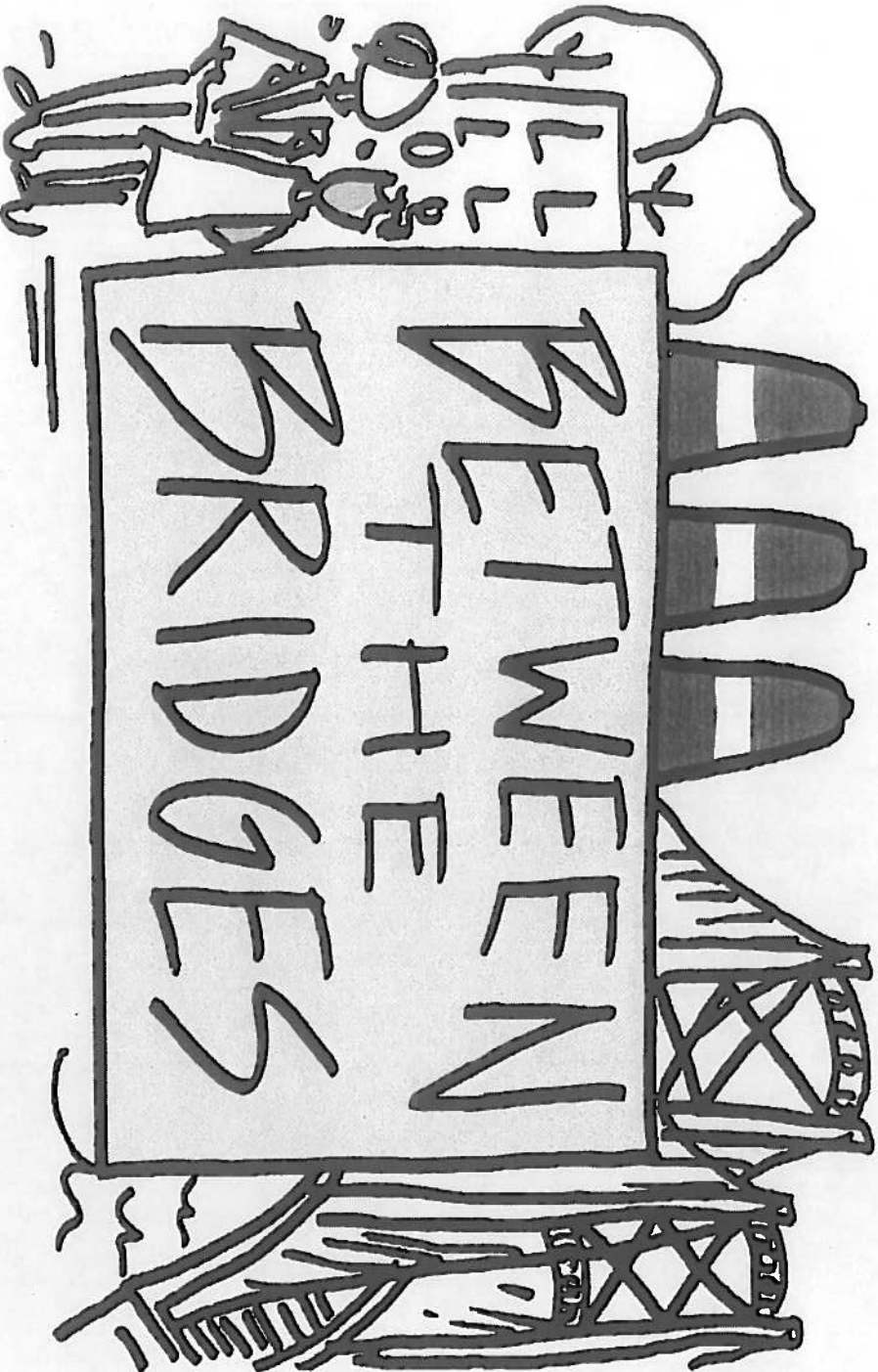
Change starts here.



Examples of Current Work

- Housing and Homelessness Partnership
- Neighbourhood Hub Plan
- Try Do Partnership
- Between the Bridges
- Invest with 49 Funded Agencies
- Advocate for positive community change
- Actively pursue partnerships

Change starts here.



Change starts here.



3. Strengthening our partnership



Picture of our Current Partnership

- Strong relationships we value
- Many areas of shared priority and shared values
- Current examples include:
 - Housing and Homelessness Partnership
 - Mobile Food Market
 - Workplace Fundraising Campaign
- Almost 20 formal touch points with various talented people (see next for partial list)

Change starts here.



- **Jean-Michel Blais**, Board member, co-chair of our fundraising campaign cabinet
- **Asa Kashan**, Board member
- **Max Chauvin**, Board member, Chair of our Opportunities Council, Chair, Housing and Homelessness partnership
- **Josh Bates**, member of Opportunities Council and Healthy Living (Try Do) Council
- **Kasia Tota**, member of the Housing and Homelessness Partnership Housing Task Force
- **Anne Totten**, member of the Housing and Homelessness Partnership Housing Task Force
- **Mayor Savage**, first chair of the Opportunities Council, active supporter and donor
- **John Traves**, member of our fundraising cabinet and Chair of the municipal campaign
- **Brad Anguish**, current HRM Leadership Chair and past division chair
- **Gabrielle Gallagher Riley**, Try Do (Healthy Living Council)
- **Scott Penton** – 50 per cent Try Do (Healthy Living Council)
- **Bob Bjerke**, member at the Housing and Homelessness Partnership Table
- **Denise Schofield**, a past Healthy Living Council Member, past campaign division chair
- **Bronwyn McKinnon**, a community developer working with Action Fairview and on the Neighbourhood Hubs Project
- **Darren Hirtle**, community developer working with Between the Bridges Dartmouth North
- **Glen Bannon**, previous campaign division chair, loaned rep champion

Change starts here.



Discussion

- What areas of collaboration do you see in our work?
- Is there a more formal partnership opportunity to further strengthen our current relationship?
- Questions or feedback?

17/18 Multi-year Council Priority Outcomes Approved Dec 6, 2016

Economic Development	
HRM is a sought after business destination that encourages entrepreneurial spirit and is responsive to the needs of the community	
Priority Short Name	Priority Outcome
Attract and Retain Talent	Halifax is a welcoming community where the world's talent can find great opportunities.
Promote and Maximize Growth	Halifax promotes a business climate that drives and sustains growth by improving competitiveness, minimizing barriers and leveraging our strengths.
Rural Economic Development	The economic viability of rural communities is included as an integral aim of regional economic growth strategies and their implementation.
Focus on the Regional Centre	Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.
Supply of Industrial, Commercial and Institutional Lands	Ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities.
Arts, culture and heritage	Recognize and support heritage, cultural activities, and arts to bolster the creative economy and the vitality of the region.

Governance and Engagement	
HRM's governance structures and communications approach provide maximum opportunity for public engagement in and enables appropriate stewardship of municipal affairs.	
Priority Short Name	Priority Outcome
Municipal Governance	Halifax citizens have confidence in the governance structures of the municipality.
Communications	Halifax citizens and communities participate in open and transparent communication with the municipality.
Public Engagement	Halifax citizens and communities are engaged in the development of public policy and plans.
Fiscal Responsibility	HRM manages municipal resources with integrity and considers the impact on taxpayers when making decisions.

Healthy, Liveable Communities	
HRM is a safe, liveable and sustainable community that encourages public engagement and participation in complete communities. civic life	
Priority Short Name	Priority Outcome
Public Safety	Halifax citizens and visitors are safe where they live, work, and play
Energy and Environment	Halifax builds resiliency by providing leadership in energy management, sustainability and environmental risk management both as an organization and in the community we serve.
Recreation and Leisure	Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.
Community Health	Halifax shall be an active partner in supporting community health programs such as food security initiatives.

Service Delivery	
HRM meets the needs of the people it serves, resulting in greater satisfaction with, and confidence in the Municipality	
Priority Short Name	Priority Outcome
Service to our Business	HRM simplifies processes and delivers service to promote and encourage a vibrant business environment
Service to our People	HRM understands the needs and perspectives of the people they serve, and provides quality service through a person focused approach.
Innovation	Halifax will foster a corporate culture that values innovation and bold ideas and supports the rapid deployment of experimental pilot projects and civic innovation project teams.

Social Development	
HRM's communities have access to social infrastructure that supports all segments of the community.	
Priority Short Name	Priority Outcome
Social Infrastructure	HRM communities, families, youth and seniors have access to social infrastructure that enables them to participate fully in their community.
Accessible Community	Halifax is a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors.
Housing and neighborhoods	Halifax is a leader in fostering partnerships that provide access to a full range of quality, affordable housing options in safe and vibrant neighborhoods
Equity and Inclusion	Halifax is a diverse and inclusive community that supports everybody.

Transportation	
Integrated, multi-modal, long range plan to move people and goods in HRM in support of neighbourhoods, communities & economic growth.	
Priority Short Name	Priority Outcome
Interconnected and Strategic Growth	Halifax will implement an integrated mobility strategy that supports growth, development and the transportation of goods and people of all ages and abilities, using all modes including walking, cycling, transit, and motor vehicles, consistent with the Regional Plan.
A well maintained transportation network	The Halifax Transportation Network is comprised of well-maintained assets.
A safe and accessible transportation network	The Halifax Transportation Network is designed to be operated to be safe, accessible and supportive of enhanced user experience and focused on service improvements.
Pedestrian Safety	Drivers, cyclists and pedestrians all-share responsibility for travelling safely together. Through education, enforcement, and improved infrastructure (engineering), engagement and evaluation, pedestrians in Halifax are provided with a safe environment in which to walk.



VISION

Halifax. United by compassion. Rich in opportunity. Free of poverty.

GOALS

Inspired by our vision and commitment to create positive impact and measurable change, we've set specific community level goals.

