

HALIFAX

P.O. Box 1749
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Item No.14.1.4
Halifax Regional Council
January 30, 2018

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: October 11, 2017

SUBJECT: Allocation of Anti-Poverty Funds to United Way.

ORIGIN

October 2, 2017 - letter from United Way Halifax to CAO requesting the \$50,000 in the 2017-18 HRM budget for development of Halifax Regional Municipality's Poverty Solutions Strategy.

LEGISLATIVE AUTHORITY

The *Halifax Regional Municipality Charter*, section 2 as follows:
2 The purpose of this Act is to

(a) give broad authority to the Council, including broad authority to pass by-laws, and respect its right to govern the Municipality in whatever ways the Council considers appropriate within the jurisdiction given to it;

(b) enhance the ability of the Council to respond to present and future issues in the Municipality;
and

(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.

79 (1) The Council may expend money required by the Municipality for
(av) a grant or contribution to
...
(vii) a registered Canadian charitable organization;

RECOMMENDATION

It is recommended that Regional Council

(a) direct the CAO to negotiate a contribution agreement with United Way in the amount of \$50,000, based on the key terms set out in Table 1 of this report; and

- (b) authorize and direct the Mayor and Clerk to enter into and execute the resulting agreement on behalf of the Municipality.

BACKGROUND

Council allocated funds for work on a strategy for the reduction of poverty in the 2017-18 budget.

At the February 15th, 2017, meeting of the Committee of the Whole Budget, the Committee considered the February 10, 2017 report entitled the 17/18 Multi-year Budget Options for Consideration. Attachment C of that report, Options for Consideration Briefings, notes that

(<http://legacycontent.halifax.ca/council/agendasc/documents/170215cow4.pdf>)

“... since this is a new Council priority area that was not previously part of HRM’s core services, no dedicated budget or specific municipal policy currently exists with respect to the development of a municipal strategy for the reduction of poverty. This budget allocation would provide the resources that would be applied to the development of foundational municipal policy in this priority area.”

The relevant excerpt from the February 10, 2017 report is attached as Attachment A.

The “Multi-Year Budget and Business Plan Proposed for 2017/18 – 2018/19 (Proposed)” (https://www.halifax.ca/sites/default/files/documents/city-hall/budget-finances/Multi-Year_Business_and_Capital_Plans_Book.pdf) at Page L6 refer to the proposed change to the budget for the CAO Business Unit covering work to “Develop Poverty Reduction Strategy”. This document is attached as Attachment B. The change was the addition of \$50,000 to the 2017/18 Planned budget.

Council also approved in kind support to United way for the development of the strategy.

On April 25, 2017, Regional Council passed the following motion

THAT Halifax Regional Council:

- 1. Collaborate with United Way Halifax and other partners on the development of an Anti- Poverty Strategy for the municipality.**
- 2. Initially make up to \$20,000 of in-kind support available to develop the strategy.**
- 3. Consider additional involvement in activities designed to reduce poverty based on the report arising from the consultations to be launched by the United Way.**

The United Way and HRM are now working to develop a poverty reduction strategy.

The Mayor and the President & CEO of United Way Halifax co-chair the Poverty Solutions Advisory Committee. The United Way and HRM have launched a range of other consultation, research and engagement work. A poverty reduction action plan should be ready in December 2017.

United Way has now requested funding for its work. (Attachment C).

DISCUSSION

There is funding in the 2017/18 budget to support work on a poverty reduction strategy. While the budget document allocated \$50,000 for the development of a poverty reduction strategy, the budget is silent on the recipient of such funding. Sara Napier, UW CEO, has written the CAO asking the \$50,000 and outlining how the money will be spent. The letter is attached as Attachment C.

United Way Halifax will use the funds to support the investments it is making to develop the Poverty Solutions Strategy. United Way is dedicating approximately 4,400 hours in staff time to project management, research and evaluation, consultation and learning, government relations, communications, and inclusion.

United Way intends to use the \$50,000 HRM contribution to cover the following costs:

**Table 1
Key Terms**

Item	Description
Lived Experience & Community Consultation	Room fees, living wage payment for participants as well as transportation, childcare, food, interpreters, note takers and service provider honorariums
Learning & Training	Public policy training and poverty summit
Data Analysis	Review and assessment of data collected
Marketing & Communications	Messaging to community as well as engagement and awareness.
Public Engagement Event	Rental fees, live streaming, marketing materials, facilitation fees
Reporting	United Way Halifax be required, by April 30, 2018, to provide a written report to the CAO indicating how the funds were spent.

It is recommended that Halifax Regional Council approve a grant in the amount of the \$50,000 to the United Way Halifax for the development of a poverty reduction strategy in accordance with table 1.

FINANCIAL IMPLICATIONS

In 2017-18, there are no financial implications beyond the \$50,000 committed to poverty reduction work in the budget. Council approved this funding in the COW options process of budget deliberations – E400 – 6399.

After the strategy is launched in December 2017, some HRM business unit work plans for 2018-19 will require revisiting. Experience in Hamilton and other municipalities working on poverty reduction suggests that working on poverty solutions will require additional funds. Any funds needed will be sought as part of the 2018-19 and future budgets.

RISK CONSIDERATION

Social development work always comes with risks:

- There is a low level of risk that United Way and HRM might not be able to produce a strategy.
- Given the nature of the subject matter and the variety of priorities of people working on poverty reduction, there is a moderate level of risk that some people will not support the directions and activities set out in the strategy.
- Given that both the federal and provincial governments are currently developing poverty reduction strategies, there is a moderate level of risk that the strategies might not be aligned.

United Way staff and HRM staff believe these risks can be managed.

COMMUNITY ENGAGEMENT

While there is significant community engagement around the development of the poverty reduction strategy itself, there has been no community consultation about the allocation of the funds in the 2017-2018 budget to United Way.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications for the work being done to develop the Poverty Solutions strategy.

ALTERNATIVES

Council could

- (1) Grant part of the \$50,000 in the 2017-18 budget to work being done by other organizations and individuals and not just United Way
- (2) choose not to grant the \$50,000.

These alternatives are not recommended as they would compromise the existing work underway on a Poverty Solutions strategy.

ATTACHMENTS

- A - Excerpt from the report dated February 10, 2017 to the Committee of the Whole on budgets
- B - Excerpt from the 18/19 Multi-Year Budget and Business Plan
- C - Letter from the President of United Way to CAO – October 2, 2017.

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, Government Relations and External Affairs, 902.4903729

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

Financial Approval by: Original Signed
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

Report Approved by: Original Signed by 
John Traves, Q.C., Director, Legal, Municipal Clerk, and External Affairs, 902.490.4226

Attachment A – Excerpt from the February 15th Report to the Committee of the Whole on budgets - Options for Consideration by Priority

Strategic Theme	Priority Outcome	Option Description	17/18 Amount	17/18 Avg Bill Impact	18/19 Amount	18/19 Avg Bill Impact
Healthy, Livable Communities Options	Percent of All Options	77.6%	2,056,800	\$8.06	2,215,900	\$8.68
Our People	Culture	Employee Engagement Survey	60,000	\$0.23	0	\$0.00
Our People	Leadership	Corporate Learning & Development Program expansion	100,000	\$0.39	100,000	\$0.39
Our People	Talent	Bridging the Gap 20 - 15 positions	-300,000	-\$1.17	-300,000	-\$1.17
Our People Options	Percent of All Options	-5.3%	-140,000	-\$0.55	-200,000	-\$0.78
Service Delivery	Service to Our People	Public Technology Upgrades	300,000	\$1.17	300,000	\$1.17
Service Delivery	Service to Our People	Shift Optimization for the Citizen Contact Centre - 311	-70,000	-\$0.27	-70,000	-\$0.27
Service Delivery Options	Percent of All Options	8.7%	230,000	\$0.90	230,000	\$0.90
Social Development	Equity and Inclusion	Implement French Translation Services for Municipal PSA's	100,000	\$0.39	100,000	\$0.39
Social Development	Equity and Inclusion	Increase CAO - GREA budget by \$60K for diversity and inclusion for African and Aboriginal communities engagement	60,000	\$0.23	60,000	\$0.23
Social Development	Housing and Neighborhoods	Develop poverty reduction strategy	50,000	\$0.20	0	\$0.00
Social Development	Social Infrastructure	Reduce Volunteer Support Services*	125,000	\$0.49	145,000	\$0.57
Social Development Options	Percent of All Options	12.6%	335,000	\$1.31	305,000	\$1.19
Transportation	A safe and accessible transportation network	Low Income Transit Pass Program (Added by Regional Council Feb 7th)	160,000	\$0.63	160,000	\$0.63
Transportation	Interconnected and Strategic Growth	Alderney Ferry service extension (17/18)	155,000	\$0.61		
Transportation Options	Percent of All Options	11.9%	315,000	\$1.24	160,000	\$0.63
		Total Estimated Increase in Tax Payable for the Average Home	2,651,800	\$10.41	2,365,900	\$9.28

*These options were originally included in the Business Unit's base budgets to balance. By choosing to consider them for funding, they create a financial pressure as described in this table

Proposed Change	Service Impact	2017/18 Planned	2018/19 Planned	2 Year Cumulative
Add Red Tape Reduction Initiative	This change will allow continuance of existing work started with provincial Office of Regulatory Affairs and Service Effectiveness on a joint project to reduce or eliminate organizational impediments to timely or cost effective service delivery.	\$160,000	\$0	\$160,000
Destination Halifax Funding Adjustment	This is an adjustment to compensate for funding removed during the previous year. Replacement will facilitate continued service delivery from Destination Halifax at current levels.	\$104,500	\$104,500	\$209,000
Add Funding to Advance Accessibility Strategy Development	This change will support organized and effective delivery of accessibility related initiatives across the municipality	\$100,000	\$80,000	\$180,000
Miscellaneous budget reductions	No impact on service delivery	-\$39,900	-\$40,400	-\$80,300
Compensation adjustments (reductions)	No impact on service delivery	-\$6,000	-\$6,000	-\$12,000
Increase International Partnership Activity	This proposed change will improve the capacity work nationally and internationally to attract investment, increase trade and attract and retain talent.	\$30,000	\$30,000	\$60,000
Additional resources for the Access to Information Office	This new resource will increase administrative support to the team and to assist in coordinating and processing FOIPOP applications. It will also allow increased capacity for training to ensure that business units are in compliance with legislation.	\$60,000	\$60,000	\$120,000
Structural alterations to CAO reporting structure	This change will improve executive level reporting structures, generate significant sustainable cost reductions and create better functional alignment for a number of discrete municipal services.	-\$300,000	-\$300,000	-\$600,000
Implement French translation services for Municipal PSAs	This change will provide a significant new level of French language service to citizens and help build the municipality's relationship with the broader francophone community.	\$100,000	\$100,000	\$200,000
Develop Poverty Reduction Strategy	This change will provide the resources that would be applied to the development of foundational municipal policy in the Social Development priority area.	\$50,000	\$0	\$50,000

Attachment C

October 5th, 2017

Mr. Jacques Dubé
1841 Argyle Street, Halifax
PO Box 1749
Halifax, NS
B3J 3A5



Dear Mr. Dubé

Thank you for our meeting on September 21st and for your on-going support of United Way Halifax and the Poverty Solutions Strategy we have undertaken with HRM.

This letter serves as a formal request for the \$50,000 approved by Halifax Regional Council as part of HRM's annual budget to support the United Way Halifax in the development of Halifax Regional Municipality's Poverty Solutions Strategy.

The funds will be used to support the investments United Way Halifax is making in order to develop our Poverty Solutions Strategy. United Way is very committed to this partnership and we are dedicating approximately 4,400 hours in staff time to project management, research and evaluation, consultation and learning, government relations, communications, and inclusion. United Way is more than happy to provide this level of commitment to the strategy; we believe that the results of all this work will yield a high quality of work and positive action for our community.

Our intent is to use the \$50,000 contribution from HRM to cover the following hard costs:

Item	Description	Amount
Lived Experience & Community Consultation	Room fees, living wage payment for participants as well as transportation, childcare, food, interpreters, note takers and service provider honorariums	\$23,000
Learning & Training	Public policy training and poverty summit	\$6,500
Data Analysis	Consultant time, work and expertise on geographic statistics and data.	\$5,000
Marketing & Communications	Staff time, web design, printing and marketing materials	\$5,500
Public Engagement Event	Rental fees, live streaming, marketing materials, facilitation fees	\$10,000
TOTAL		\$50,000

If you have any questions or concerns, Sue LaPierre, our Director of Community Impact, would be pleased to follow up. She can be reached at slapierre@unitedwayhalifax.ca or 902-461-3068.

Thank you for your time and consideration of this formal request.

Sincerely,

Original Signed

**Sara Napier
President & CEO
United Way Halifax**

**cc. Sue LaPierre, Director of Community Impact, United Way Halifax
Mayor Savage, Halifax Regional Municipality
Maggie MacDonald, Managing Director of Government Relations & External Affairs,
Halifax Regional Municipality**