



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

Item No. 14.3.4
Halifax Regional Council
September 20, 2016

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Councillor Linda Mosher, Chair, Audit & Finance Standing Committee

DATE: September 12, 2016

SUBJECT: Support for Engage Nova Scotia

ORIGIN

July 28, 2016 meeting of the Community Planning & Economic Development Standing Committee, Item No. 12.1.5

September 7, 2016 meeting of the Audit & Finance Standing Committee, Item No. 12.1.5

LEGISLATIVE AUTHORITY

Audit & Finance Standing Committee Terms of Reference section 3.8, which states “to review and make recommendations on proposals coming to Halifax Regional Council outside of the annual budget or tender process including but not limited to:

- New Programs or services not yet approved
- Programs or services that are being substantially altered
- Proposed changes in operating or budget items
- Committing of funds where there is insufficient approved budget, or,
- New or increased capital projects not included in the approved budget
- Increases in project budget due to cost sharing
- Creation or modification of reserves and withdrawals not approved in the approved budget

RECOMMENDATION

The Audit & Finance Standing Committee recommends that Halifax Regional Council consider the proposal outlined in the Community Planning and Economic Development Standing Committee report dated August 29, 2016 and direct staff to implement the recommendations of the Community Planning and Economic Development Standing Committee.

BACKGROUND

A report from the Community Planning and Economic development standing committee dated August 29, 2016 pertaining to support for Engage Nova Scotia was before the Audit & Finance Standing Committee for consideration at its meeting held on September 7, 2016.

For further information, please refer to the attached committee report dated August 29, 2016.

DISCUSSION

The Audit & Finance Standing Committee reviewed the committee report at its meeting held on September 7, 2016 and forwarded it to Regional Council for its consideration.

FINANCIAL IMPLICATIONS

As outlined in the attached committee report dated August 29, 2016

RISK CONSIDERATION

As outlined in the attached committee report dated August 29, 2016

COMMUNITY ENGAGEMENT

The Audit & Finance Standing Committee meetings are open to public attendance, a live webcast is provided of the meeting, and members of the public are invited to address the Committee for up to five minutes at the end of each meeting during the Public Participation portion of the meeting. The agenda, reports, and minutes of the Audit & Finance Standing Committee are posted on Halifax.ca.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

The Audit & Finance Standing Committee did not discuss alternatives.

ATTACHMENTS

1. Community Planning and Economic Development Standing Committee dated August 29, 2016.

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

Report Prepared by: Liam MacSween, Legislative Assistant, 902.490.6521.



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Attachment 1
Audit and Finance Standing Committee
September 7, 2016

TO: Chair and Members of the Audit and Finance Standing Committee

Original Signed

SUBMITTED BY:

Councillor Waye Mason, Chair
Community Planning and Economic Development Standing Committee

DATE: August 29, 2016

SUBJECT: Support for Engage Nova Scotia

ORIGIN

Motion passed by the Community Planning and Economic Development Standing Committee at a meeting held on July 28, 2016.

LEGISLATIVE AUTHORITY

Section 6(a) of the Committee's Terms of Reference – 'promoting and encouraging the development of programs, policies and initiatives in HRM that support Community and Economic Development throughout the Municipality'

RECOMMENDATION

The Community Planning and Economic Development Standing Committee recommend that:

1. Halifax Regional Council award a grant of \$50,000 from operating account M310-8004 to support Engage Nova Scotia
2. Halifax Regional Council approve that the agreement for the first grant be updated to cover the second grant
3. The Audit and Finance Standing Committee review this proposal before forwarding it to Regional Council

BACKGROUND

A staff report was provided to the Community Planning and Economic Development Standing Committee at the Committee's July 28, 2016 meeting.

DISCUSSION

The Committee considered the report and, in discussion, it was noted that Engage Nova Scotia had previously been requested to submit their financial statements but nothing had been submitted to date and the staff report did not contain the statements. Subsequently, the Committee passed a motion endorsing the staff recommendation.

FINANCIAL IMPLICATIONS

The attached staff report addresses financial implications.

COMMUNITY ENGAGEMENT

The Community Planning and Economic Development Standing Committee is a Committee of Regional Council comprised of six Councillors. The meetings are open to the public and the Committee's agendas, minutes, and reports can be viewed at Halifax.ca.

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

The Committee did not provided alternatives. The attached staff report provides alternatives.

ATTACHMENTS

Attachment 1: Staff report dated July 14, 2016.

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

Report Prepared by: Sheilagh Edmonds, Legislative Assistant 902.490.6520



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Attachment 1
Community Planning & Economic Development Standing Committee
July 28, 2016

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

SUBMITTED BY: Original Signed by: _____
Maggie MacDonald, Managing Director, GREA

DATE: July 14, 2016

SUBJECT: Support for Engage Nova Scotia

ORIGIN

March 10, 2015, Regional Council meeting: 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 [15-16]
 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**

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,

RECOMMENDATION

It is recommended that CPED recommend

- (1) a grant of \$50,000 from operating account M310-8004 to support Engage Nova Scotia
- (2) the agreement for the first grant be updated to cover this second grant
- (3) Audit & Finance Standing Committee review this proposal before forwarding it to Regional Council.

BACKGROUND

Engage Nova Scotia (ENS) is a group of individuals and organizations from across the province. ENS is working to advance a province-wide culture of collaboration, innovation and self-reliance. The website <http://www.engagenovascotia.ca/> provides more background on ENS.

In 2014-15 the Municipality granted \$50,000 to ENS to support its work. A Grant Agreement signed between the municipality and ENS governed the use of the funds. (See – Attachment A).

As required in the Grant Agreement, ENS has reported on its progress (See Attachments B and C)

Programs -

Highlights of the work of ENS for 2015-16 as supported by HRM include:

- *Stepping Up*, a symposium on economy, attitude and wellbeing took place in June 2015.
- A survey on Nova Scotian attitudes towards change and economic development took place.
- A survey on community wellbeing to be done in conjunction with the Canadian Index of Wellbeing was postponed.

As required, ENS has credited Halifax in the work it has done with the funds in the grant.

In addition to these activities ENS also hosted the Canadians for a New Partnership forum which focused on building a renewed relationship between aboriginal and all other Nova Scotians in November. This is relevant to work Council has directed in relation to improved engagement with aboriginal persons in Halifax.

Finances –

During 2015, Engage raised \$200,000 from the province, \$82,000 from municipalities (including \$50,000 from Halifax and \$25,000 from the Halifax Partnership) and \$107,500 from private sources. Income totalled \$389,500.

ENS also received “in-kind” contributions from the province through the secondment of staff (\$196,000) and from Trade Centre Limited through the provision of space (\$28,000).

All revenue, cash and in-kind, totalled approximately \$613,500.

Expenditures for 2015 (excluding seconded staff and office space) totalled \$342,264. The largest single expense was on Consultants & Professional Fees (\$220,136). The Conference cost \$40,604. The Attitude Research work cost \$30,182. The New Partnership Forum cost just over \$10,000.

As indicated in the March 2014 report to Regional Council, \$50,000 was provided by HRM to ENS on proof of \$50,000 having been raised by the private sector.

DISCUSSION

ENS has largely delivered on activities promised to HRM. As noted above, ENS delivered on a symposium on attitudes, the economy and wellbeing and on an attitudes survey. The community well-being survey was postponed.

ENS works with groups across the province but through its grant from the municipality has been able to focus on issues of particular concern to Halifax.

With a second grant, ENS proposes to work on:

- Advancing understanding of culture and attitude

- Dive deeper (in Halifax), e.g. youth, regionalism
- Spark a province-wide conversation
- Lay the foundation for a new narrative about Nova Scotia and particularly Halifax.

The *Now or Never* Report identified key challenges facing Nova Scotia: the economy, demographics and culture/attitudes. In 2015, in partnership with Halifax and the Partnership, ENS completed a province wide survey of Nova Scotians' attitudes towards change, self-reliance and optimism.

In 2016, ENS will use that research to spark a deeper conversation across sectors and geographies about how attitudes hold Nova Scotia back or could propel it forward. In partnership with the CBC, ENS delivered a 5-week radio series focused on key questions raised by the research. The series will be followed by community conversations in Halifax and three other areas of the province.

An issue raised by the research is the degree to which Nova Scotians aged 18-34 feel less positive about the province than older age groups. ENS is talking with the Halifax Partnership to see how to further explore this discrepancy in collaboration with HP's work on youth retention.

- Bridging divides
 - Urban/rural
 - Sector to sector
 - Under-represented groups

In Nova Scotia, the success of one area is often presumed to have been at the expense of others. This is especially the case when more rural parts of the province look to Halifax's economic health and growth, in the face of their decline. Working together, Halifax and ENS can symbolize the need for a shared approach to prosperity.

ENS has built a reputation as a trusted convenor across sectors, geographies and communities of interest. IN 2016 ENS plans to build on that role through bridging efforts that bring diverse groups together to identify shared values and imagine how they can work together to build a common future. Halifax will be both a participant and a learning partner in this work.

In 2016, building on the 2015 "Stepping Up" Conference ENS will lay the foundation for a "Taking the Next Step" conference in 2017 to further advance a culture of self-reliance, optimism, collaboration and engagement across the province.

- Creating a more welcoming Nova Scotia and Halifax
 - Share Thanksgiving

The Share Thanksgiving initiative last year was a success, especially in Halifax. It is a model of how individual residents can become more welcoming to immigrants, by simply hosting a newcomer family or international student for Thanksgiving dinner. In 2016, ENS will work with partners like Halifax to grow the program and its impact, both in the municipality and across the province.

The above noted activities align with several of Regional Council's priorities and activities. One of the key messages that came across in the stakeholder consultations in the development of Halifax's new economic growth strategy was that Halifax needs to build confidence and change attitudes. The strategy also includes an objective to create opportunities for youth, including international students, to put down roots in Halifax and another to foster cultural proficiency and social inclusion. Planned ENS activities also relate to Regional Council priority outcomes including the healthy community outcome area and economic development outcome area. Relevant Council priorities under these outcome areas include building an inclusive and accessible community, being a welcoming community and retaining youth, and including rural community viability as an integral aim of economic growth strategies.

FINANCIAL IMPLICATIONS

ENS has a variety of funding sources. It is not dependent only on the municipality nor is it dependent only on government funding.

In 2014-15 funding for the ENS grant came from the Operating Surplus Reserve, Q328. For 2016-17, if approved, the funding will come from operating account M310-8004. The budget availability has been confirmed by Finance.

RISK CONSIDERATION

Halifax has worked successfully with ENS for over one year. ENS has spent its money well on useful projects. It has shown that, while working across the province, it can and does focus where necessary on Halifax issues. Given the experience to date, there are no major risks moving forward.

ENS is heavily dependent on the Province both for cash and in-kind support. If that support were rapidly withdrawn, ENS would be in a difficult situation. There is no evidence that the province plans to reduce its support.

ENS gets its private support from 10 different organizations or individuals. ENS does not depend on any one of those organizations. Many current supporters are willing to continue supporting ENS.

ENS is also considering using its technological platform for a campaign to seek multiple smaller supporters to show the breadth of its support across the province.

COMMUNITY ENGAGEMENT

While there has been no specific community engagement by municipal staff on this matter, the essence of the work of Engage Nova Scotia is about finding new ways to engage Nova Scotians. In its report to the Municipality (Attachment B) and its presentation to CPED on April 21 (Attachment C) ENS has provided information about the work it has done engaging communities, both in Halifax and elsewhere.

ENVIRONMENTAL IMPLICATIONS

This report has no environmental implications.

ALTERNATIVES

Regional Council could choose not to make a second grant to Engage Nova Scotia or it could choose to make a smaller grant. A reduced grant would trim the scope of ENS' work in Halifax. No grant would further narrow that scope.

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 by letter to the Mayor of the Municipality dated November 21, 2014, Engage Nova Scotia requested a contribution from the Municipality in the amount of fifty thousand dollars (\$50,000), with the possibility of renewing this commitment in subsequent years;

AND WHEREAS Halifax Regional Council on March 10, 2015 approved an initial grant of fifty thousand dollars (\$50,000) to Engage Nova Scotia in the 2014/2015 fiscal year with the possibility of an additional grant in the 2015/2016 fiscal year, subject to Council approval and if certain conditions are met;

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 2014/2015 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 fund only the following work:
 - (a) a symposium on Economy, Attitude and Wellbeing to be held in 2015;
 - (b) a survey on the attitudes of Nova Scotians towards change and economic development to be conducted in 2015; and
 - (c) a survey on community wellbeing to be completed in conjunction with the Canadian Index of Wellbeing.
5. Engage Nova Scotia shall work with representatives of the Municipality on the planning, execution, evaluation and reporting of the Project.

Reporting Requirement

6. Engage Nova Scotia shall provide detailed reports to the Municipality specifying how the Grant was used to fund the Project and the results that were achieved, including information specific to the Halifax Regional Municipality region collected throughout the Project.

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, 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 to Engage Nova Scotia an additional grant in the amount of fifty thousand dollars (\$50,000) for 2015/2016.

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

Attachment B

REPORT TO THE COUNCIL OF
THE HALIFAX REGIONAL
MUNICIPALITY



Draft – February 24, 2016

On March 10, 2015, the Halifax Regional Council approved a grant of \$50,000 to Engage Nova Scotia, with the possibility of renewal in subsequent years. The grant was to help fund the following activities in 2015:

- A symposium on economy, attitude and wellbeing
- A survey on the attitudes of Nova Scotians with respect to change and economic development
- A survey on community wellbeing to be completed in conjunction with the Canadian Index of Wellbeing

As part of our Agreement, Engage Nova Scotia was to provide a report detailing how the fund was applied and results achieved, including results specific to the HRM region.

Following is a summary of the Stepping Up symposium and Cultural Levers for Change attitude research, as well as background on the postponement of the Canadian Index of Wellbeing (CIW) Survey. The rescheduling of the CIW survey opened an opportunity to convene a major forum in Halifax on resetting the relationship between Aboriginal and non-Aboriginal people in Nova Scotia. Details about that forum, along with other 2015 Engage Nova Scotia activities, are included below.

Stepping Up Symposium/Conference

Overview

On June 16, 2015, we spearheaded the Stepping Up conference in partnership with the Halifax Partnership, the Cape Breton Partnership and the Community Sector Council of Nova Scotia; and in collaboration with the Nova Scotia Chambers of Commerce, the World Trade Centre and the Halifax Public Library. This groundbreaking alliance demonstrated the ability of partners from diverse sectors and all parts of the province to work together to address our challenges.

The one-day event was attended in person by a capacity audience of 300 people at the Halifax Central Library, with an additional 538 people at 11 other locations joining from around the province. Another 800 people participated online in their homes and offices. The event received extensive media coverage, with 16 newspaper articles, a CBC Information Morning feature, and a flurry of social media reporting. **The twitter hashtag #StepUpNS trended number one nationwide for much of the day.**

Click here to see a three-minute video highlighting the spirit of the day (<https://youtu.be/vBMpwCE22Gw>).

In response to the Ivany Report's call to action, the goal of the event was to galvanize grassroots, province-wide efforts around improving our economy, culture and wellbeing. We set out to showcase the many ways Nova Scotia citizens and communities are taking an active role in addressing their shared challenges and shaping their future. We intended to highlight and demonstrate a spirit of province-wide collaboration, innovation, and open-mindedness.

We publicized the event through our partners to ensure far-reaching geographic and cross-sector participation. We also engaged many other people and organizations to ensure high-quality content and speakers, and to make the event as accessible to as many people as possible.

Program Highlights

The conference was a blend of live-streamed presentations and locally organized workshops. Everyone who joined the livestream portion of the day and participants in Halifax were inspired by Ray Ivany, Mayor Mike Savage, Dan Christmas, Joella Foulds, Danny Graham and Martha Crago. The rest of the day was customized by and for each community, so that we were able to model a creative relationship between urban and rural centres, and between local and provincial affiliations and concerns. Each location also featured its own speakers and examples of collaboration and innovation. This design, plus the use of communications technology, demonstrated a commitment to provincial unity and forward-looking innovation combined with strong community ties and inclusion.

Workshop topics and speakers at the Halifax location:

- **A new attitude.** Jennifer Gillivan, IWK Foundation. Paul Vienneau, Creator of #assholewithashovel. Rankin MacSween, New Dawn enterprises.
- **A new politics.** Graham Steele, author and former Minister of Finance. Mark Coffin, Founder and CEO, Springtide Collective.
- **A new role for business.** Michele McKenzie, CEO, Halifax Partnership, Catherine Woodman, Deputy Minister, NS Department of Business.
- **More self reliant communities.** Joey Archibald, Sip Chat Connect (Hants County). Susan and Nancy MacConnell, Pictou County 2020. Jim Mustard, Deputy Warden, Inverness County.

- **A more welcoming and inclusive Nova Scotia.** Lindell Smith, Community and Youth Worker, Halifax North End. Dan O'Rourke, Share Thanksgiving, Engage Nova Scotia. Paul Shakotko, United Way Neighbourhood Hubs.
- **A spirit of entrepreneurship and innovation.** Bill McAvoy, Cofounder, Youth Entrepreneurship and Skills (YES). Jevon MacDonald, Co-founder, Volta. Andrew Button, Founder, Mashup Labs.

Results

Overall, the conference achieved its three primary goals of raising awareness, bringing together networks, and mobilizing efforts to address challenges and opportunities.

The event was extremely well attended and received high praise (85% of attendees ranked it 7 out of 10 or higher). Many new connections were made, and 84% said they planned to follow up on “stepping up” opportunities that were generated that day. The event achieved good geographic reach and modeled a spirit of innovation and collaboration. It showcased many shining examples of citizens stepping up, including those in the Halifax Region.

The day was also designed to move beyond talk and into action. Participants across the province identified more than 200 concrete next steps that they were committed to undertaking post-event to make the province better. Individuals self-selected as leaders of their ideas, and others signed up to be part of the team. A dedicated Wiki site was setup to capture ideas online and track progress.

In the months following the conference, Engage Nova Scotia traveled to all the Stepping Up satellite locations to assess continued activity and offer support. These visits strengthened our belief that each community and each group has its own unique needs and stage of development, and our best ongoing role is to “meet people and communities where they are.” In some cases, the Stepping Up organizers had folded the outcomes of the conference into existing initiatives; in other cases, entirely new collaborations and projects had been born. In all cases, organizers expressed appreciation for the positive impact Stepping Up had had on their community.

In January 2016, we checked back with attendees of the conference and asked them a series of questions. Based on a seven percent response rate, 42 percent of attendees affirmed that they had either joined or started a project or initiative as a direct or indirect result of the Stepping Up conference. Thirty-three percent said an already established project was accelerated or improved through the conference. And 77 percent of those who started or improved projects judged them to still have life seven months later. A further 33 percent of attendees reported having developed at least one new and helpful relationship as a result of the conference.

On November 30, Engage NS returned to Pictou County for a second follow-up, to test ideas for building capacity and strengthening regional networks of support. This one-day gathering was attended by 15 community-engaged leaders from the Chamber of Commerce, Community Sector Council, St. Francis Xavier University, Pictou 2020 and NSCC, among others. Seeds were sown for a more deliberate cross-sector regional collaboration, which is currently being explored in partnership with Engage Nova Scotia (see below).

All in all, the Stepping Up conference was an affirming response to the Now or Never Report's “call to action” in Halifax and province-wide. It tangibly demonstrated that Halifax is ready, willing and able to lead change in Nova Scotia and be a partner with parts of the province that sometimes feel left out.

Next Steps

Further, ongoing efforts are needed to strengthen connections across networks, build capacity for collaboration, connect grassroots initiatives with sources of support, engage underrepresented groups, and sustain momentum. The work of establishing a new, more positive and dynamic relationship between Halifax and the rest of the province has only just begun.

Cultural Levers for Change: Attitude Research

The oneNS (“Ivany”) report and the oneNS Coalition identified three main challenges facing Nova Scotia: our economy, our demographics and our attitudes.



Now or Never: An Urgent Call to Action for Nova Scotians

Stated more positively, attitudes that foster collaboration, inclusion and engagement are critical to moving our economy and society forward.

In advance of the Stepping Up conference, Engage Nova Scotia contracted Corporate Research Associates (CRA) to undertake a dedicated 1000-person telephone survey asking a variety of questions related to key attitudes around change, immigration, cross-provincial collaboration and what respondents value about living in Nova Scotia. Fred Morley and Ryan Macleod of the Halifax Partnership were closely involved in the survey design and preliminary analysis of the data.

The attitude survey was designed to illuminate Nova Scotians’ perceptions regarding the province’s future and their role in influencing change. The sample size was sufficient to enable us to compare results across the five economic regions of the province.

Some of the results were initially shared as a part of the Stepping Up conference. A summary was also distributed among key partners such as the Halifax Regional Municipality, Province of Nova Scotia and Greater Halifax Partnership.

The attached report breaks out Halifax Region results and compares them to the province overall. See **Appendix A**.

Research Highlights

The study was designed to sample enough Nova Scotians across the province to enable regional breakdowns of results. While most of the Halifax Region data correlated closely with the province overall, there were some subtle differences.

When asked to rate the province as a place to live, slightly fewer HRM residents (79%) were inclined to give Nova Scotia a high rating (7-10) than the province overall (82%). And HRM residents were five percent less likely (22%) to give Nova Scotia the highest rating (10) than the province overall (27%).

Haligonians are less likely (38%) than the province overall (43%) to feel that, as a province, we are united in our efforts to make Nova Scotia a better place to live. They are less likely (75%) than the province overall (78%) to feel a personal commitment to making the province better.

And they are slightly less likely to feel confident in our abilities to successfully address our challenges.

While the majority of Nova Scotians (71%) identify more with their geographic region than with the province overall, this is less true in Halifax (67%).

Similarly, HRM residents (68%) are less likely than the province overall (71%) to feel that people in their community generally work well together to solve shared community problems. And they are less likely to personally get involved with a community project or attended a community meeting.

Somewhat surprisingly given Halifax's reputation as a business hub, HRM residents are somewhat less likely (63%) than people in the province as a whole (67%) to recommend to a friend or family member that they start or work with a new business.

Encouragingly, HRM residents are more open to change than people in the province overall, with five percent fewer saying they would like the province to stay the same.

They also agreed overwhelmingly (65%) with the rest of Nova Scotians that the group most credible to lead that change was not any one individual government, business or social sector, but an association of all sectors working together.

Next Steps

Engage will make the full survey results available in an open-data format through application to interested parties. We anticipate that the data will be used by a variety of organizations and researchers seeking to better understand our cultural levers of change.

We are also planning a 2016 series of facilitated conversations throughout the province to raise awareness and dive more deeply into the underlying causes of our attitudes, where they might be holding us back and where they can help us move forward. In small experiments, we have already found that the research data provides a tangible starting point for these conversations.

In addition, we plan to conduct follow-up research in the coming years to evaluate changes over time.

Survey on Community Wellbeing

At the time of our funding Agreement with HRM, we had planned to conduct a province-wide wellbeing research study in conjunction with the Canadian Institute of Wellbeing (CIW) in Waterloo. After much discussion with our partners and the CIW, we decided to delay this aspect of our work for the following reasons:

- We had counted on working closely with the Community Counts arm of the provincial government to prepare for and oversee the administration of the survey, and to manage the access data post-survey. Early in the year, Community Counts was closed by the Province, preventing us from delivering on this initiative.
- We realized once we completed the Cultural Levers of Change attitude research that there was more value to be mined from those findings. The results turned out to be a provocative starting-point for broad-reaching public conversations about who we are, where we are going and how we are going to get there as regions and as a province. We concluded that conducting new research at this point would limit the resources we could apply to that promising work.

Given the need to delay the implementation of the wellbeing survey, we were able to more fulsomely take advantage of an opportunity to convene another important public dialogue, this time addressing the fundamental relationship between Mi'kmaq and non-Mi'kmaq Nova Scotians.

A New Partnership: Building Relationship through Education

On November 16, more than 270 people attended A New Partnership: Building Relationship through Education at the Halifax Central Library which was convened by Engage Nova Scotia in partnership with Treaty Education Nova Scotia and Canadians for a New Partnership. The Right Honourable Paul Martin and Grand Chief Perry Bellegarde of the Assembly of First Nations were keynote speakers. Shortly after registration opened, the event was full, with a waiting list.

The evening before the public event, a gathering of 55 guests at the residence of Dalhousie University President Richard Florizone included guest speakers Premier Stephen McNeil, Mayor Mike Savage, Regional Chief Morley Googoo and the Honourable Scott Brison.

Program Highlights

- The opening included drumming by Eastern Eagles, a prayer by Elder Isabelle Knockwood and a welcome to Mi'kmaq territory by Chief Sid Peters
- Keynote speeches by National Chief Perry Bellegarde and the Right Honorable Paul Martin
- Interactive panel led by Dr. Cynthia Alexander, lawyer Naiomi Metallic and Treaty Education coordinator Jaime Battiste
- Audience voting using handheld devices
- Closing prayers and a musical performance by Bernie Francis.

Results

In a participant survey, 95% rated the public event 7 or more out of 10, with 85% rating it 8 or more out of 10. Anecdotal feedback included heartfelt thank you's, praise for the content and coordination, a few suggestions for improvement, and ideas for future actions.

According to feedback from participants as well as debrief interviews with partners, the event achieved, with varying degrees, the following outcomes:

- Strengthened commitment and optimism among participants for building understanding and strengthening relationships between Mi'kmaq and non-Mi'kmaq Nova Scotians.
- Increased momentum for the work of Treaty Education Nova Scotia, Canadians for a New Partnership and future initiatives that support a renewed relationship.
- Revealed to partners and stakeholders the latent desire for conversation on this topic in Nova Scotia.

Many called the CFNP gatherings a landmark in our progress as a province. We were encouraged to see Halifax City Council's ground-breaking Statement of Reconciliation with the Mi'kmaq follow shortly after this event (December 8, 2015), as well as increased public discussion about whether the public display of a statue commemorating Edward Cornwallis was appropriate in this context.

Other 2015 Highlights

Share Thanksgiving

Another highlight of the year was Engage Nova Scotia's Share Thanksgiving program, which matches newcomers with established Nova Scotian families for Thanksgiving dinner. In this our second year, we matched more people (over 1000) than any other Canadian jurisdiction. Halifax alone matched more families than Toronto, Calgary or Vancouver did in 2015*. **Note: the Share Thanksgiving initiative was not active in those cities in 2016.*

Participants rave about how important the opportunity to meet people from different countries in a home setting was in helping them feel welcome in a new place and connected to their communities.

Engage Nova Scotia worked with a variety of partners on this project, including the Immigrant Services Association of Nova Scotia, universities across the province, the Multicultural Association of Nova Scotia, the Halifax Partnership and HRM. We are particularly grateful for the support of Mayor Savage, who personally tweeted his support for the event.

Lowering the Waterline: Introduction to Deep Democracy

On October 8, more than 50 people attended a half-day session in Halifax that demonstrated how conflict and tensions can be surfaced and managed, allowing groups and communities to move forward and achieve their goals. The session, which was organized by Engage NS, was facilitated by Myrna Lewis (Johannesburg) and her colleagues Sera Thompson (Halifax) and Aftab Erfan (Vancouver).

The session used a statement from the oneNS Report to surface opposing views and then move toward candid dialogue. By the end, the group shared a clearer understanding of what united and divided them about the future of the province and the Halifax region. According to the evaluation survey, the day was seen as highly engaging and impactful. The Engage team has begun to use Deep Democracy in its internal planning and facilitation process, and we believe this methodology holds great promise for communities recognizing a need to work through differences.

IMPACT: Lessons in Social Innovation

Al Etmanski, one of Canada's leading social innovators, made a stop in Halifax October 28-29 to mark the recent publication of his book IMPACT: Six Patterns To Spread Your Social Innovation. The book "unlaunch" was held at the Company House in Halifax and featured six Nova Scotians who shared their stories of making a difference in their communities. Etmanski then weaved in lessons about the challenges and triumphs of social change. The next morning, Etmanski continued to dive into these themes at a workshop for 50 people at the Halifax Central Library, where he noted that Nova Scotia is the original "crucible" of social innovation in Canada.

Looking Ahead to 2016

At Engage Nova Scotia we place a high degree of emphasis on carefully evaluating our activities, and applying that learning to the planning and execution of next steps. This was particularly the case as we looked back on the events of 2015 and forward to chart our course for 2016/17.

The pace of the past year was extraordinary: our projects enjoyed a high level of success, our visibility increased and our reputation as a credible convenor across sectors and regions of the province grew.

That foundation both demands and enables us to take a more focused approach to our work in the coming year. We are working to identify projects that make the best use of our resources and those of our partners to deliver maximum impact within a context of clear strategic boundaries.

The following excerpt from our 2016/17 strategic framework identifies desired outcomes tied to our three focus areas:

1. Engagement
 - a. More Nova Scotians are willing and able to catalyze action that moves forward their communities, sectors and the province as a whole.
 - b. Organizations and citizens are more effective in tackling challenges and seizing opportunities.
2. Culture and Narrative
 - a. As Nova Scotians we have an increased understanding of whom we are, where we want to go and how to get there.
 - b. Attitudes are more conducive to social and economic self-reliance, collaboration, inclusion and embracing change.
3. Systems Change
 - a. The impact of engagement is demonstrated through projects addressing systemic issues.
 - b. Collaboration and engagement become more frequently incorporated into the process of achieving governmental and organizational goals.

Conclusion

Engage Nova Scotian and the Halifax Regional Municipality share a vision for a more vibrant, inclusive and resilient Nova Scotia — one in which regions and sectors collaborate across boundaries to tackle complex challenges and pursue rich opportunities.

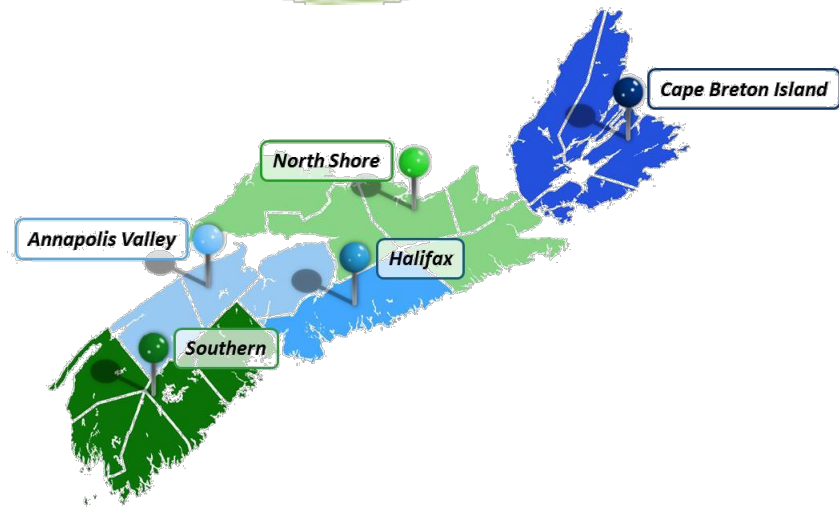
Our 2015 research shows that, as Nova Scotians, we have a long way to go when it comes to working together effectively. Too often, the success of Halifax is seen as disconnected from the wellbeing of other regions and more rural areas. We are bringing people and regions together to understand and tackle these cultural barriers more effectively.

The reality is that we are stronger when we work together, pooling our strengths and celebrating each other's successes. By increasing the number and quality of connections across regions and sectors, and by building a renewed, shared narrative about what it means to be Nova Scotian, we are putting in place the conditions for a more collaborative, entrepreneurial and confident future. We feel that our partnership with

the Halifax Regional Municipality and our achievements in 2015 have been a strong demonstration of this spirit.



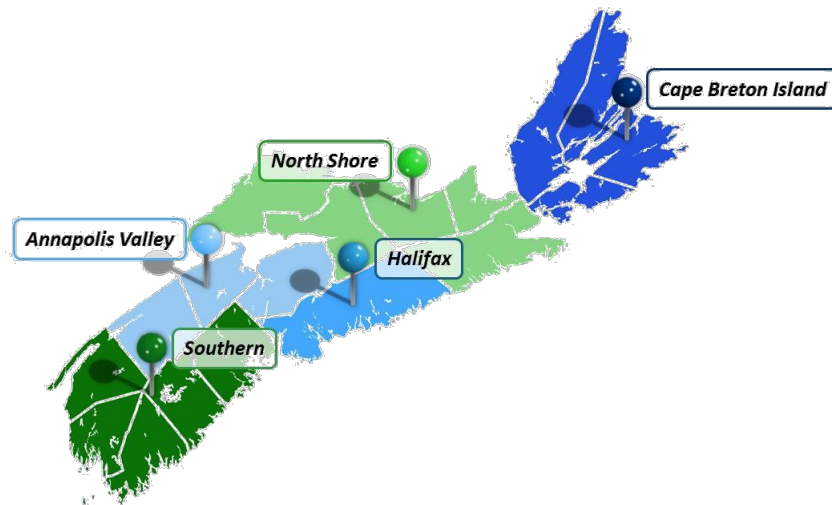
Cultural Levers for Change Research Study



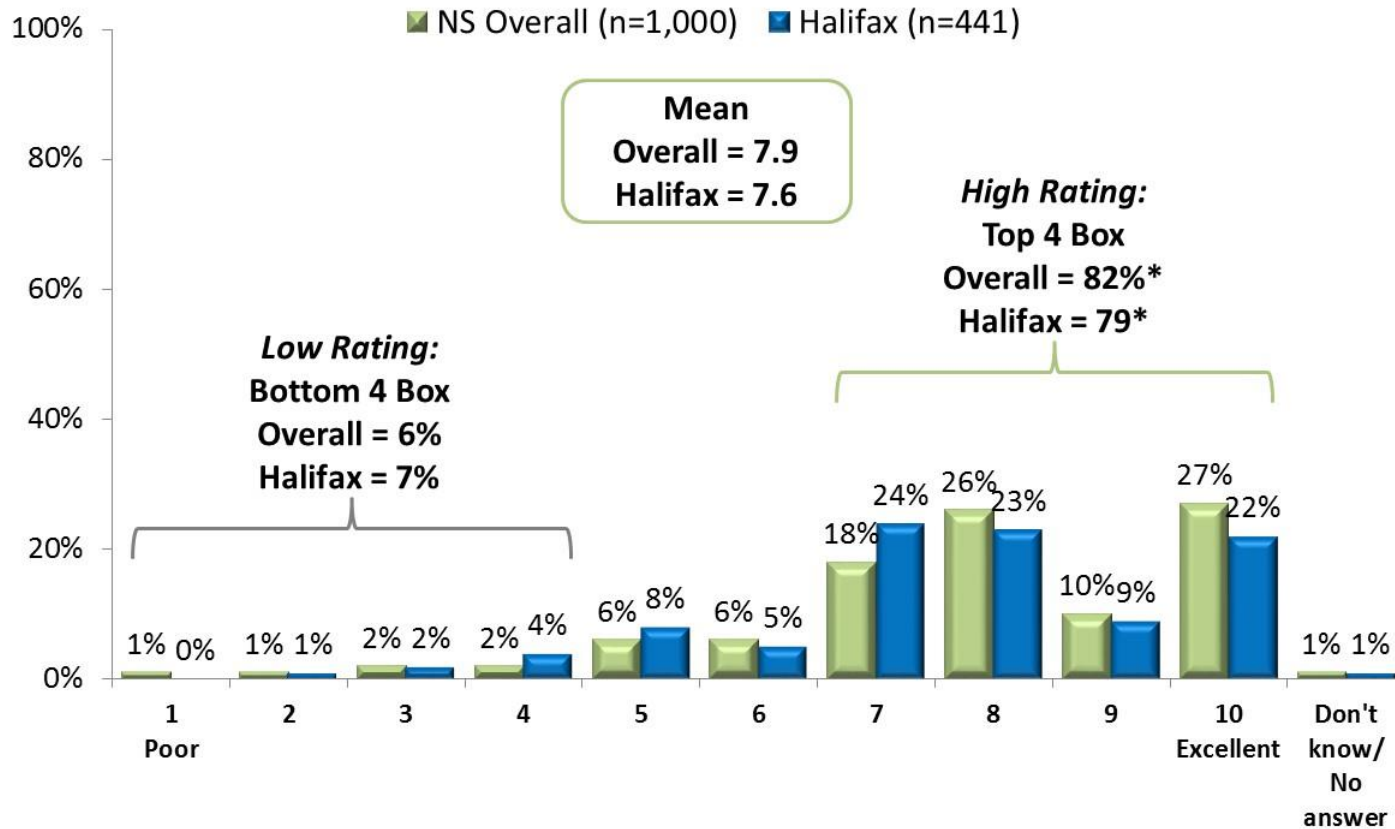
NS Overall vs. Halifax Results June 2015



Current Impressions of Nova Scotia



Nova Scotia as a Place to Live



Q.1: I would like to begin by asking you a few questions about Nova Scotia in general. On a scale of '1' to '10', where '1' is poor and '10' is excellent, how would you rate **Nova Scotia** as a place to live?

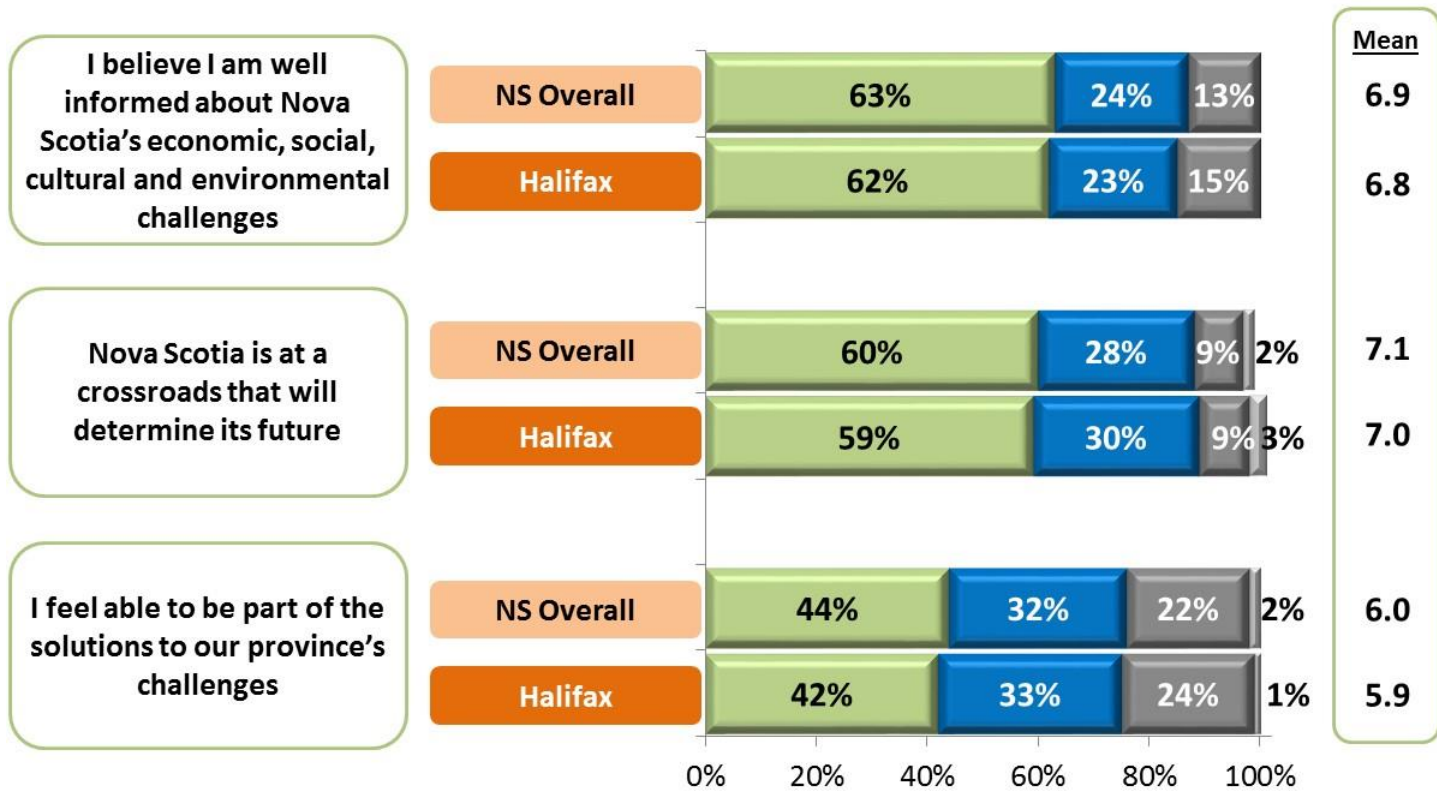
Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

*Due to rounding.

Feelings About Nova Scotia

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

■ Top 4 Box (7-10)
 ■ Mid 2 Box (5-6)
 ■ Bottom 4 Box (1-4)
 ■ Don't know



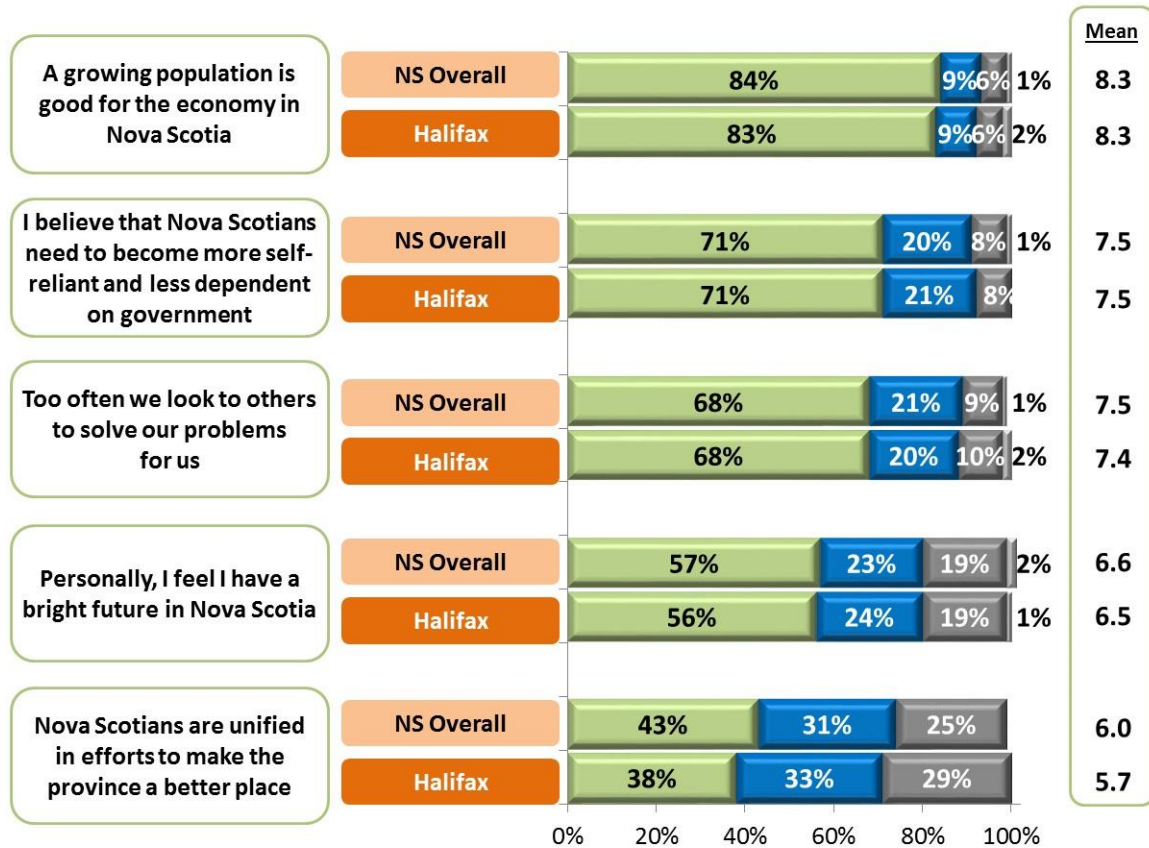
Q.2a-c: I am going to read a number of statements about how you may or may not feel about Nova Scotia. Using a scale of '1' to '10', where '1' is completely disagree and '10' is completely agree, please indicate the extent to which you either agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

Feelings About Nova Scotia

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

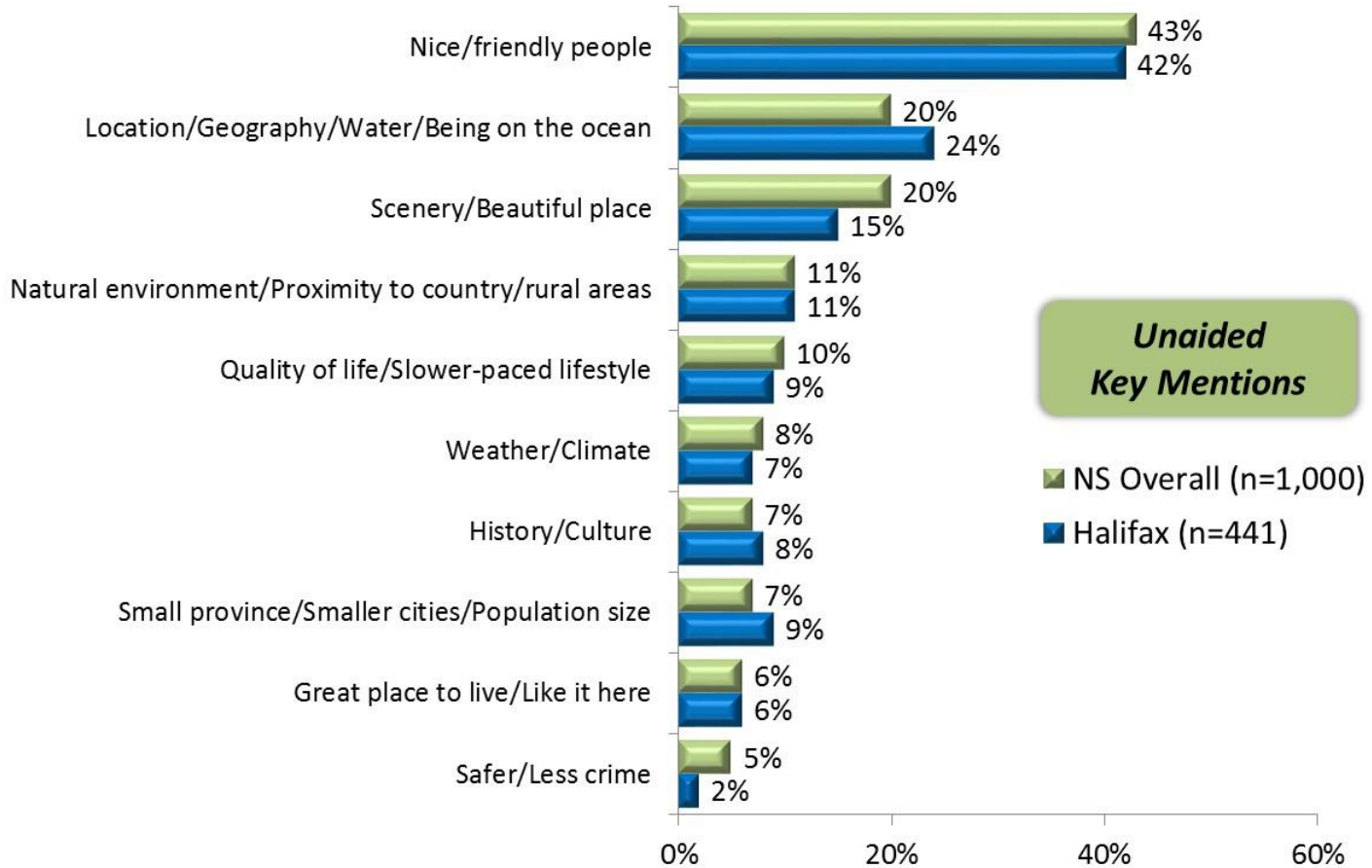
■ Top 4 Box (7-10) ■ Mid 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know



Q.2d-g, 11a: I am going to read a number of statements about how you may or may not feel about Nova Scotia. Using a scale of '1' to '10', where '1' is completely disagree and '10' is completely agree, please indicate the extent to which you either agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

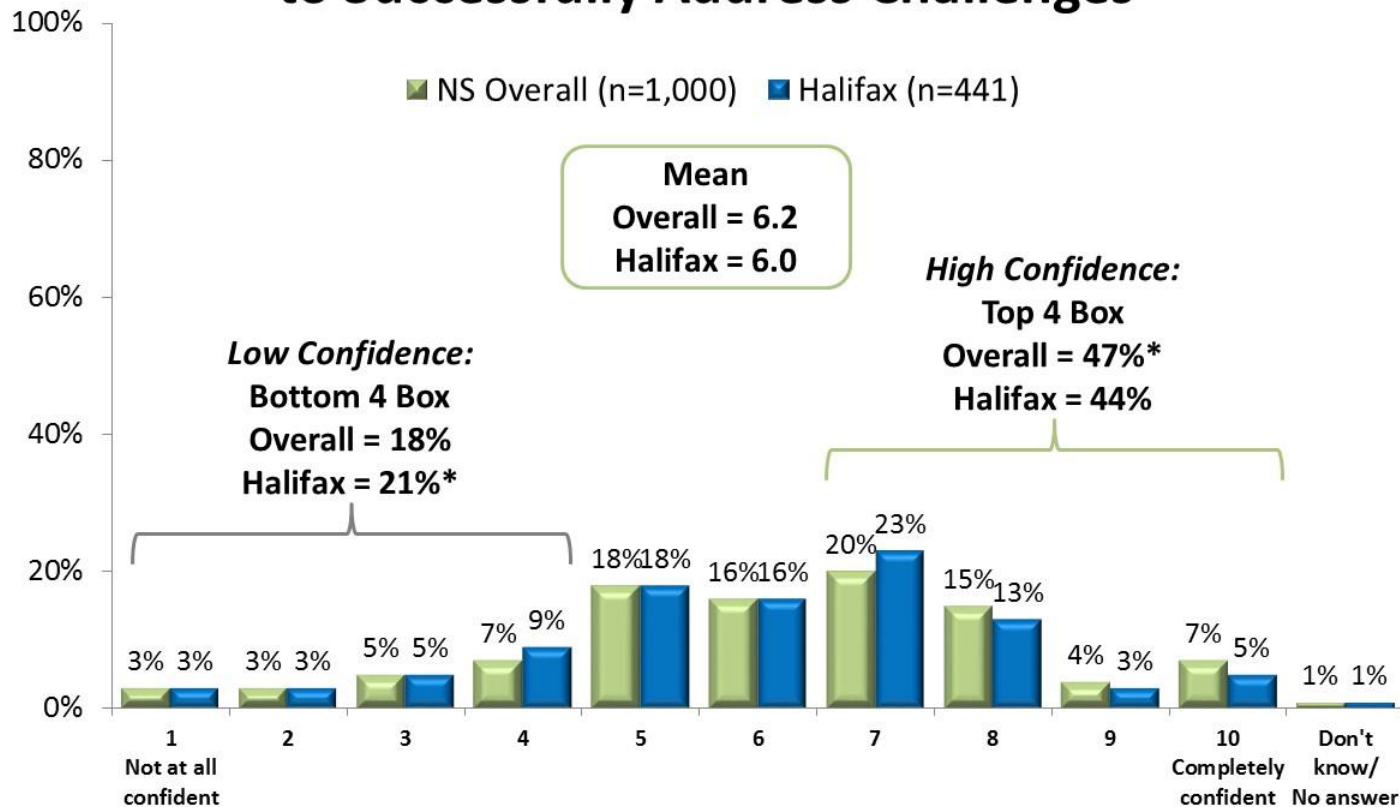
Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

What Makes Nova Scotia a Special Place to Live



Q.3: What do you think makes Nova Scotia a special place to live?

Confidence in Nova Scotia's Ability to Successfully Address Challenges



Q.4: On a scale of '1' to '10', where '1' is not at all confident and '10' is completely confident, how confident are you that Nova Scotia will be able to successfully address its challenges?

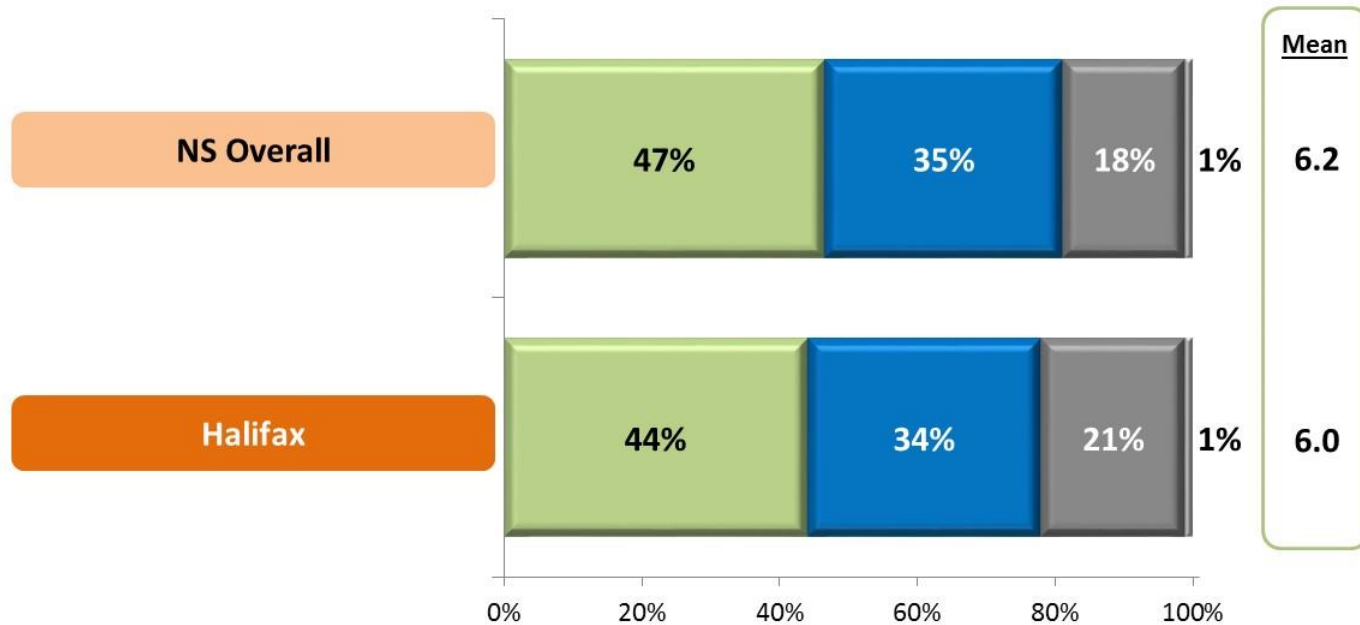
Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

*Due to rounding.

Confidence in Nova Scotia's Ability to Successfully Address Challenges

Rating on 10-pt Scale: 1=Not at all confident, 10=Completely confident

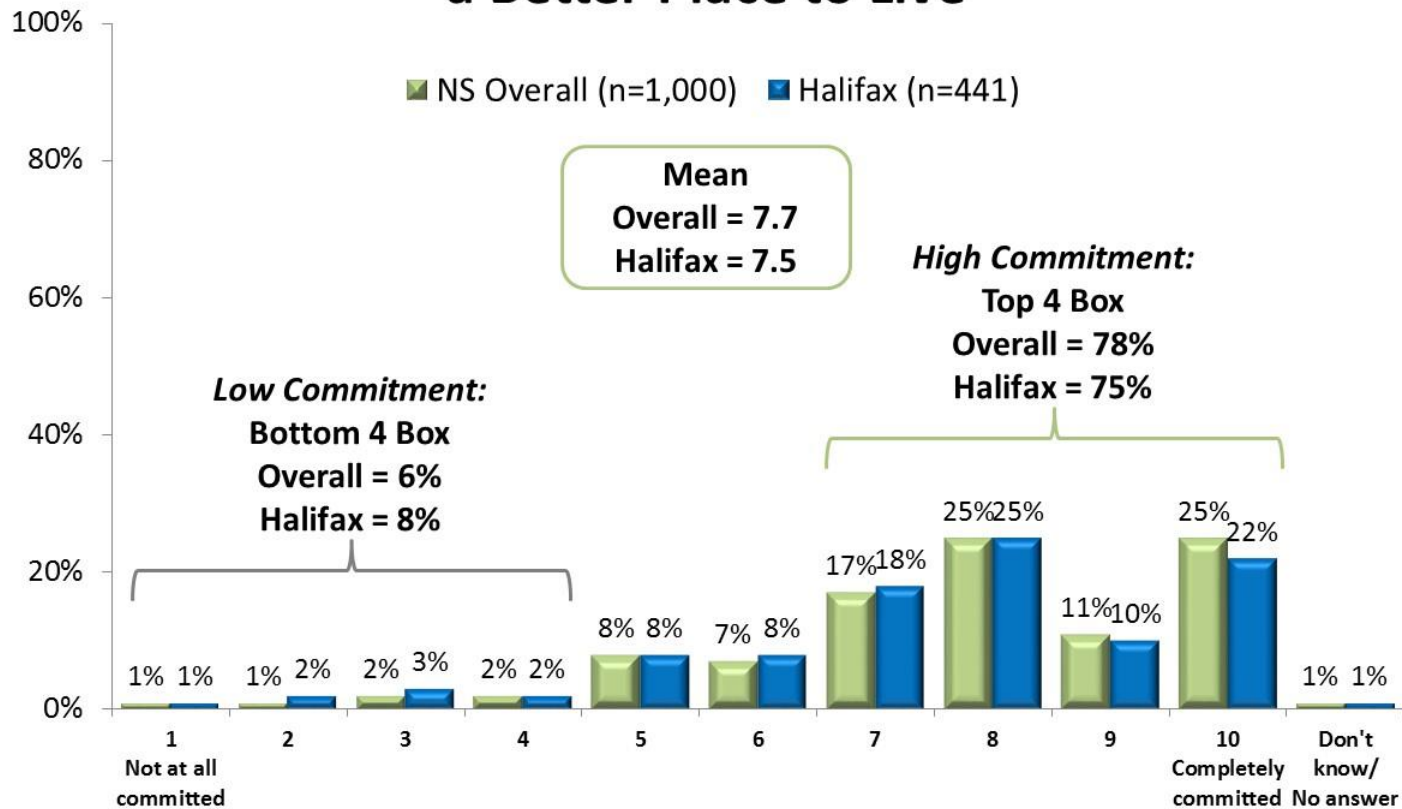
■ Top 4 Box (7-10) ■ Mid 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know



Q.4: On a scale of '1' to '10', where '1' is not at all confident and '10' is completely confident, how confident are you that Nova Scotia will be able to successfully address its challenges. (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

Personal Commitment to Working to Make Nova Scotia a Better Place to Live

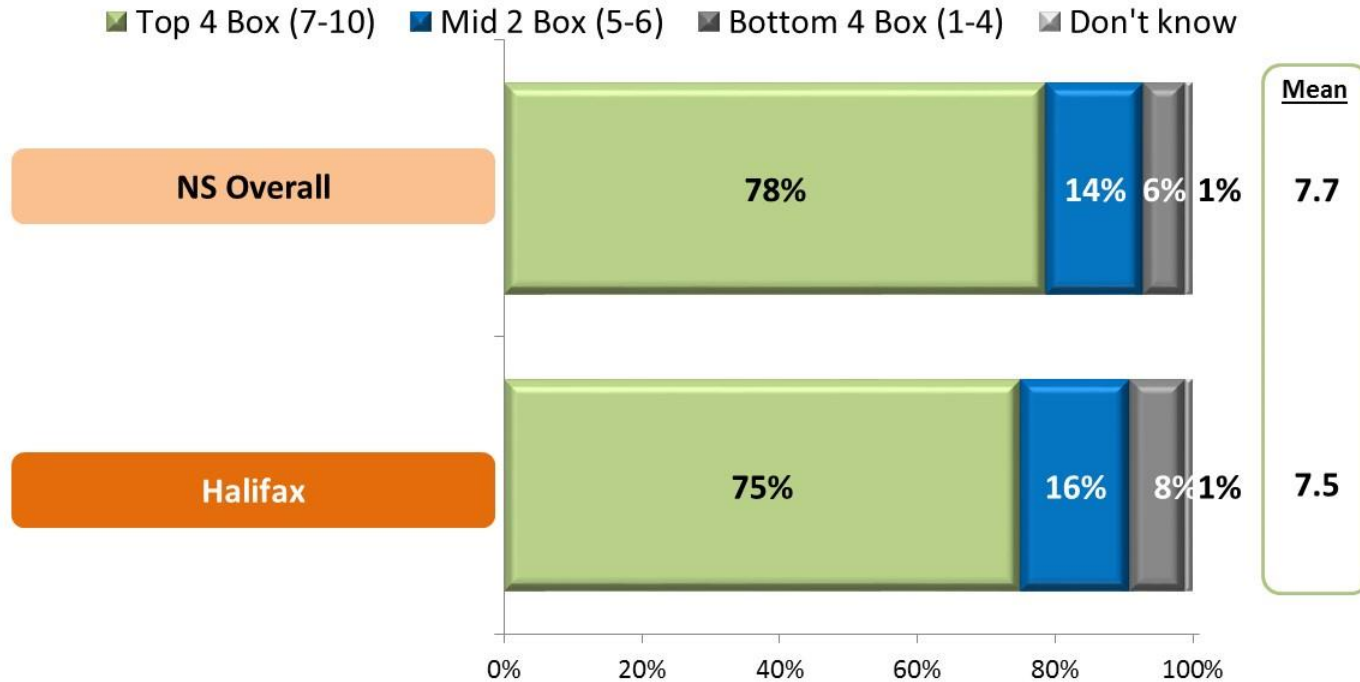


Q.5: On a scale of '1' to '10', where '1' is not at all committed and '10' is completely committed, how committed are you personally to working to make Nova Scotia a better place to live? (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

Personal Commitment to Working to Make Nova Scotia a Better Place to Live

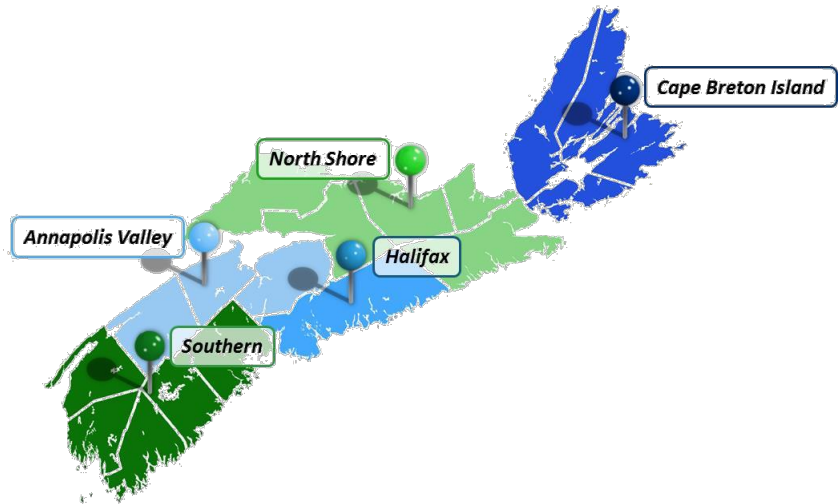
Rating on 10-pt Scale: 1=Not at all committed, 10=Completely committed



Q.5: On a scale of '1' to '10', where '1' is not at all committed and '10' is completely committed, how committed are you personally to working to make Nova Scotia a better place to live? (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

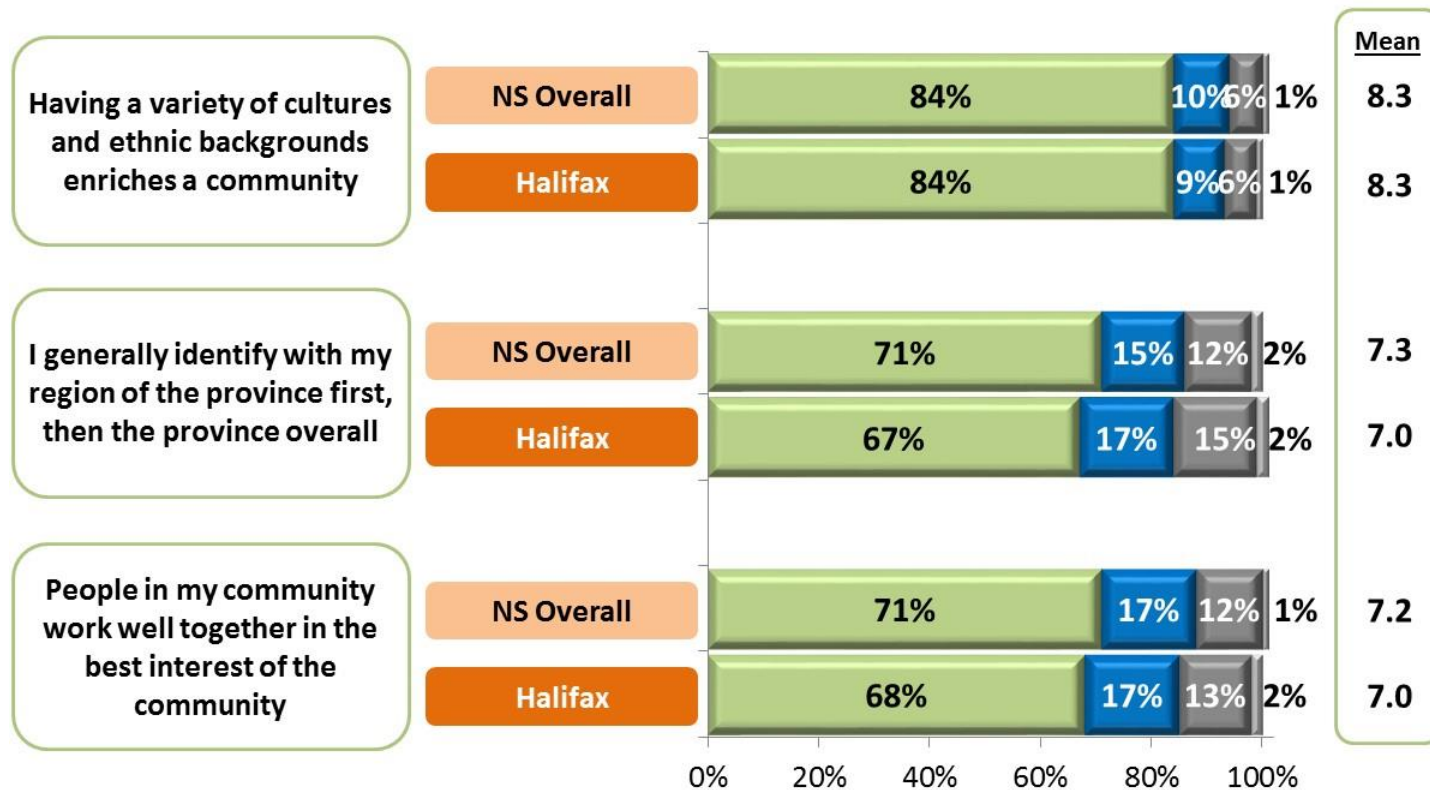
Community



Community

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

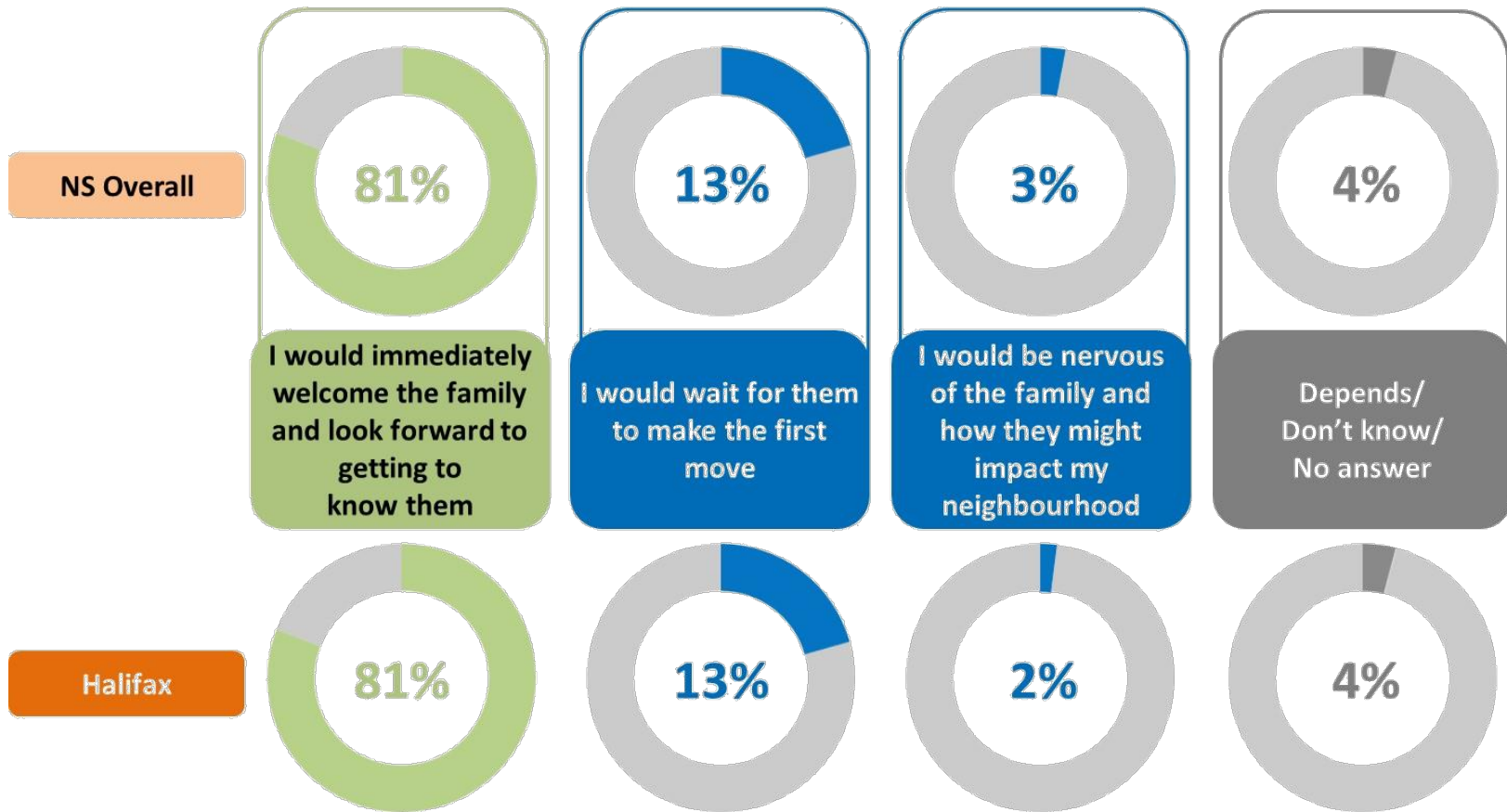
■ Top 4 Box (7-10)
 ■ Mid 2 Box (5-6)
 ■ Bottom 4 Box (1-4)
 ■ Don't know



Q.6a-c: Now thinking about your community...Using a scale of “1” to “10”, where “1” is completely disagree and “10” is completely agree, please indicate the extent to which you either agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

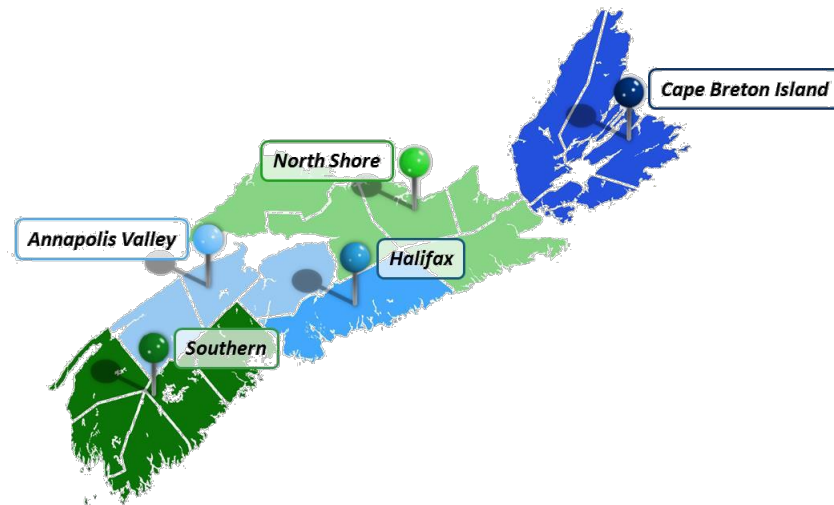
Note: Responses of ‘Don’t know/No answer’ are removed from the calculation of the Mean.

Best Describes Reaction if Family from Another Country Moved in Next Door



Q.7: Imagine for a moment that a family from another country moved in next door to you. Which of the following statements would best describe your reaction? (NS Overall, n=1,000) (Halifax, n=441)

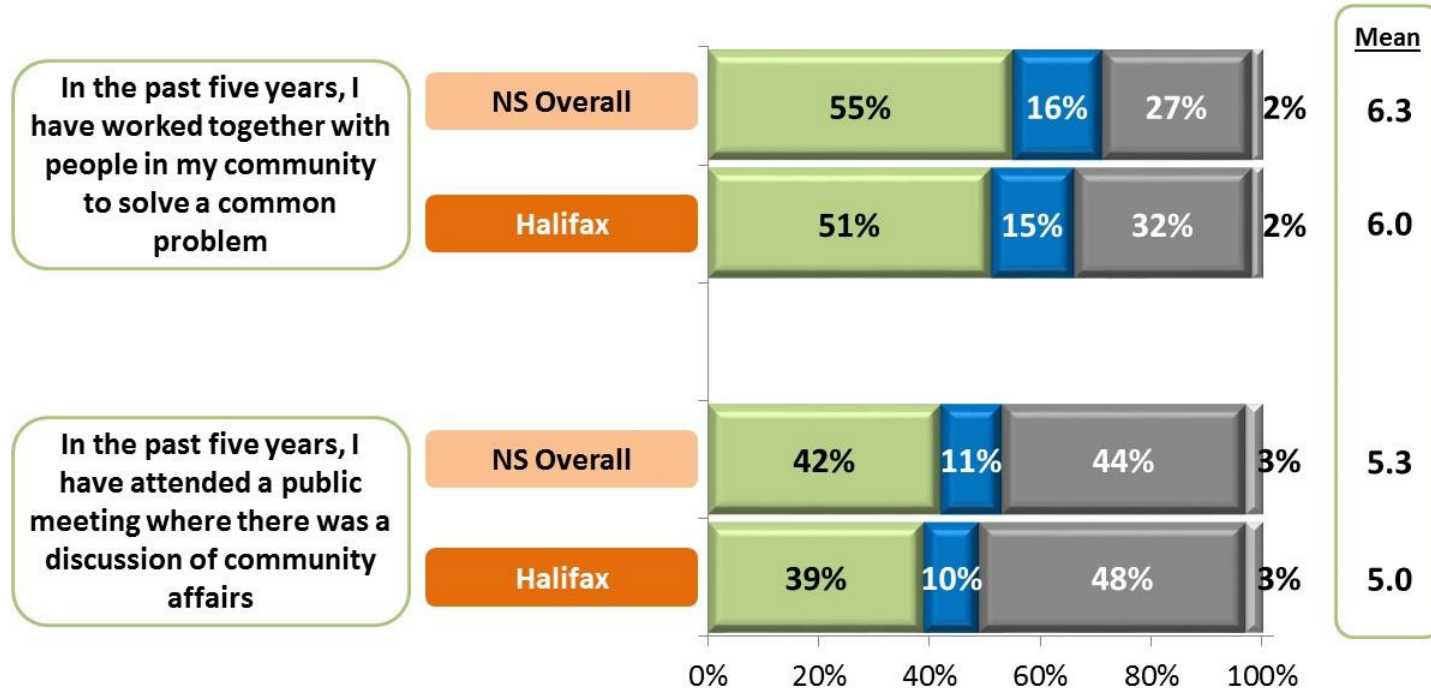
Community Involvement



Community Involvement

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

■ Top 4 Box (7-10) ■ Mid 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know



Q.8a-b: *Thinking now about your involvement in the community...*Please indicate to what extent you agree or disagree with each of the following statements – using the same 1 to 10 scale. Once again, a ‘1’ is completely disagree and ‘10’ is completely agree. (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of ‘Don’t know/No answer’ are removed from the calculation of the Mean.

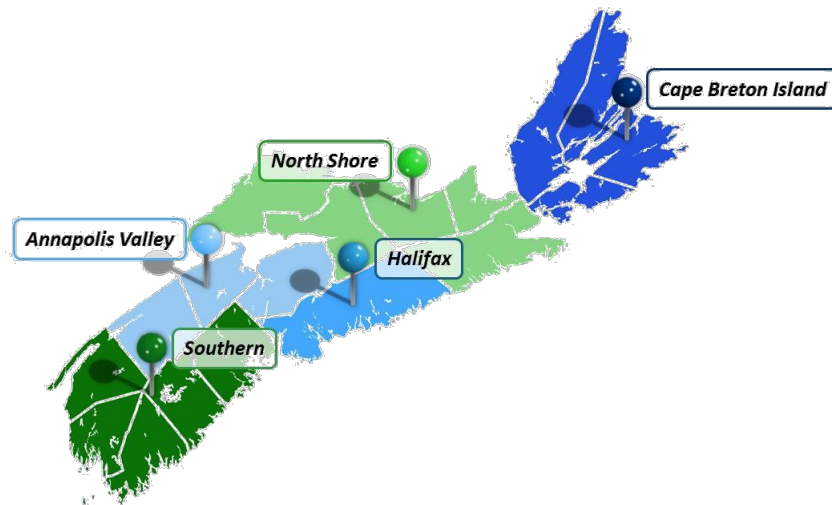
Active Volunteer



49%
Of the general population in Nova Scotia and
43%
of the general population on Halifax are active
volunteers, providing unpaid work in their communities

Q.9: Are you an active volunteer, providing unpaid work in your community? (NS Overall, n=1,000) (Halifax, n=441)

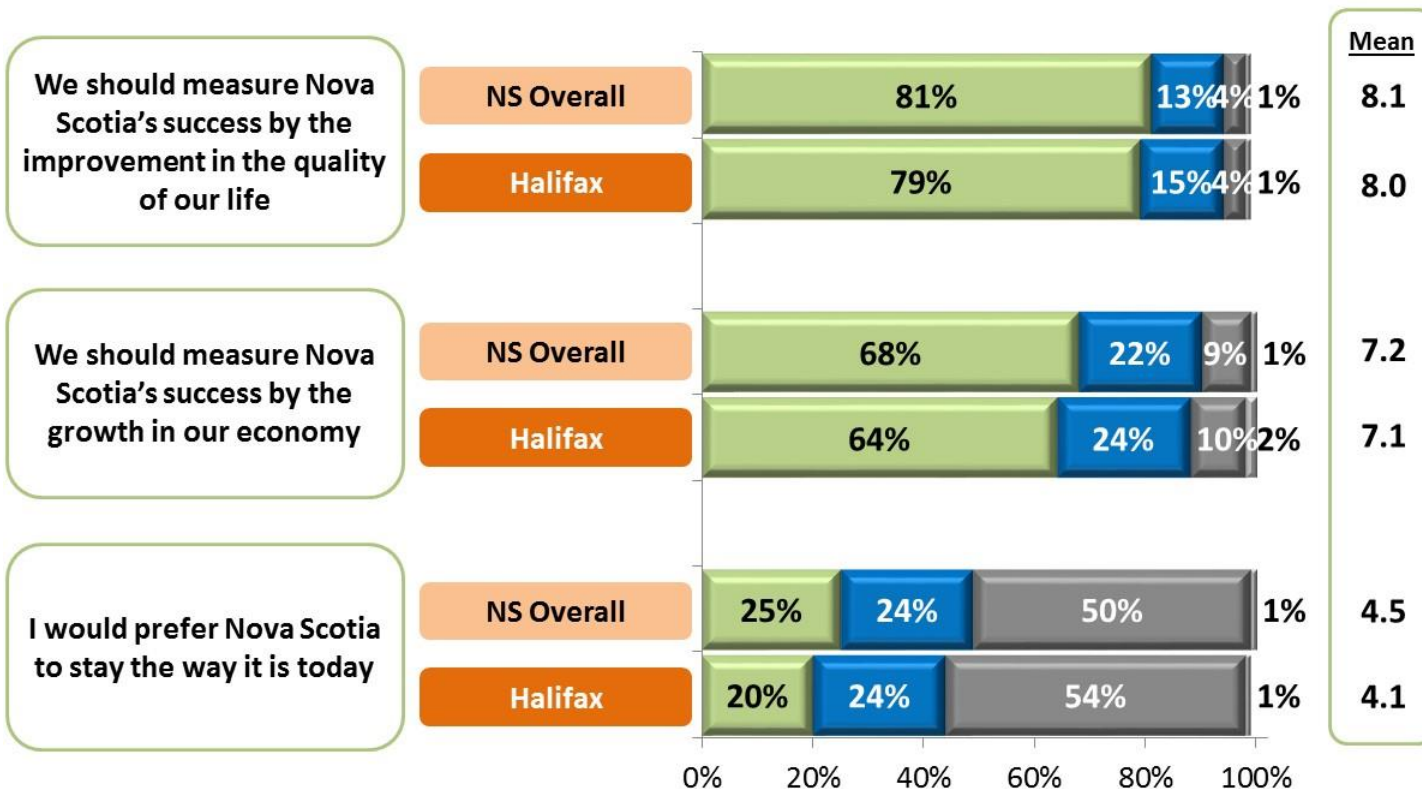
Looking Forward – Future of the Province



Looking Forward – Future of the Province

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

■ Top 4 Box (7-10) ■ Mid 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know



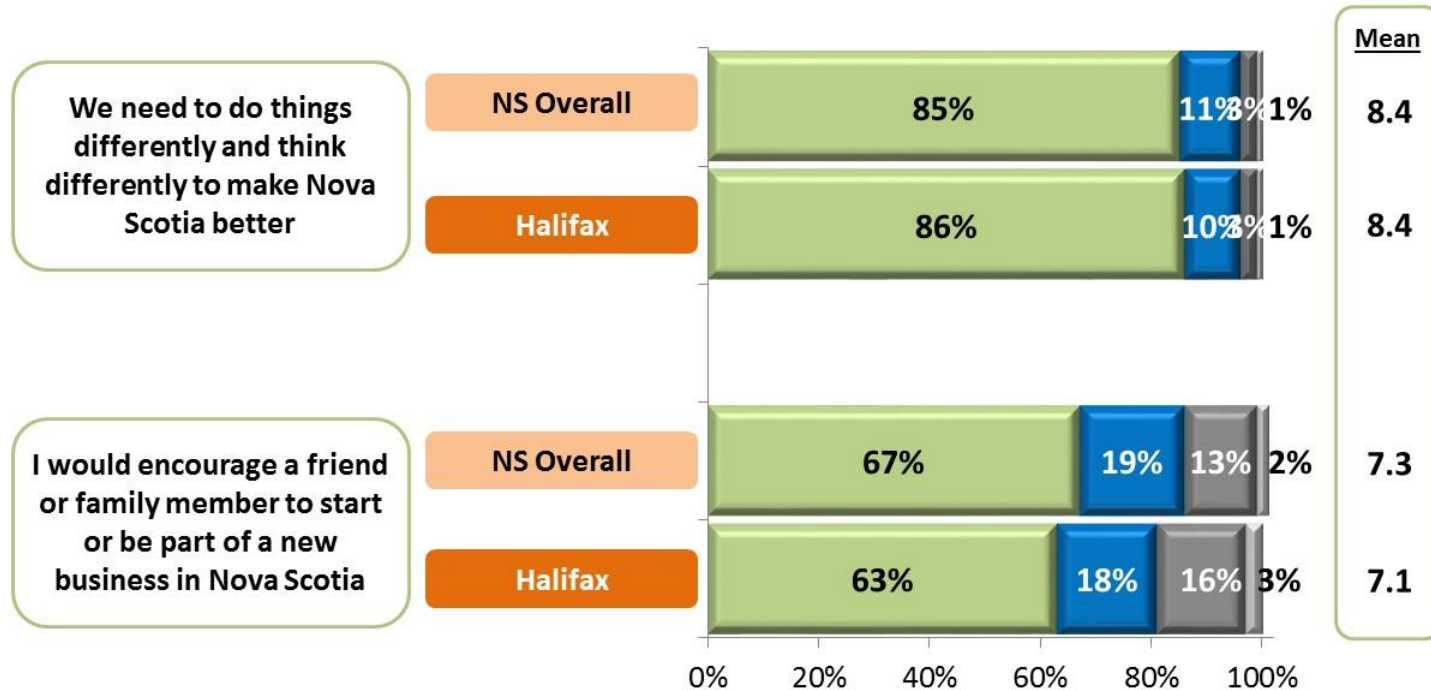
Q.10b,d,e: Now thinking about the future of the province...Using the same '1' to '10' scale, please indicate to what extent do you agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

Looking Forward – Future of the Province

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

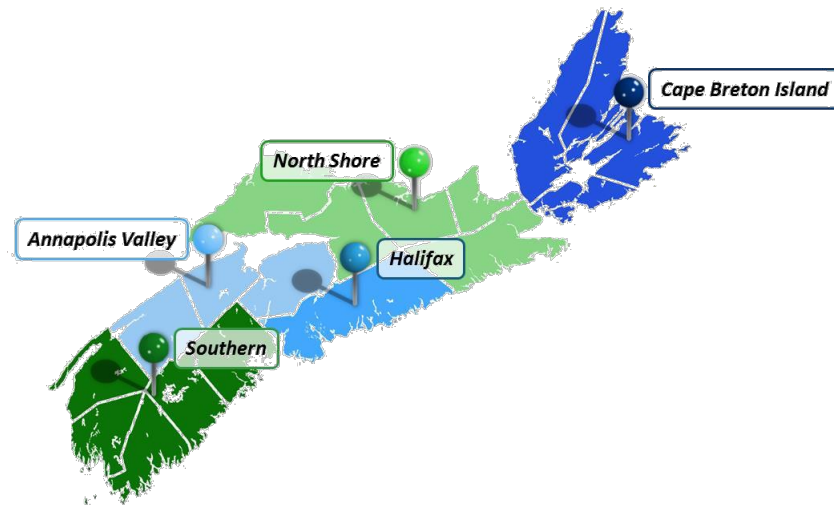
■ Top 4 Box (7-10)
 ■ Mid 2 Box (5-6)
 ■ Bottom 4 Box (1-4)
 ■ Don't know



Q.10a,c: Now thinking about the future of the province...Using the same '1' to '10' scale, please indicate to what extent do you agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

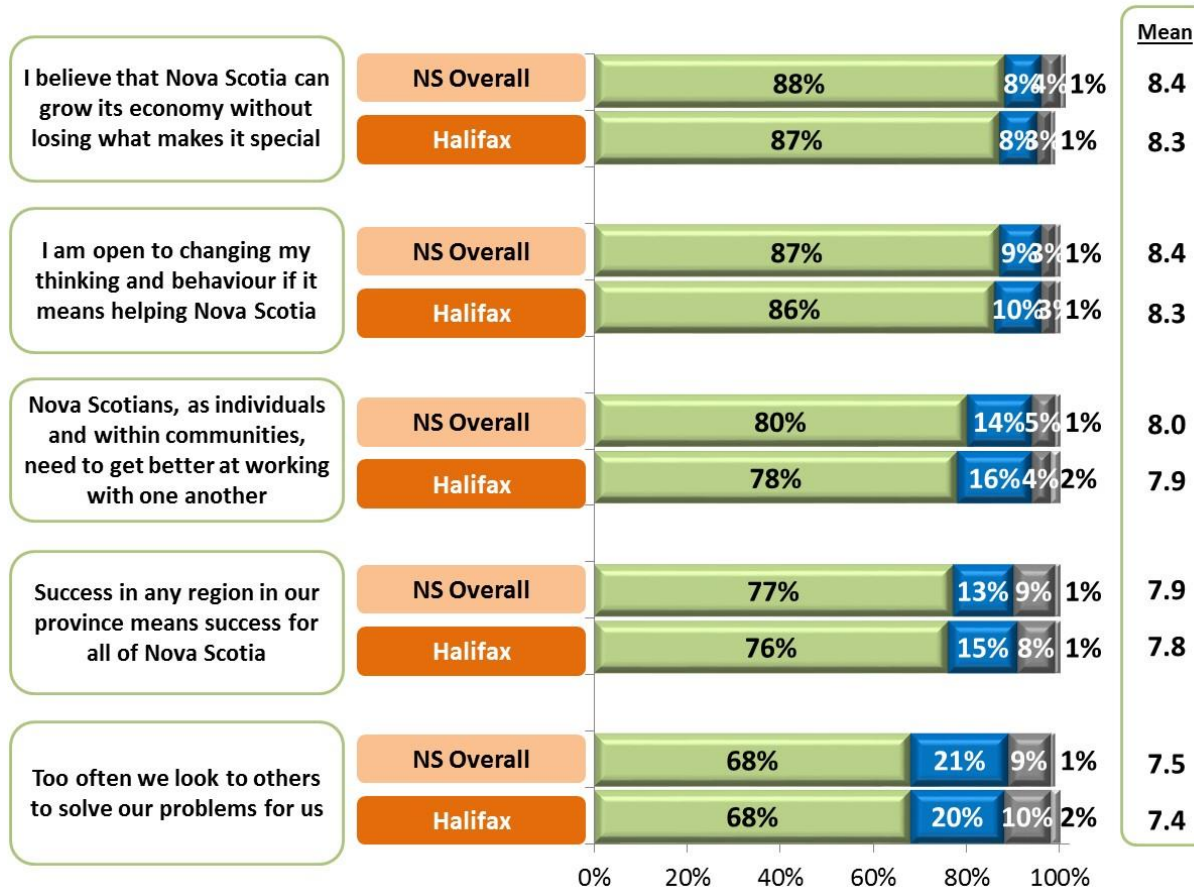
Looking Forward – Making Change



Looking Forward – Making Change

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

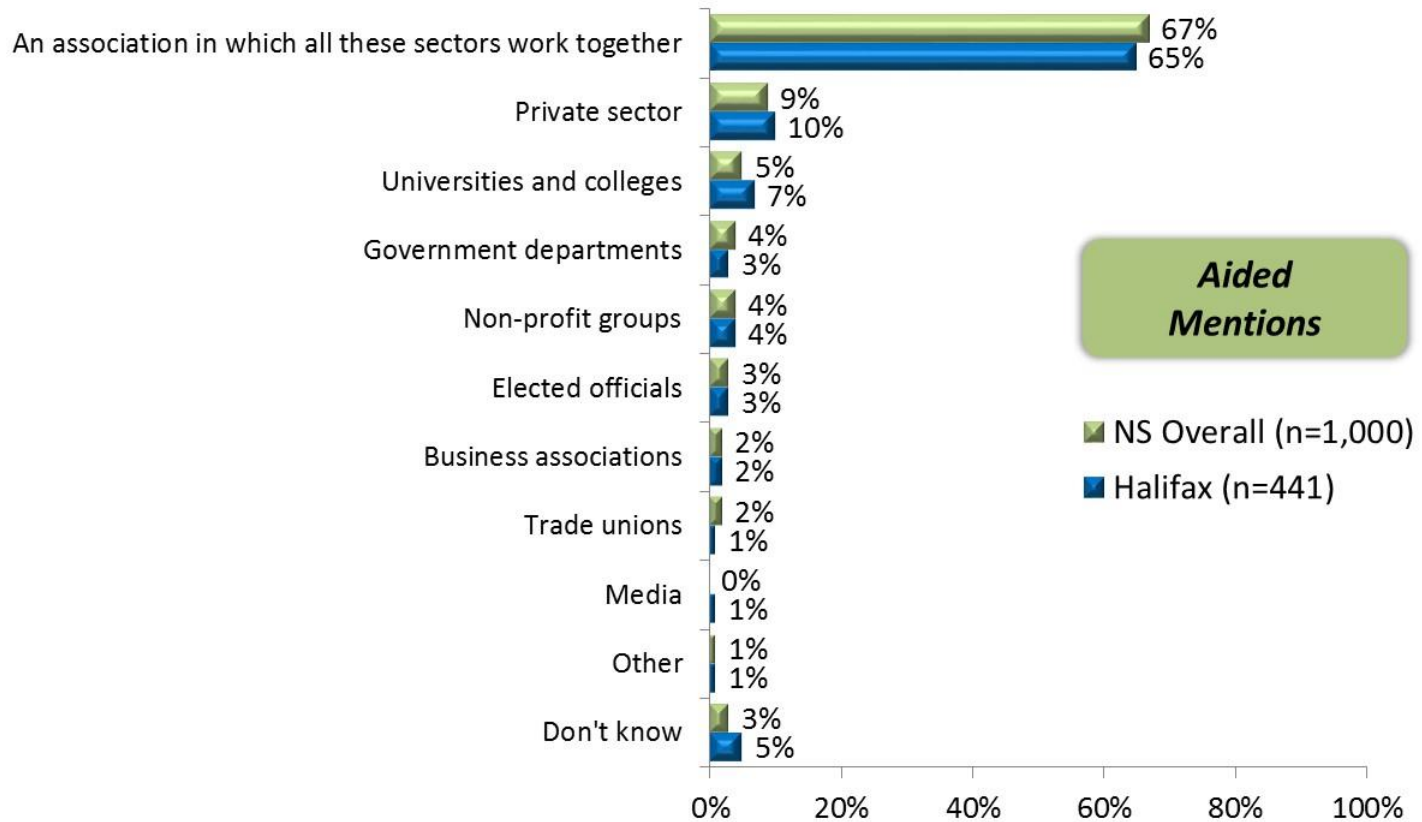
■ Top 4 Box (7-10) ■ Mid 2 Box (5-6) ■ Bottom 4 Box (1-4) ■ Don't know



Q.11a,b,c,d,e: *And thinking of making change...* Using the same '1' to '10' scale, please indicate to what extent do you agree or disagree with each of the following statements. (NS Overall, n=1,000) (Halifax, n=441)

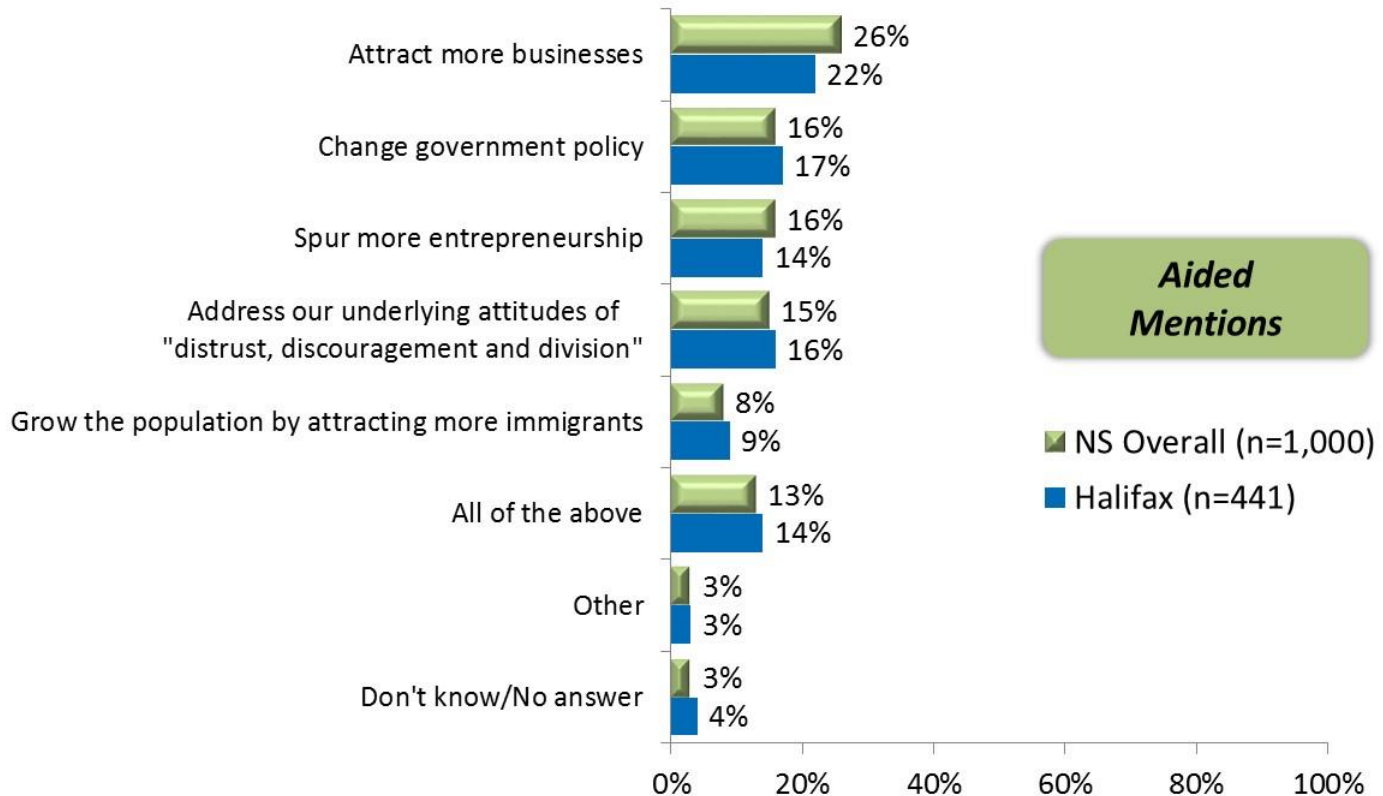
Note: Responses of 'Don't know/No answer' are removed from the calculation of the Mean.

Group Considered Most Credible in Leading Change in Nova Scotia



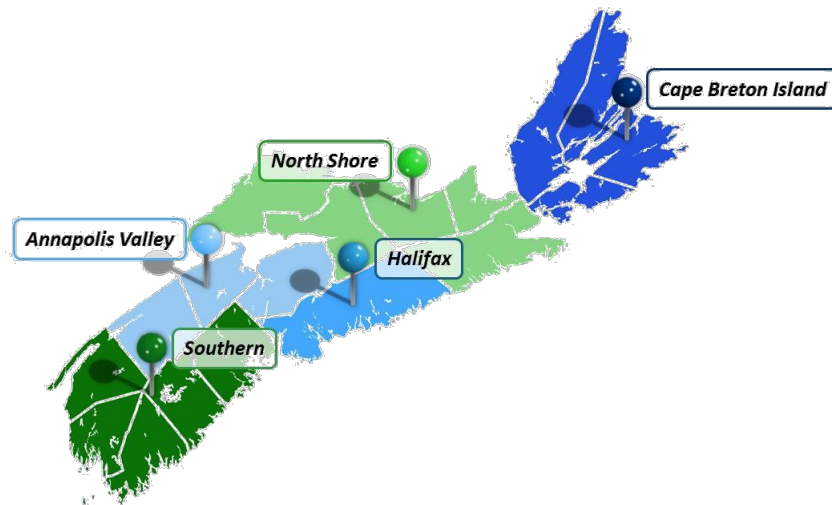
Q.12: Which one of the following groups do you consider the most credible in terms of leading change in Nova Scotia?

Action Considered First Step Forward to Solve Nova Scotia's Problems and Build a Better Future



Q.13: In your opinion, which one of the following actions is the first step forward to solve Nova Scotia's problems and build a better future?

Demographic Characteristics



Demographic Characteristics

Gender



	NS Overall	Halifax
	(n=1,000)	(n=441)
Male	48%	47%
Female	52%	53%
	(n=1,000)	(n=441)
18 to 24	11%	13%
25 to 34	14%	16%
35 to 44	16%	18%
45 to 54	20%	22%
55 to 64	18%	16%
65 years or over	20%	15%
<i>(Valid % only)</i>	(n=853)	(n=368)
Less than \$25,000	16%	13%
At least \$25,000, but less than \$50,000	25%	16%
At least \$50,000, but less than \$75,000	20%	21%
At least \$75,000, but less than \$100,000	16%	19%
At least \$100,000, but less than \$200,000	20%	27%
\$200,000 or more	3%	5%

Age



Household Income



Employment status



Region



Education



	NS Overall	Halifax
	(n=1,000)	(n=441)
Employed full-time, that is, at least 30 hours per week	48%	51%
Employed part-time, that is, less than 30 hours per week, by choice	12%	15%
Not employed, but actively looking for full-time work	2%	1%
Not employed, but actively looking for part-time work	2%	2%
Not actively looking for work due to other family obligations such as elder or child care	6%	6%
Not actively looking for work	27%	22%
Refused	3%	3%
	(n=1,000)	(n=441)
Halifax	47%	100%
North Shore	16%	-
Cape Breton	14%	-
Southern	12%	-
Annapolis Valley	11%	-
<i>(Valid % only)</i>	(n=987)	(n=435)
Graduated high school/vocational or less	32%	23%
Some community/technical college	4%	4%
Graduated community/technical college	20%	17%
Some university	7%	10%
Graduated university	25%	31%
Post graduate degree	12%	14%
Other	1%	0%



engage

NOVA SCOTIA

**Community Planning &
Economic Development
Committee**

Halifax Regional Municipality
April 21, 2016

One Year Ago

February 12, 2015 – CPED Standing Committee moves and approves that:

"Halifax Regional Municipality, working closely with the Halifax Partnership (HP), 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."



Our Agreement

The Grant shall be used by Engage Nova Scotia to fund only the following work:

- a. A symposium on economy, attitude and wellbeing to be held in 2015;
- b. A survey on the attitudes of Nova Scotians towards change and economic development to be conducted in 2015; and
- c. A survey on community wellbeing to be completed in conjunction with the Canadian Index of Wellbeing.



Our Agreement

The Grant shall be used by Engage Nova Scotia to fund only the following work:

- a. A symposium on economy, attitude and wellbeing to be held in 2015**





STEPPING UP

LET'S TAKE CHARGE OF OUR FUTURE!

A one-day province-wide conference

Sydney • Antigonish • New Glasgow • Tatamagouche • Amherst
Truro • East Hants • Greenwich • Middleton • Yarmouth • Halifax
Chester



<https://youtu.be/vBMpwCE22Gw>



Our Agreement

The Grant shall be used by Engage Nova Scotia to fund only the following work:

- b. A survey on the attitudes of Nova Scotians towards change and economic development to be conducted in 2015;**





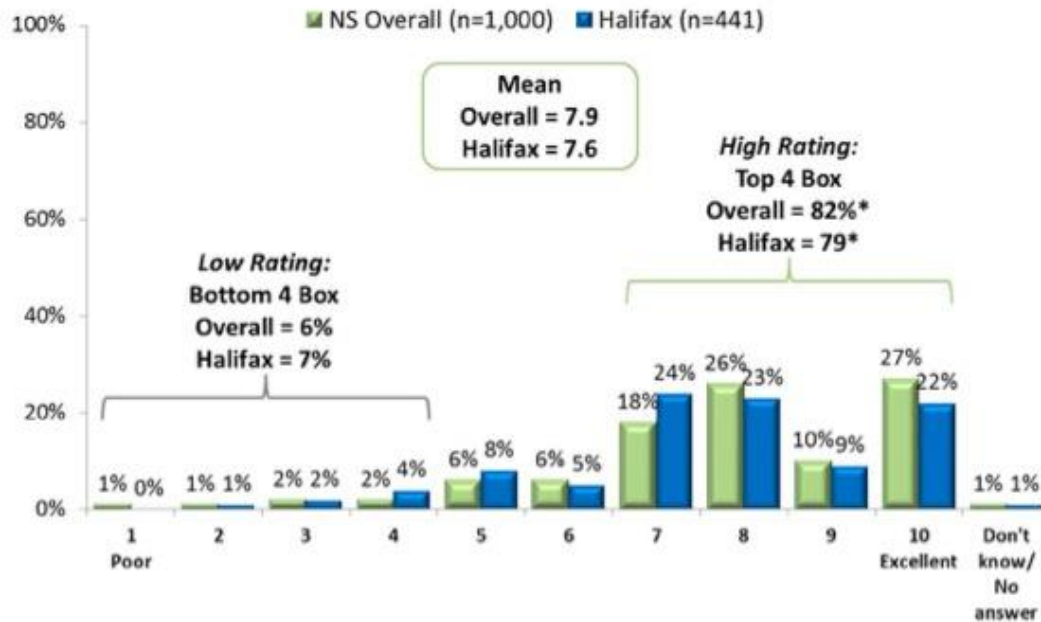
Cultural Levers for Change Research Study



Summary Report of Results June 2015



Nova Scotia as a Place to Live



Q.1: I would like to begin by asking you a few questions about Nova Scotia in general. On a scale of '1' to '10', where '1' is poor and '10' is excellent, how would you rate *Nova Scotia* as a place to live?

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*Due to rounding.

Our Agreement

The Grant shall be used by Engage Nova Scotia to fund only the following work:

- c. A survey on community wellbeing to be completed in conjunction with the Canadian Index of Wellbeing.**





Canadians for a New Partnership, Treaty Education Nova Scotia and Engage Nova Scotia are pleased to invite you to a public forum on **building a renewed relationship between Aboriginal and all other Nova Scotians.**

The morning will include remarks by the **Right Honourable Paul Martin** and **AFN National Chief Perry Bellegarde.**

November 16th, 8:15 AM -12:30 PM
Paul O'Regan Hall in the Halifax Central Library
5440 Spring Garden Road, Halifax

We are endeavouring to ensure that this event is accessible to people with hearing, vision, or mobility issues. If you need assistance in any of these areas, please contact us.

Please RSVP by November 10th





Share
Thanksgiving

The Year Ahead

1. Advance understanding of culture and attitude
 - Dive deeper (HRM), e.g. youth, regionalism
 - Spark a province-wide conversation
 - Laying the foundation for a new narrative
2. Bridge divides
 - Urban/rural
 - Sector to sector
 - Under-represented groups
3. Create a more welcoming NS/HRM
 - Share Thanksgiving



Questions?

