



P.O. Box 1749
Halifax, Nova Scotia
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Item No. 3
**Community Planning and Economic
Development Standing Committee**

July 19, 2018

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

Original Signed

SUBMITTED BY:

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

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: June 18, 2017

SUBJECT: Engage Nova Scotia Update

INFORMATION REPORT

ORIGIN

September 20, 2016: MOVED by Councillor Mosher, seconded by Councillor Karsten that Halifax Regional Council:

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

Motion put and passed unanimously.

LEGISLATIVE AUTHORITY

Halifax Regional Municipal Charter

Power to expend money

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

(av) a grant or contribution to

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

BACKGROUND

Established in 2012, Engage Nova Scotia (Engage) is a charitable organization that seeks to improve the quality of life and economic conditions of Nova Scotians and make the province more collaborative, inclusive, and resilient. To these ends, Engage:

- works with the Canadian Index of Wellbeing to develop a fuller picture of the wellbeing of Canadians and Nova Scotians more specifically;
- fosters stronger relationships between governments, community groups, and citizens' through planning workshops;
- coordinates the Share Thanksgiving program that connects newcomer families and international students with Nova Scotians; and,
- fosters a network of "newly engaged change-makers in Nova Scotia."

Over the three fiscal years from 2014 to 2017, the Municipality granted \$50,000 annually to Engage to support its work in the municipality. A grant agreement outlined how the funds could be used.

Engage and HRM signed an updated Grant Agreement (Attachment 1) on December 7, 2016. It stipulates that the following activities should be undertaken with the 2016-17 monies:

- a) work with and support communities, including within HRM, who are pioneering collaborative, citizen-engaged approaches to addressing shared social, economic and environmental challenges.
- b) take the lead on building a cross-sector coalition of partners to undertake province-wide, regionally-specific research measuring Nova Scotians' perceptions of wellbeing across a variety of interconnected domains.
- c) introduce ideas and practices from around the world aimed at increasing engagement and collaboration between sectors;
- d) share training and tools in support of these objectives; and
- e) amplify and build connections between work being done across the province and in the Halifax Regional Municipality.

HRM staff provided an interim update on Engage's activities to the Community Planning and Economic Development Standing Committee in July 2017.

DISCUSSION

This report outlines Engage's activities in 2017 in fulfilment of the 2016-17 grant agreement. As Engage's 2016-17 final report (Attachment 2) submitted to HRM indicates, municipal funding enabled the organization to deliver three core programs:

- **Municipal Engagement Clinics.** Between May and November 2017, Engage delivered five day-long public engagement clinics with mayors, wardens, councillors, and senior municipal staff from across the province. Clinics focused on how to create meaningful community engagement strategies.
- **Share Thanksgiving.** In 2017, Share Thanksgiving was an opportunity for hosts to welcome newcomer families and international students to Thanksgiving dinner, and for newcomers to

experience Nova Scotia culture and hospitality. As was the case in 2016, Engage focused on serving Syrian refugees in HRM. Over both years, more than 2,300 people shared Thanksgiving dinner through the program.

- **Nova Scotia Quality of Life Index and Survey.** Engage continued to retain the Canadian Index of Well-Being to conduct a comprehensive, two-phase research project to measure quality of life in Nova Scotia. The Nova Scotia Index of Well-Being, to be released in 2018, will track Nova Scotians' quality of life in eight thematic areas -- community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards, and time use. This work is meant to complement the research compiled by the Halifax Partnership in its Halifax Index.

Engage did not receive any funding from HRM in 2017-2018.

FINANCIAL IMPLICATIONS

Engage used its entire 2016-17 grant from HRM. There are no financial implications in this report.

COMMUNITY ENGAGEMENT

While there was no community engagement in the development of this report, community engagement is a cornerstone of Engage's work.

ATTACHMENTS

1. Grant Agreement Between Halifax Regional Municipality and Engage Nova Scotia
2. Engage Nova Scotia Report to the Council of the Halifax Regional Municipality (December 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: Jake Whalen, Senior Advisor, Economic policy & Development, 902.490.2349

GRANT AGREEMENT

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

BETWEEN:

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

OF THE FIRST PART

- and-

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

OF THE SECOND PART

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

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

Definitions

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

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

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

Term

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

Grant

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

Use of Grant

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

Reporting Requirement

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

Acknowledgement

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

Future Funding

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

General

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

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

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

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

SIGNED AND DELIVERED:

**ENGAGE NOVA SCOTIA CIVIC
ENGAGEMENT SOCIETY**

Witness

Per: _____

Witness

Per: _____

I/we have authority to bind the Society

HALIFAX REGIONAL MUNICIPALITY

Witness

Per: _____
Mayor

Witness

Per: _____
Municipal Clerk

I/we have authority to bind the Municipality

Report to
the Council of the
Halifax Regional Municipality

December 14, 2017



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

December 14, 2017

Dear Chris:

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

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

The following is a final report on our work throughout the year. It describes a range of projects that collectively address these goals – most from multiple perspectives; and supplements an interim report in the same format delivered in April. Together with our many partners from the social, governmental, business and academic sectors, we believe we have contributed significantly to helping build a more collaborative, inclusive and adaptive Halifax and Nova Scotia over the course of 2016/17.

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

Sincerely,

Original Signed

Danny Graham
Chief Engagement Officer

PROJECT OBJECTIVES & RESULTS AT A GLANCE

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

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

MUNICIPAL ENGAGEMENT CLINICS

May 10, Sept 20, October 11 & 17, Nov 20

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

Project Description

Vibrant communities engage citizens to inform decisions, address issues and create opportunities. But it can be challenging to create and maintain the conditions for this kind of ongoing public engagement.

Following Nova Scotia's 2016 municipal elections there was a nearly 50% turnover of elected officials. This resulted in hundreds of councillors who were new to their role and are now responsible for managing local services, facilities, infrastructure and expectations.

Fortunately there remains a lot of experience at the table along with a renewed sense of citizen involvement in many communities across the province. At Engage Nova Scotia, we are noticing great progress when partnerships exist between citizens, community organizers, businesses and local government.

Over the past year, Engage has supported the continued growth of these partnerships, starting by connecting municipal leaders and staff with skills and hands-on experience with public engagement. Since May 2017, Engage has worked with mayors, wardens, councillors and senior staff from more than 30 separate municipalities by offering day-long public engagement clinics in large group settings as well as small, local gatherings.

Our first clinic, on May 10 in Lochaber was on the shoulders of the UNSM Spring Conference in Antigonish. It "sold out" with the participation of more than 50 municipal officials and staff, and featured HRM's Jacob Richie as a presenter. Together, they explored topics such as how to kickstart public engagement, build community partnerships, create meaningful engagement strategies and build trust within communities.

The clinic was designed as an opportunity to share stories of success and failure, as well as current thoughts and aspirations relating to public engagement.

By request, we were invited to broaden the reach of this clinic by re-offering four more times around the province. Using a more dedicated and regional approach, the sessions addressed unique topics that were relevant and timely for each municipality, such as:

Activating voices beyond the vocal majority;
Collaboration versus control in conversations between citizens and government;
Engaging in the online common, social media and other tools; and
Managing expectations and defining your promise.

Evaluation

98% of participants reported they were more likely to undertake or change their approach to public engagement specifically because of these clinics. Specific plans included:

“To increase internal capacity and have a more organized/strategic approach to engagement. To continue to build a culture of engagement - build trust!”

“To stop doing episodic/topic-based engagement sessions AND to train our new staff (all staff) on more ways to engage the public beyond traditional formal sessions. I want for Kings County to work closer with our municipal partners and resource share more. We can build a shared capacity.”

“To get community engaged in a community activity related to the municipality.”

“Using the tools learned today to try to better engage my community. Knowing how to reach your target audience, using the best meeting format for that audience.”

Engage looks forward to continuing this work in the new year with resources and support for a number of municipalities who are making efforts to broaden public engagement as a foundation for their planning and decision making processes.

In HRM, this could take the form of supporting district-specific or pan-regional engagement exercises in support of the region’s commitment to enhancing the quality of life of all its residents. Engage has particular experience with designing programs that are inclusive of a broad range of people across traditional demographic and cultural boundaries.

SHARE THANKSGIVING 2016 AND 2017

With a Special Focus on Syrian Refugees in HRM

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

Program Description

In its third (2016) and fourth (2017) years, Share Thanksgiving has been an opportunity for hosts to welcome a newcomer family or international student to Thanksgiving dinner, and for newcomers to experience Nova Scotia customs and hospitality.

More people than ever before signed up to participate, with a particular bump in 2016 to accommodate the large number of newly-arrived Syrian refugee families. International Students made up an amazing 65% of all applications, thanks to the support of their campus international centres. Additionally, events like the Mayor's Welcome Reception for International Students led to the majority of applications coming from Halifax universities.

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

Pier One Community Dinner (2016)

In 2016, we had so many guest applications – particularly from large Syrian families of 6 or more members – that we could not match all the families. The result was Share Thanksgiving 2: A Community Dinner for 440 hosted by Engage Nova Scotia, ISANS and Scotiabank on November 22 at Pier 21 in Halifax.

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

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

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

Evaluation

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

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

All evidence points to this being more than a one-time, feel good exercise. When we surveyed participants last year, more than 50 percent said they had continued to stay in touch with the people they met. And when we asked this year's participants, 85 percent said they intended to reconnect with the people they met. These are the tangible ties that bind a community together.

Over both years, more than 2300 people shared Thanksgiving dinner, and 84% rated the event a 5 out of 5.

2017 Guest and Host Feedback:

"The overall experience is just awesome. The host showed us around their house and farm. We then drove to their cabin and walked on the beach. Their kids are terrific and we played so many games together. The conversations we engaged were meaningful and inspiring. They welcomed me with all their heart and time just fly when we were together." - Yameng He

"Thanks for giving me and my family this valuable opportunity to meet new people and to have a place to share our first Thanksgiving in Canada." - Fernando Sucre

"My guest was excited to be participating in the celebration and this was a new experience for her. I think just giving her a new experience that she will remember and be able to share with her friends and family was my most enjoyable memory." - Anna-Marie Hubbard

"Our Chinese student guests had heard about the famous pumpkin pie dessert, but had never tried it. When we pulled out the pie, and served up Chinese tea, they were thrilled. A walk into the woods near a lake with the brilliantly-coloured leaves topped off the afternoon." - Andrea Redmond

NOVA SCOTIA QUALITY OF LIFE INDEX AND SURVEY

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

Project Description

We believe that if we treasure it, we should measure it. And that's particularly true when it comes to quality of life.

That's why Engage Nova Scotia has retained the Canadian Index of Wellbeing to conduct a comprehensive, two-phase research project to inspire evidence-based ideas for positive change and act as a collaborative foundation for activating them.

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

Phase 1 of this multi-year project will centre around the release of a Nova Scotia Index of Wellbeing in the spring of 2018. This report will identify trends in our wellbeing over the twenty year period from 1994 to 2014 using data from Statistics Canada and other reliable sources, and compare them to the Canadian average. While the March report will focus on province-wide numbers, Engage is working to facilitate a separate breakdown for HRM that can be used to supplement the existing Halifax Index.

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

prepare a customized report that will enhance understanding of urban, rural and suburban differences as well as target specific priorities for research.

This approach will enable us to gather comprehensive information about what Nova Scotians value at a regional level. That data can be used to engage cross-sectoral groups in discussions that translate that information into action and impact. Together, the occasion and results of this research will provide a common language and space where Nova Scotians and residents of HRM can celebrate successes and tackle gaps in policy and programs in order to adapt to the future.

The Halifax Partnership has pointed to the value of this work as evidence of the “quality of place” positioning they have adopted to attract new businesses and immigrants to the city, and is particularly interested in the Leisure and Culture, Community Vitality and Time Use domain indicators as a supplement to their existing Halifax Index data.

Insights Workshops

This September, the project kicked into full gear when we invited two groups of thoughtful Nova Scotians to take a “sneak peak” at the preliminary Index data and help us imagine how a more complete view of success might change the way we work together.

Around 70 people gathered over two days at Saint Mary’s University and the Membertou Convention Centre. We invited participants from all stages of the experience spectrum representing a range of interests across business, academia, government and the social sector, including senior staff from HRM and the Halifax Partnership.

Research director Dr. Bryan Smale was on hand to answer questions about methodology and gather our “on-the-ground” insights into the factors influencing province-wide trends.

Through a series of facilitated small and full-group conversations, we gathered valuable insights into the data. At the same time, we observed a level of commonality, shared intent and goodwill that left us more excited than ever about the potential of this approach to encourage new ways of working together. These groups will stay involved as ambassadors for the initiative as it plays out over the next two years.

Evaluation

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

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

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

In 2017, we continued this outreach, including coordination with the cross-sectoral committee formed to oversee the development of the One Nova Scotia Measurement Dashboard. In addition, we coordinated the Insights Workshops referenced previously, worked with the CIW to draft the preliminary Index report and liaised with other jurisdictions conducting similar work, e.g. the Australian National Development Index, the province of Saskatchewan and the community of Fort McMurray and surrounding areas.

Ongoing conversations with HRM and the Halifax Partnership are exploring ways to integrate HRM specific results from the Nova Scotia Index in the Halifax Index this coming June, and work will continue around planning a customized report for the upcoming Survey.

TRAINING AND PROFESSIONAL DEVELOPMENT

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

Engage Nova Scotia is committed to shining a light on engagement tools, practices and examples that we can all learn from. The following are three examples of professional development initiatives Engage made available to participants from HRM and around the province over the past year.

ART OF HOSTING WEBINAR

Project Description

In March 2017, Engage hosted a webinar with world-renowned Art of Hosting pioneer Toke Moeller, while he was on a visit to Nova Scotia from his native Denmark. He sat down with local practitioner Tim Merry in Mahone Bay to talk about a wide range of issues related to world events and people's tendencies in difficult times to retreat from rather than reach out to others.

This event was shared live over the internet as a "lunch and learn" opportunity for Nova Scotians, and remains available as a download at www.engagenovascotia.ca.

Toke described the Art of Hosting as a practice of bringing people together so they can find their own solutions and take action. "It's simple," he says. "People naturally innovate. They naturally learn. This is just common sense, and yet it is also radical. We don't need a movement for change. We need to become more human."

Evaluation

Dozens of engagement enthusiasts, change practitioners and interested listeners from across Nova Scotia and HRM tuned in to hear the conversation and offer up questions.

Engage plans to continue experimenting with this format as a way to reach more Nova Scotians with primers on innovative practices that build capacity for engagement and collaboration.

TOUGH COLLABORATION WORKSHOP

Project Description

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

On September 26-28, 2016 Engage brought world-renowned strategist and author Adam Kahane to Halifax, along with his Reos colleague Ian Prinsloo. Together they led a series of events that included a working session for senior policy advisors from the community, Halifax, and the province; a free public lecture; a three-hour public seminar; and a workshop for five multi-stakeholder teams that promise to break new ground for our province. This series of events involved over 100 people, mostly from Halifax, including HRM senior bureaucrats.

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

Evaluation

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

CONNECTING FOR CHANGE (C4C) WORKSHOP

Project Description

Cross-sector collaborations – projects involving partnerships in community, government, the private and/or non-profit sector – represent a way of working differently to address complex challenges. Creativity, cooperation and community involvement are key ingredients in a recipe for success.

Nova Scotia's Community Sector Council (CSC) hosted their Many Hands, Many Voices Conference October 3-4 in Membertou. A primary focus of the event was sharing stories of successful cross-sector collaborations involving the not-for-profit sector. During the 2-day program 10 collaborative projects were invited to tell their stories and describe what works and what doesn't in collaboration. Building on the themes from these stories, attendees participated in workshops and facilitated sessions on a range of topics encouraging new ways of working together.

As a sponsor and part of the design team for the conference, Engage coordinated an earlier gathering for almost 40 invited storytellers and CSC members on September 12, 2017. The full day gathering in Lochaber, near Antigonish, was designed to enable participants to network

with peers, learn from each other and enjoy a facilitated workshop focused on telling effective stories.

The format was modelled on an inaugural Connecting for Change event that Engage hosted in 2016. The notion is that bringing community leaders together to network, share stories of success and barriers they've encountered will create important alliances, a new awareness of peer support and a strong sense of belonging to something bigger that facilitates everyone's ongoing work.

Evaluation

Evaluations of the event showed a high level of satisfaction with the approach and strong support for gatherings such as this as an ongoing strategy.

At Engage Nova Scotia we are committed to continuing to participate in – and help animate where appropriate – an emerging network of community leaders and changemakers that continues to grow and broaden into new regions of the province.

This work plays an important role in building capacity for shared learning across Nova Scotia, as well as enhancing relationships between HRM and other regions.

ONE CAPE BRETON/UNAMA'KI

November 23 - 24, 2017

Port Hawkesbury

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

Project Description

As an organization, Engage Nova Scotia is positioned to sit uniquely at the intersection of government, business, academia and the social sectors. It is a place where organizations and individuals from a variety of perspectives can focus on shared objectives and explore innovative solutions.

Over the past year, Engage has been invited to explore this challenge with a variety of players at a regional level within Cape Breton.

We know from research that we conducted two years ago (Engage Nova Scotia: Cultural Levers of Change, CRA 2015) that Cape Bretoners are least likely to feel we are united as a province in working towards a better Nova Scotia, and are the most likely to identify more with their region of the province than the province overall. Interestingly, this disconnection with the mainland is frequently characterized as one with Halifax (as the main government, business and population centre) more specifically.

We led a two-day workshop for senior leaders from the five municipalities and five Mi'kmaq first nations in Cape Breton called One Cape Breton: A Future Forward Leaders Summit, on November 23 and 24, 2017 in Port Hawkesbury.

Using a combination of audience participation technology (aka "clickies") and facilitated group conversations, the Engage team led a series of sessions focused on challenges and opportunities. The 40 participants included mayors, wardens, chiefs, councillors and economic development organizations from all five first nations and all five municipalities.

A commitment exercise at the end of the two days resulted in a strong core of leaders and supporters stepping up to make sure the momentum on identified priorities wasn't lost. Engage will play an ongoing role in coordinating these efforts.

Interestingly, while the overall tone of discussions was positive, our in-the-room research strongly reinforced a sense that the relationship with the mainland was headed in the wrong direction. This represents an opportunity for HRM, who seeks to improve its relationships as a productive partner with the rest of the province. Because of the nature of its ongoing work with both regions, Engage Nova Scotia can play a role in helping to build closer connections over time.

Evaluation

Post event evaluations showed that almost all participants rated the gathering a five out of five in terms of execution and intent. Likewise, virtually all left feeling hopeful about the potential of this group to continue to work together productively.

A report on the event has been prepared and shared with participants, and next steps on priorities have begun.

LOOKING AHEAD

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

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

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

Engage has a full and exciting year planned for 2018, with three projects of particular relevance to an ongoing partnership with HRM. In particular, we ask you to imagine the value for HRM of working in partnership with Engage to capitalize on the potential inherent in the following three initiatives.

Wellbeing Index and Survey

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

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

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

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

This coming March 2018, we will release a comprehensive research report looking at how the province measures (over the past 20 years) across eight, research-determined and interrelated domains of wellbeing: community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards and time use. Following the

proven protocols of the Canadian Index of Wellbeing, results will be comparable to Canada overall, as well as Ontario – who recently undertook a similar exercise.

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

We can work with the CIW and the Halifax Partnership to coordinate an HRM-specific analysis of the data that can be used to supplement the region's Halifax Index in June. We can also work to make the bulk of the raw HRM data available for analysis in a format that can be available to planners and economists.

Additionally, Halifax Regional Municipality can be at the heart of an opportunity to customize its involvement in the community survey scheduled for late 2018. With a reach of at least 6000 households across the province, this survey will provide a wealth of data on Nova Scotian's lived experience of the eight domains of wellbeing.

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

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

[Share Thanksgiving](#)

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

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

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

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

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

Municipal Engagement Outreach

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

But this seemingly bad news contains the seeds of opportunity. Individuals and organizations are hungry for a better way of doing things. In particular, they want a way to be meaningfully involved and see evidence that all concerned are working together in true collaboration.

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

Working with the communities of Amherst and Antigonish, Engage has developed an approach to working directly with municipal governments that shows great potential. Over the past year we have further developed, refined and tested that approach, while planning to augment it to take advantage of the wealth of information that will soon become available through the Quality of Life Index and Survey. This could include co-hosting public sessions, training staff, facilitating cross-sectoral partnerships and providing ongoing support.

Conversations around the potential of expanding on this approach have started with HRM.

HRM is unique in this challenge because of the size and diversity of its population, as well as the sophistication of the resources it can apply to the challenge. As such, it has an unparalleled

opportunity to customize and accelerate this approach in a way that can serve as a model to urban centres across the country, and act as an attractor to both business and immigration.

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

Appendix A - 2016 Financial Statements

ENGAGE NOVA SCOTIA CIVIC ENGAGEMENT SOCIETY

FINANCIAL STATEMENTS

DECEMBER 31, 2016

UNAUDITED

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

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REVIEW ENGAGEMENT REPORT

**To the Members of:
Engage Nova Scotia Civic Engagement Society**

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

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

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

Original Signed

**Dartmouth, Nova Scotia
February 22, 2017**

**Chartered Professional Accountants
Licensed Public Accountants**

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

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

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

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

Approved by the Board

Director

Director

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

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

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

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1. OPERATIONS

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

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

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

Cash

Cash consists of bank balances held with a financial institution.

Capital assets

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

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

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

Revenue recognition

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

Contributed services

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

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

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2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of estimates

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

Financial instruments

Measurement of financial instruments

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

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

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

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

Impairment

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

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

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

7. FINANCIAL INSTRUMENTS

Risks and concentrations

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

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

Credit risk

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

Liquidity risk

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