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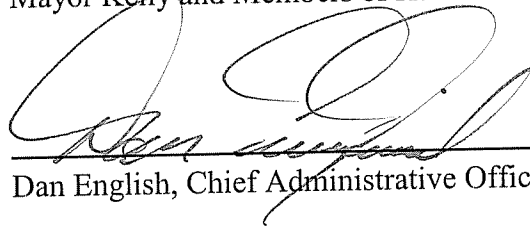


PO Box 1749
Halifax, Nova Scotia
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Halifax Regional Council
September 12, 2006

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Dan English, Chief Administrative Officer

DATE: August 30, 2006

SUBJECT: MOU with Nova Scotia Community College

ORIGIN

June 14, 2005 discussion with Council regarding an MOU with Metro Universities, staff agreed to work with the Nova Scotia Community College to develop a similar MOU.

HRM's November 2005 Economic Strategy, "Strategies for Success" identified an MOU with Nova Scotia Community College as an action to be undertaken under the goal area "Supercharge our labour force".

RECOMMENDATION

It is recommended that:

Council support the proposed MOU between HRM and the Nova Scotia Community College as outlined in Appendix A.

BACKGROUND

Halifax Regional Municipality has six degree granting institutions and three campuses of the NSCC. Together these institutions enroll close to 40,000 full and part-time students. Graduates and part-time workers from these institutions have traditionally been the mainstay of our deep and youthful labour pool. The post secondary institutions are important to our community, our economy and our organization. There is a great opportunity for us to work better together, to address common issues and mutually beneficial opportunities. Sharing expertise and aligning resources and activities could realize benefit to both organizations and the community at large.

DISCUSSION

HRM's MOU with the Metro University Presidents Consortium has proven effective, with the establishment of two joint staff work teams undertaking initiatives with respect to recreation and transit. The attached proposed MOU with NSCC would build on this initiative and provide the foundation for HRM to engage with NSCC more directly on mutually beneficial initiatives.

The attached MOU (jointly drafted between HRM and NSCC staff) offers opportunities for sharing resources and talent, leveraging economic spin-offs and greater cooperation. The MOU suggests initiative to be explored such as:

- workforce renewal
- employment training, development and recognition
- community impact

Council will be advised of progress under the MOU as specific joint initiatives are identified and implemented.

BUDGET IMPLICATIONS

None at this time. Any future budget implications associated with undertaking activities in relation to the MOU will be brought forward for consideration and approval.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

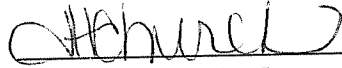
ALTERNATIVES

Council could choose not to act any further on this matter.

ATTACHMENTS

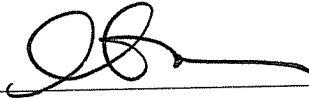
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by:



Jennifer Church/Advisor Intergovernmental & Corporate Affairs/490-3677

Report Approved by:



Catherine Sanderson, Sr. Manager, Financial Services, 490-1562

Memorandum of Understanding
Halifax Regional Municipality
And
Nova Scotia Community College
Draft July, 2006

Objectives

HRM and NSCC have agreed to enter into a Memorandum of Understanding to:

- Evolve the positive relationship that currently exists between HRM and NSCC.
- Ensure coordination and alignment of initiatives in areas of shared interest.
- Maximize access and utilization of resources in our community for the benefit of each partner and its respective constituents.

Background

Halifax Regional Municipality is recognized as one of the most liveable cities in the world committed to sustainability and fiscal responsibility that enhances the economic development, social, cultural and recreations attributes of the region.

NSCC is national leader in portfolio education providing learners with the skills and knowledge designed to meet the needs of employers and build successful careers. Through the practices of learning-centred portfolio education and leading-edge, just-in-time customized training solutions, NSCC proudly fulfills its mission: “Building Nova Scotia’s economy and quality of life through education and innovation.”

HRM and NSCC share several common interests. A fundamental one is related to economic growth. Although each organization has a different role in supporting economic growth, sharing expertise and aligning resources and activities could realize benefit to both organization and the community at large.

HRM’s Economic Strategy identifies the need to work collaboratively with community partners to achieve results and maximize benefits to the community. HRM’s role in growing the economy is based on the fundamental need to create a climate where business can succeed. HRM’s Economic Strategy recognizes that NSCC is a significant strength in our community and seeks to improve on its level of engagement articulating and responding to the training and skills needs of employers. A shrinking youth population means that potentially post- secondary institutions will be challenged to maintain their current size and role in HRM’s economy, so it is of mutual interest to coordinate efforts aimed at attracting and retaining business, employees and students.

HRM and NSCC acknowledge that the community at large is currently suffering from a general shortage of skilled workers. This skills shortage lessens the ability of local business to function in a highly competitive environment, reduces the capacity to successfully carry out large scale projects without heavily relying on expertise from outside the region, and has a corresponding negative impact on the general social and economic health of the community. Out-migration of skilled workers to other parts of

Canada and beyond is a significant contributor to this situation. However, cooperative efforts between HRM and NSCC are seen as one viable approach to a slowing and eventually reversing this trend.

Principles

- Through the MOU, HRM and NSCC will commit to ensuring a community benefit is realized through the agreement.
- HRM/NSCC will profile the partnership and the results in the community.
- HRM/NSCC will focus on a balance of strategic and tactical partnership opportunities.
- Partner organizations will commit the necessary resources to undertake the agreed upon actions.
- Where required for legal or clarification purposes, HRM/NSCC will formalize business partnerships.
- A timeline for implementation of initiatives will be agreed to.
- Outcomes of the partnership will be monitored annually and an update provided to HRM Council and NSCC Board
- HRM and NSCC each acknowledge their legal independence.

Structure

The MOU is designed to help foster an environment conducive to consultation and ongoing two-way communication between NSCC and HRM's executive staff and Council.

The President and CAO will appoint staff representatives to lead the implementation of initiatives as outlined in the MOU. Regular reports will be prepared for review by the President and CAO prior to an annual meeting. The President of NSCC and the CAO of HRM will arrange annual joint meetings to review progress on initiatives as agreed to in the MOU, or other matters of mutual interest.

Initiatives

Initial initiatives will be reviewed annually by HRM and NSCC. Replacement or additional actions for consideration will be discussed. Specific initiatives undertaken through the MOU will be in one or more of the following focus areas:

- Workforce renewal
- Employee training, development and recognition
- Community impact

As an organization, HRM provides an extremely wide range of services and employs a large number of skilled employees. Skills maintenance, professional development and succession planning for this workforce are significant components to the long term success of the organization. NSCC strives to build the economy by providing learners with the required skills and knowledge to meet the needs of employers. A coordinated and cooperative program between HRM and NSCC represents significant opportunities for both parties:

- HRM and NSCC will explore strategic approaches for the provision of high-quality, just-in-time customized training solutions designed to support the workforce development needs of HRM.
- HRM and NSCC will strive to make HRM an “employer of choice” among NSCC graduates. Both parties will study innovative approaches to supporting student success and initiatives designed to support the transition from college to work. Such initiatives may include work terms, co-op placements, internships, apprenticeship options, modification of existing programs or the development of a new program designed to specifically meet HRM’s human-resource development goals.
- HRM and NSCC will strive to promote a corporate culture of diversity by developing support strategies for visible minorities and women working in traditionally non-minority and male dominated fields. Such initiatives may include directing visible minorities and women into future “employer of choice” programs as noted above
- HRM and NSCC will continue to foster a culture of innovation within their respective organizations by supporting initiatives which will promote the reciprocal transfer of best practices, knowledge capital, and technology. Such initiatives may include staff secondments and/or employee exchanges; synergies in applied research; supporting and engaging learners in applied student projects as an integral component of their program of study

HRM and NSCC acknowledge the need for an effective, mutually-beneficial working relationship consistent with the mission, vision and values of both organizations.

Term

This MOU shall become effective from the date of execution by the NSCC President and HRM Chief Administrative Officer. Either party may terminate this agreement on written notice to the other party.

Costs and Expenses

Each party shall bear its own costs and expense unless otherwise mutually arranged and agreed to in writing.

*Signatures – Dan English, HRM CAO
Joan MacArthur-Blair, President, NSCC*