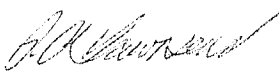




P.O. Box 1749
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Community Planning & Economic Development Standing Committee
January 12, 2012

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

SUBMITTED BY: 

Phil Townsend, Director, Planning and Infrastructure

DATE: January 8, 2011

SUBJECT: **Update and Cost Sharing:**
Capital Ideas and the Strategic Urban Partnership

ORIGIN

July 6, 2010 – Regional Council’s motion to adopt in principle the *Capital Ideas* discussion paper and direct staff to:

1. Undertake discussions with potential members of the proposed *Strategic Urban Partnership* (SUP), and subsequently empanel the SUP for the purpose of creating a Terms of Reference;
2. In collaboration with SUP members, create a Terms of Reference document to guide the SUP mandate (final Terms of Reference to be endorsed by HRM Council and other members);
3. Explore and develop a variety of financial and policy tools to encourage development and investment in the Regional Centre;
4. Define an operational model for the proposed *Opportunity Sites Task Force*; and
5. Report back to Regional Council on progress in approximately six (6) months.

RECOMMENDATION

It is recommended that the Community Planning and Economic Development Standing Committee recommend that Regional Council:

1. Engage the Greater Halifax Partnership to be the entity through which the *Strategic Urban Partnership* will be administered;
2. In accordance with HRM’s Sole Source Policy (Administrative Order 35, Section 8(11) sub-sections (m) (provided as **Attachment #5**), award a Sole Source Contract to the Greater

- Halifax Partnership as the entity through which the Strategic Urban Partnership will be administered;
3. As a contribution toward the SUP's first year of work, grant authority to HRM's CAO to cost share in the *Strategic Urban Partnership's* funding requirements in the amount of \$55,000 cash from CDG01283, to Greater Halifax Partnership as the entity through which the Strategic Urban Partnership will be administered, and \$25,000 in in-kind contributions; and
 4. Approve the Constitution of *the Strategic Urban Partnership* as its Terms of Reference.

BACKGROUND

On July 6, 2010, Regional Council approved in principle a report titled "*Capital Ideas – Leveraging Urban Investment for Regional Prosperity.*" That report provided Council with analysis of the challenges that have been preventing the Regional Centre from achieving its full potential as the Hub City for eastern Canada, and an innovative action plan for removing those roadblocks and restoring prosperity and sustainability to the Regional Centre.

The Challenges:

- a. There is a need to position the Regional Centre as a strategic economic asset by the three levels of government in terms of urban development and fiscal policy.
- b. There is a need to increase internal and external funding for major urban capital improvement projects to make the Regional Centre more attractive and functional.
- c. There is a need for improved coordination and communication with other levels of government and major stakeholders to align objectives and resources.
- d. These challenges must be addressed to reverse a long-term trend of population, jobs and growth leaving the Regional Centre for other areas of HRM.

The Action Plan:

- a. Formation of the *Strategic Urban Partnership* (SUP) to better align government and stakeholders.
- b. Formation of the *Opportunity Sites Task Force* to activate the economic, residential and commercial potential of publically owned land in the Regional Centre.
- c. Creation of new financial legislative and regulatory tools to encourage development and investment within the Regional Centre.
- d. Improving the livability and business climate of the Regional Centre by accelerating implementation of the *Regional Plan* and *HRMbyDesign*.

The success of the Irving Shipyard bid for the Combat Vessel portion of the National Ship Building Procurement Strategy means that not only will HRM experience an influx of people and jobs, but also of capital and tax revenue. The ongoing implementation of Capital Ideas will help HRM to make decisions that leverage the ship building opportunity for maximum positive impact on all of our communities.

Recommendations

The recommendations in the report pertain only to the *Strategic Urban Partnership*. HRM has completed Council's direction to create the *Strategic Urban Partnership*. (A list of SUP members is provided as Attachment #1.) It is now appropriate for the SUP to become a free-standing entity and for HRM to step back from its role as convener and sole-funder and become a partner. For the SUP to stand on its' own, SUP members have collectively proposed that a project management office must be created and funded. The recommendations in this report therefore support HRM entering into a cost sharing arrangement with other SUP members to create the project management office, and to approve the attached "SUP Constitution" as the SUP terms of reference.

An Update

Attachment 6 of this report provides a more detailed update of the progress made on each of the elements of the *Capital Ideas* action plan since its July 2010 approval. This progress includes the successful creation of the *Strategic Urban Partnership* and the *Opportunity Sites Task Force*, and the initiation of pilot projects for each. Additionally, the creation of new financial and regulatory tools has commenced, and the *Regional Plan 5 Year Review* and *HRMbyDesign Centre Plan* have been initiated. And finally, the fundamentals of Capital Ideas have been adopted into the 2011-2016 Economic Strategy and the HRM Corporate Plan.

DISCUSSION

The Strategic Urban Partnership

The SUP was created to provide a forum in which the Regional Centre's diverse public and private stakeholders can come together to share, discuss and plan their respective initiatives in the context of, and informed by, one another. Its core purpose is to create a platform for well-informed, collaborative action. The results of such coordination are increased public and private investment in our Regional Centre and a more sustainable future for HRM's institutions, our communities, and our families.

The HRM community has articulated a series of objectives in support of sustainable urban growth and investment. The *Strategic Urban Partnership* has developed a credible and coherent voice for accelerating those objectives, and will be instrumental in implementing them. Those objectives are found in:

- *2011- 2016 HRM Economic Strategy;*
- *2011-2012 HRM Corporate Plan;*
- *2009 HRMbyDesign Downtown Halifax Plan;* and
- *Scope of the Regional Plan 5 Year Review and the HRMbyDesign Centre Plan.*

The consultative nature of the SUP, and the far-reaching expertise of the SUP partners, will continue to be valuable in:

- identifying new financial, legislative and policy tools to encourage private sector development and investment within the Regional Centre;

- encouraging the intensification of opportunities to live and work within the Regional Centre; and
- clearly articulating priority projects and initiatives to Halifax Regional Council and to the respective parent organizations of its partners, that will accelerate the prosperity and vibrancy of the Regional Centre.

The Strategic Urban Partnership first convened in April 2011 and since that time there have been five additional SUP meetings, most recently in November 2011. Each of these meetings was attended by between 40 and 60 stakeholders and community members. A complete list of those who have participated is provided as **Attachment 1**. The next SUP meeting scheduled for February 2012 is in the planning stages.

Early SUP Successes

The Strategic Urban Partnership has already been directly responsible for, or has contributed to, the success of several notable initiatives in HRM's Regional Centre. These successes are indicative of the potential of the SUP.

- National Recognition: The SUP and its parent document, *Capital Ideas*, were recognized this year as one of four national finalists for the Innovative Management Award granted by the Institute of Public Administration of Canada (IPAC).
- Commercial Taxation Working Group: A diverse group of SUP partners, including several HRM staff, has devised a terms of reference for a study that will address the question, "*Do commercial taxes within the Regional Centre discourage business and development and, if so, what changes could be made to encourage business and development?*" This study will be carried forward as part of the Regional Plan 5 Year Review project.
- www.HalifaxSUP.ca: The SUP has launched this website that will: be a home for all SUP documents and work; provide a venue for public engagement and announcements; and provide a virtual meeting room for SUP partners to work and share ideas.
- The Sands at Salter: Summer 2011, the Waterfront Development Corporation built an innovative and successful public space on the Halifax waterfront. Discussions held at SUP meetings, and subsequently with SUP partners, were one of the elements that WDCL credit with helping this project to succeed.
- Land Swap: Relationships built at the SUP and the discussions that flowed from them, helped to complete an important land swap between HRM and Dalhousie a reality. This land swap will allow important public realm improvements to be made adjacent to the new Central Public Library and on the University Avenue section of Dalhousie's Studley campus.
- Initiation of RP+5 and HRMbyDesign Centre Plan: SUP partners helped to form the scope of RP+5 and the Centre Plan. The SUP has also been actively raising awareness about these projects as a means of public engagement.
- Downtown Bike Racks: One of the pilot projects initiated by the SUP at its June 22 meeting was "100 Bike Racks in 100 Days." The effort is succeeding beyond the original

plan, with HRM is in the process of installing 150 racks, Dalhousie is planning 150 racks, and WDCL is planning up to 50.

Launching the SUP as a Stand-Alone Entity

At the November 2, 2011, SUP meeting, the partners formally endorsed the creation of the SUP project management office, and finalized an approach to its funding structure and spending authority. This included establishing the Greater Halifax Partnership as the legal entity through which the SUP will be administered.

Greater Halifax Partnership as the SUP's Legal Authority: Because many organizations will be making financial and in-kind contributions to the SUP, it is necessary that there be a legal entity to receive and manage these contributions. The SUP has appointed the GHP to be this entity because GHP is already closely allied with the SUP, given that the SUP has prominent positioning in the 2011-2016 Economic Strategy. It therefore makes the most sense, and has the least cost, to establish GHP as the required legal entity. This is reflected in Recommendation 1 of this report.

Approval for HRM to Cost-Share: The required SUP project management office budget and statement of funds raised to-date are provided as **Attachment 3**. As can be seen in the attachment, many organizations have already committed funds. To-date these partners include: The Regional Centre Business Improvement Districts; Dalhousie University; Eastport Properties; Greater Halifax Partnership; The Hub Halifax; Lydon Lynch Architects; WHW Architects; MEG Inc.; CarShare Halifax, and; Trade Centre Limited. As is common in cost-sharing scenarios, these commitments are conditional on all partners making their contribution. HRM has therefore proposed to commit \$55,000 in cash and an additional \$25,000 in in-kind contributions to help meet the year one costs of \$225,000. Because SUP funding will be administered by the GHP in its role as the SUP's legal authority, HRM's \$55,000 contribution must be approved by Council as a sole source award to GHP. This is reflected in Recommendations 2 and 3 of this report. This use of these funds is consistent with the intended use of the proposed source of funds.

Benefits to HRM of Cost-Sharing Participation

Over the course of the past year, HRM has been investing in the creation and convening of the *Strategic Urban Partnership*. Ongoing investment in the SUP in the form of the proposed cost-sharing will yield potentially substantial dividends, which fall into five categories:

1. Support for the 2011-2016 Economic Strategy, *A Greater Halifax*: The first of this document's five overarching goal statements pertains to the Regional Centre. It states: "*Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016.*" The strategy goes on to identify HRM and the SUP as the parties responsible for delivering the Regional Centre goal and its supporting objectives. (Please see page 17 of the Strategy, provided here as **Attachment 4**.) By making the proposed contribution, HRM is helping to ensure the SUP's existence and therefore the SUP's ability to support the delivery of the Regional Centre objectives. This contribution therefore directly supports HRM in meeting its own Economic Strategy delivery obligations.
2. Support for HRM's Strategic Initiatives: HRM's strategic goals for the Regional Centre go beyond the Economic Strategy. They are also found in the Regional Plan, in the

approved scope of RP+5, in the approved scope of the HRMbyDesign Centre Plan, and in the Council Focus Areas and Community Outcome Areas of the 2011-2012 Corporate Plan. Because the sole purpose of the SUP is to amplify and accelerate initiatives to improve the prosperity and vibrancy of the Regional Centre, to support the SUP through cost-sharing is to support these strategic initiatives. These strategic initiatives will lead directly to increased assessments and property tax revenues in the Regional Centre while reducing per capita municipal servicing costs.

3. Community Engagement: Robust community and stakeholder consultation is a cornerstone in HRM's Council Focus Areas and Community Outcome Areas. HRM's proposed contribution to the SUP ensures value-priced access to a robust and highly inclusive consultation tool – the SUP itself. The SUP has been described as “community engagement in a box,” meaning it is ready to be put into motion at any time. For example, the SUP is planning a large-scale public engagement event for March 2012, one topic for which will be the *Regional Plan 5 Year Review*. While it is difficult to measure the value of good public engagement in dollars, it can be confidently expected that the return on HRM's proposed contribution to the SUP will be more-than returned in the form of community support for our key strategic goals for the Regional Centre.
4. Outcome Tracking: Conventional metrics will be used to track SUP accomplishments and outcomes such as: progress toward completion of projects; progress towards achieving corporate priority actions; level of external cost sharing and funding for such projects; community satisfaction with SUP initiatives; and others as may be determined. Emerging metrics being used to evaluate the impact of social innovation will also be tracked through a process known as *Outcome Mapping*. This approach focuses less on the direct deliverables of the initiative and more on the behavioral changes in peripheral parties affected by the initiative which lead to improved results for all parties. With regard to the SUP, this will have to do with improved collaboration between all levels of government and stakeholders, defragmented decision making, and the support felt from the community for the SUP initiatives. The combined measurement of tangible and intangible outcomes will enable HRM to determine accountability and return on investment.
5. Leadership and Action: As illustrated by the examples of early SUP successes in the previous section of this report, the SUP has become a powerful and capable engine of change to help revitalize the Regional Centre. This is the role it was designed to play as set out in the *Capital Ideas* discussion paper in 2010. HRM's proposed contribution amounts to substantially less than the annual cost of one full time employee. For that cost, HRM's key strategic initiatives for the Regional Centre will be given the support of a project management office and a high-functioning network of engagement, innovation and project delivery. The potential value of the dividends far outweighs the cost of the proposed investment.

As discussed earlier in this section, it is recommended that HRM engage the Greater Halifax Partnership as the legal entity that will administer the SUP project management office. It is further recommended that HRM participate with other SUP partners in a cost-sharing program to fund the project management office. In order to hold the SUP accountable (via the GHP) for the

benefits listed above, HRM staff will, at a future date, propose an addendum to the HRM-GHP service agreement.

BUDGET IMPLICATIONS

The HRM costs associated with this project is a one-time contribution of \$55,000 and will be funded entirely through existing approved budget allocations from Project No. CDG01283 – Regional Plan 5 year Review.

Budget Summary:	Project No. CDG01283 - Regional Plan Review	
	Cumulative Unspent Budget	\$575,709.00
	Less: Cost Sharing	(\$55,000.00)
	New Balance CDG01283	\$520,709.00

Beyond this cash contribution, HRM’s in-kind contribution valued at \$25,000, will be accommodated within existing budgets.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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

COMMUNITY ENGAGEMENT

The community engagement approach for the Capital Ideas initiative has incorporated elements of several of HRM’s recent public consultation success stories: the *HRMbyDesign Downtown Halifax Plan* and the Central Library project. These elements include world cafes, workshops, focussed stakeholder discussions, and open discussion forums.

The central purpose of the *Strategic Urban Partnership* itself is to deeply engage the community and stakeholders. It is premised on the idea that each partner has a unique perspective to offer - all of these perspectives together, form a whole picture. Knowing this whole picture allows us to strategically engage with the community and with reality, and build a forward momentum that will have the greatest positive impact for all.

ALTERNATIVES

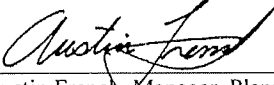
Regional Council may direct changes to the recommendations in this report.


ATTACHMENTS

1. List of Community members who have participated in the SUP.
2. The SUP Constitution.
3. Budget requirement and funds raised to-date for the SUP project management office.
4. Regional Centre excerpt from the 2011-2016 Economic Strategy – A Greater Halifax.
5. Sole Source Policy, Administrative Order 35, Section 8 (11)
6. Detailed Capital Ideas Progress Update

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

Report Prepared by: Andy Fillmore, Urban Design Project Manager, 490-6495

Report Approved by: 
Austin French, Manager, Planning Services, 490-6717

Financial Approval by: 
James Cooke, Director of Finance and Information Technology Services/CFO, 490-6308

Attachment 1: List of Community members who have participated in the SUP

Richard Butts	Chief Admin. Officer	HRM CAO
Mike Labrecque	Deputy CAO	HRM Deputy CAO
Jennifer Church	Director, External & Corporate Affairs	HRM External & Corporate Affairs
Andy Fillmore	Manager of Urban Design	Capital Ideas rep
Brandon Silver	Urban Designer	HRM
Phil Townsend	Planning & Infrastructure	HRM
Ken Reashor	Director, TPW	HRM
Bruce Fisher	Manager, Tax and Fiscal Policy	HRM
Austin French	Manager, Planning Services	HRM
Rick Williams	Deputy Minister	PNS – Office of Policy & Priorities
David Darrow	Deputy Minister	PNS - Transportation & Infrastructure
Chris Bryant	staff	PNS – Office of Policy & Priorities
Don Sutherland	Manager	PNS - Transportation & Infrastructure
Emmitt Kelly	Manager, Accommodations	PNS - Transportation & Infrastructure
Gaynor Watson-Creed	Medical Officer of Health	PNS - Health Promotion and Protection
Peter Hogan	Acting Vice President, Nova Scotia	G of C - ACOA
Jeff Friesen	Director	G of C - ACOA
Brian Santarpia	Base Commander	G of C - DND
Krista Dempsey	Director of Real Estate	Halifax Port Authority
Chris Power	CEO	Capital Health
Lea Bryden	VP, Citizen Engagement & Accountability	Capital Health
Paul Kent	CEO	Greater Halifax Partnership
Ruth Cunningham	Vice President	Greater Halifax Partnership
Nancy Conrad	Vice President	Hfx. Chamber of Commerce
Steve Lund	President	Nova Scotia Business Inc.
Rhonda MacDougall	staff	Nova Scotia Business Inc.
Jeff Lamb	Director of Facilities Management	Dalhousie
Colin Dodds	President	St. Mary's
David Smith	President	NSCAD
John Mabley	Vice President	NSCAD
Ken Jones	Dean, Business Development	NSCC
Jennifer Berry	Director of Fusion, Mgr @ NSCC	Fusion Halifax
Josh Bearden	Secretary & Legal Counsel	Fusion Halifax
Jonathan Lampier	Director Urban Development	Fusion Halifax
Colin MacLean	President & CEO	Waterfront Dev. Corp
Eric Burchill	Director, Planning & Development	Waterfront Dev. Corp
Danny Chedrawe	Developer, Westwood Developments, Ltd.	Development Industry
Jim Spatz	Developer, Southwest Properties	Development Industry
Andy Lynch	Architect	Design Community
Paul MacKinnon	Exec. Director	Dwntwn Hfx Business Commission
Scott Ferguson	CEO	Trade Centre Limited
Ray Cronin	Director & CEO	Art Gallery of Nova Scotia
Paul Shakotko	Director	United Way
Carole Olsen	Superintendent, Hfx Reg. School Bd.	Hfx Regional School Board
Charles Clattenburg	Hfx Regional School Board	Hfx Regional School Board
Don Mills	President, CRA	At Large
Danny Graham	Opinion Leader, Mi'kmaq connection	At Large
Dale Godsoe	Chair, Urban Design Task Force	At Large
John Lindsay, Jr	President, CEO	Eastport Properties
Joanne McRae	Owner/Founder, entrepreneur	The Hub
Gordon Stevens	Owner/Founder, entrepreneur	The Uncommon Group
Mark Butler	Policy Director	Ecology Action Centre
Jen Powley	Urban Affairs Cmte.	Ecology Action Centre
John Crace	Principal	WHW Architects
Peter Wuensch	Principal	Breakhouse
Rachel Derrah	Public Engagement Specialist	
Sophia Horowitz	Public Engagement Specialist	
Kay Crinean	Outcome Mapping	
Gabrielle Donnelly	Outcome Mapping	
Chris Keevil	President	Colour Media
Michael Chender	Thought Leader	
Ed Matwawana	Director	CEED
Pam Cooley	Co-Owner	Car Share Halifax
Debbie Eisan	Manager	Urban Aboriginal Strategy
Rob Landry	Property Manager	Starfish Properties
John Kitz	Commercial Realtor	Burnside Realty
Leo Artalejo	Preseident/Principal	MT&L
Gregor Ashe	President	Atlantic Film Festival
Gordon Whittaker	Director, Atlantic Regiona	Telefilm Canada

Constitution

Strategic Urban Partnership

i. Context

ii. Declarations

iii. Organizational Structure

iv. Expectations

i. Context

A healthy urban core is the most powerful tool available for addressing the mounting economic and environmental challenges facing all cities. A vital urban core creates the financial strength necessary to provide amenities and services to all communities within a city region. A dense urban core capitalizes on already built and paid for infrastructure, reduces greenhouse gasses and resource consumption, and leads to healthy, sustainable neighbourhoods. The *Conference Board of Canada* has identified Halifax as one of nine Canadian “hub cities,” and tells us that when a hub city prospers, so do smaller communities in its province or region. Simply put, strategic urban investment creates regional prosperity.

Despite its hub city status, HRM’s urban core (the “Regional Centre”- see figure 1.) is not positioned as a strategic asset and is under-performing. It struggles to compete with other areas of the municipality for new growth, infrastructure and investment and there seems to be no general consensus about its importance to the region, province or Eastern Canada. As a result it has missed out on economic development opportunities that would have benefitted all residents, and densification that would have reduced our environmental footprint. Because its population is either stagnant or in decline, because businesses are struggling, and because several major approved developments have not proceeded, the Regional Centre is at risk of “hollowing out.” There is therefore an urgent need to work collaboratively across all sectors to better position our Regional Centre for economic success and acknowledge its importance to the sustainability of our collective future.

Attachment 2 : The SUP Constitution

HRM's Regional Centre presents a diverse and enviable convergence of public and private stakeholders each with an interest in seeing the area reach its fullest potential. There is tremendous potential for these concurrent interests to buttress one another thereby yielding improved outcomes that reinforce one another. However there currently does not exist an adequate forum for these multiple stakeholders to share, discuss and plan their initiatives to capitalize on their synergies. The provision of such a forum is the core purpose of the *Strategic Urban Partnership (SUP)*. The results of such coordination are increased public and private investment in our Regional Centre, and a more sustainable future for our respective organizations, our communities, and our families.

This partnership will also have a credible, coherent and coordinated voice for articulating the objectives of sustainable urban growth and investment. The HRM community has articulated those objectives in a number of key initiatives which the SUP will be instrumental in accelerating. These include the *2011- 2016 HRM Economic Strategy*, the *2011-2012 HRM Corporate Plan*, and the *2009 HRMbyDesign Downtown Halifax Plan*. The SUP will provide a means by which these initiatives are coordinated with the initiatives of the SUP's partner organizations.

The wisdom and experience of the SUP's members will be invaluable in identifying new financial, legislative and policy tools to encourage private sector development and investment within the Regional Centre, and to encourage the intensification of opportunities to live and work within the Regional Centre. The SUP will clearly articulate priority projects and initiatives to Halifax Regional Council and to the respective parent organizations of its partners.



ii. Declarations



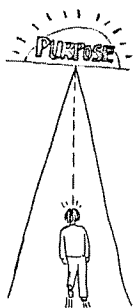
Need

The SUP must be a custodian of a vision for the revitalization of the Regional Centre and an advocate for sustainable urban development and investment

The Strategic Urban Partnership will be the long awaited mechanism through which diverse people and talents will be brought together to work as a single entity on behalf of the Regional Centre. Improving the vibrancy, prosperity and sustainability of the Regional Centre will require the coordinated, concerted efforts of change-oriented decision-makers in a variety of sectors and disciplines. Currently these individuals and organizations tend to be siloed and do not consistently work together to implement strategic initiatives and stimulate growth and change. The SUP will employ a collaborative approach to pursue a commonly held vision for the Regional Centre. This approach is a vast improvement over the limited results possible when organizations pursue individual and therefore smaller successes.

The SUP must acknowledge and support all levels of government, NGOs, Crown Corporations, public and private institutions, businesses, and residents alike as equal partners in the act, and art, of city making. In doing so the SUP must also ensure an environment in which entrepreneurial and cultural initiatives can flourish.

To succeed, the SUP requires a broadly supported guiding framework (a "Constitution"), and public input and community involvement must be continuous and persistent in all processes.



Purpose

A Catalyst for high performance action on behalf of the Regional Centre's organizations, institutions and residents

The Strategic Urban Partnership will be a catalyst for high performance action, connecting decision-makers to drive the urgent change required in public and private investment and good urban design to reinvigorate the Regional Centre. The SUP will be assertive, far-reaching and innovative in setting and implementing its goals and priorities.

The SUP will provide a cross-sectoral forum in which to share, discuss and plan pragmatic initiatives that capitalize on the synergistic potential of the priorities of its partner organizations. SUP partners must be credible leaders with a mandate to act in their established field or on behalf of the institution they represent. SUP partners will liaise with other key stakeholders in the community to raise awareness of the common Regional Centre vision, and to encourage goals and actions that support the well-being of the Regional Centre.

HRM must join other Canadian cities in implementing a clear new urban model, based on mixed-use, higher-density, investment in the public realm, and hospitality to the growth and change that business and development offer.



Principles

Co-operation, strategy and action, reward behaviours, long-term vision

The Strategic Urban Partnership recognizes that city building is a partnership between all sectors to be facilitated and accelerated by government and that public investment is a catalyst for private investment. We must welcome allies and contributors rather than generating needless and off-putting obstacles (eg. "red carpet not red tape").

The SUP will be a welcoming, safe, creative and strategic environment for all parties to exchange information, ideas, challenges, and solutions. The opinions of all members will be valued. SUP members will work together to opportunistically leverage their individual attributes and resources towards the common collective good (rather than reaping individual profit / immediate gain). Members must lead by example, committing themselves to be honest with themselves and to other members about their abilities and responsibilities to contribute. The SUP will exercise transparent and clear communication, sharing both achievements and challenges. The SUP will provide a focused long-term strategy but will also identify tangible near-term actions.

Members of the SUP will work together in cooperation, collaboration, and clear communication toward achieving a united long-term vision. The SUP must have integrity in its vision and a sense of public duty towards HRM citizens. The SUP must be open and adaptive to change, continuously evolving with new ideas and new members, and be open to diverse interests and segments of the HRM urban community.

The densification of resources, people, investments, and infrastructure will have a direct positive impact on the economic, environmental, and social challenges facing HRM today. The SUP as an entity should be accountable to itself by displaying evidence of its work in action and its impact within the community. The SUP needs to confirm to HRM citizens that it is an important entity that must be retained and supported by government, elected representatives, businesses, and the community.



People

The SUP will be comprised of diverse decision-makers, will bring in champions, will be driven by passion, and will engage a broad spectrum of voices from diverse multi-generational backgrounds

The Strategic Urban Partners will represent a diverse group of talents and perspectives. All members however will possess a genuine passion to advocate change and share responsibility to improve the quality of life within the Regional Centre. Partners should be goal-oriented, strong communicators, and passionate individuals who believe in the benefits to HRM of their involvement in the SUP.

The SUP will include senior decision-making staff from all three levels of government, as well as private and other public stakeholders in the Regional Centre including public institutions, NGO's, business and development, cultural/social sector, crown corporations, post-secondary institutions, etc.

The SUP welcomes and seeks to engage a broad spectrum of voices from diverse multi-generational backgrounds. Members of the SUP must pay particular attention to sharing a compelling vision that will appeal to groups typically on the margins of power including youth who can be cultivated as champions for the future of HRM.



Concept

The SUP will yield a credible and powerful voice for driving the change that is urgently needed in the Regional Centre

The Strategic Urban Partnership will be the champion of the Regional Centre. The SUP will build on the success of *HRMbyDesign* and apply the lessons learned to the entire Regional Centre. The SUP will support and accelerate the implementation of the *Neighbourhood Greenprint* urban design project for the Regional Centre. The SUP will be responsible for advancing the Regional Centre goals and actions of the *Economic Strategy*.

The SUP will be a credible and coherent voice with which to articulate the need for and the content of new and amended legislation, regulation and financial policy required to revive the Regional Centre. The SUP will assist the *Opportunity Sites Task Force* by working towards the acquisition, and efficient and timely consolidation of potential development lands that are in line with the vision for the Regional Centre.

While promoting the pursuit of a unified vision, the SUP will recognize and capitalize on short term opportunities that will advance the long term vision for HRM. Short term gains will promote confidence and investment in the Regional Centre, increasing the trust and support of stakeholders and communities.



Limiting Beliefs

Saying NO to "It's better to stay the same than to move forward"

The Strategic Urban Partnership will work towards the transformation of existing negative perceptions and ensure that the Regional Centre is a desirable place in which to live, work and invest. We will therefore transform:

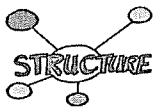
Tendencies towards inertia, the belief that it's better to remain in the familiar 'cocoon' we know, or that we can't change longstanding patterns in the absence of a crisis -- will be transformed into readiness and energy to challenge the stale status quo and to do things differently;

The hope that if we don't act, things either won't deteriorate or will magically change for the better - will be transformed into proactive planning and campaigning for the city and culture we want, need and should deserve;

Any entrenched inclination to default to 'no' when facing innovative proposals and uncertain outcomes - will be transformed into the confident willingness to creatively choose 'yes we can and yes we'll try' alternatives;

Lingering assumptions that there is a 'them' versus an 'us' or that vested self-interests will prevail over our common intentions anyway - will be transformed into a powerful communal commitment to work together for everyone's common good;

The simplistic view that what the older or more affluent generation desires is what younger and diverse generations need or seek - will be transformed into the recognition that youth, families and distinct citizen groups have unique aspirations that must be invited and listened to; and that will add strength to our vital urban tapestry.



Structure

*All partners have a role, adopt a cycle of:
change --> do --> reflect --> change --> do --> reflect...*

The Strategic Urban Partnership structure will be as light and agile as possible, while effectively coordinating communication and action between organizations associated with SUP members, other stakeholders and the community.

The SUP structure will accommodate the varying skills, enthusiasms, and levels of commitment present in its members. SUP partners will identify priority projects and bring them to the attention of the broader SUP for reflection, discussion and potential action.

The SUP as a group, and its partners as individuals, will act in accord with this Constitution and in congruence with the agreed upon unified vision for the Regional Centre while respecting and maintaining the decision making sovereignty of partner organizations.



Action

Relationship to Council, linkages to existing strategies, legitimacy, commitment, excellence

The SUP will ensure the ongoing participation and commitment of member organizations in order to maintain a high level of legitimacy.

SUP will embrace a transparent and collaborative process of determining priorities, including the 13 tasks laid out in the Regional Centre related goals of the *HRM 2011 Economic Plan*.

The SUP will act in accordance with (and if/where necessary reconcile) and accelerate manifestation of the *2006 Regional Plan*, *HRM by Design*, the *Neighbourhood Greenprint*, the *Economic Strategy*, and the *Cultural Plan*.

The SUP will facilitate the creation of new financial, policy and legislative tools to encourage private sector development and investments, as discussed in the *Capital Ideas* paper.

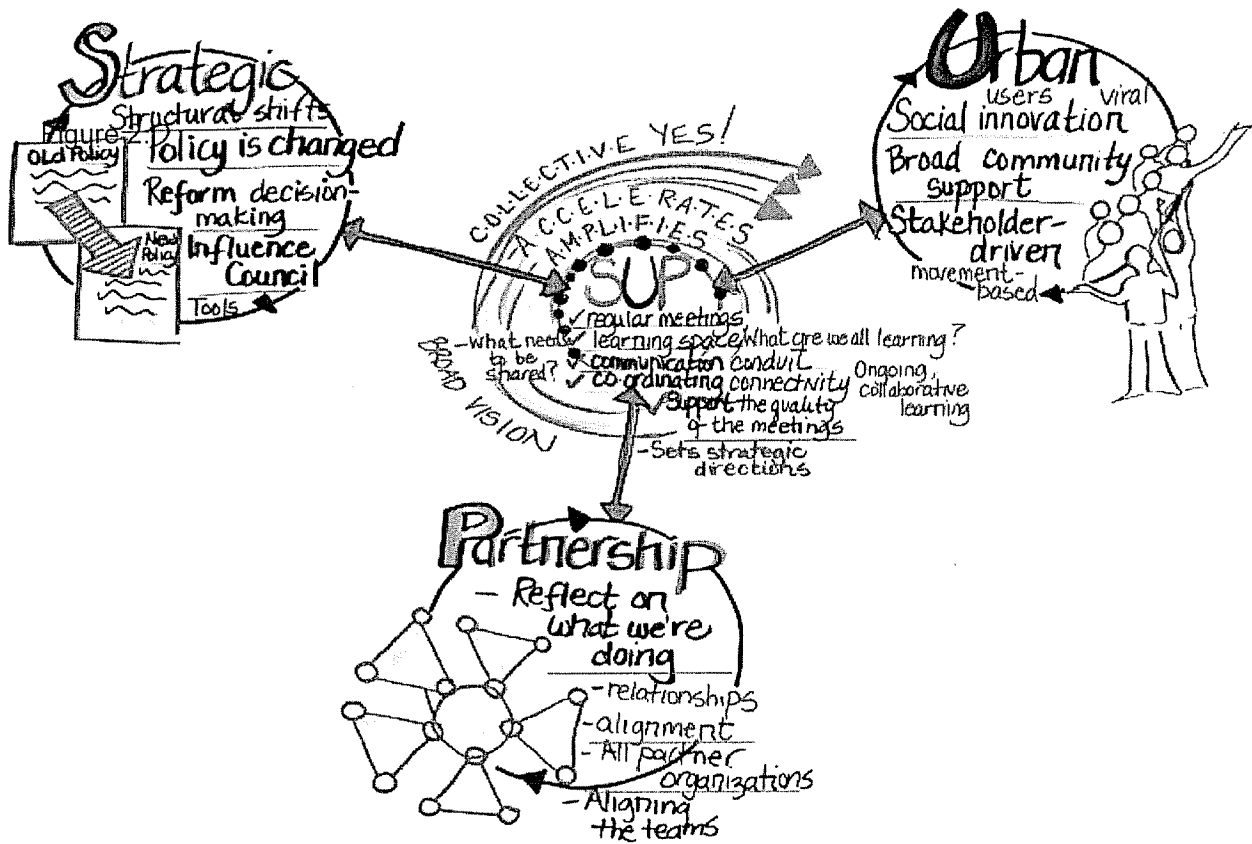
The SUP will support the *Opportunity Sites Task Force* (a joint Provincial/Municipal venture) to bring investment and redevelopment to the Regional Centre, thereby providing strong public sector investments and leadership that attracts private sector participation disregard and collaboration.

The SUP will bridge the "Innovation Chasm" between early adopters and early majority on "Roger's Innovation curve".

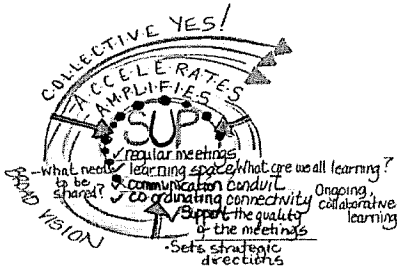
The SUP will benchmark good ideas from other cities and create pilot projects to test and evaluate potential innovations, but at the same time will ensure HRM itself becomes a benchmark of urban excellence for other cities to follow.

iii. Organizational Structure

Over the course of several meetings and workshops, the SUP partners articulated that each partner has individual knowledge and areas of passion that shape their contribution. In other words, a one-size-fits-all role for partners will not succeed. Based on the partner's discussion and direction, the organizational structure depicted in figure 2. emerged. This structure allows each member to interact with the SUP according to their own personal styles and interests.



The Strategic Urban Partnership is organized to function in two distinct ways:



1. The “SUP as a whole” (the central group illustrated on the previous page, figure 2), provides a working forum for individual SUP partners and or their associated organizations to develop and house a unified vision for the HRM Regional Centre, and a plan of action for implementation of that vision. The SUP as a whole communicates strategic initiatives to be supported by the SUP partners while acting as the guardian of this vision.

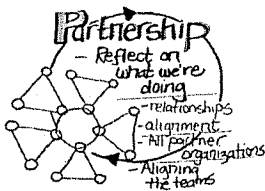
2. Through the Action Groups (the satellite groups illustrated in figure 2 and described below), individual partners and/ or their associated organizations communicate potential initiatives to the SUP as a whole for reflection, development and potential support. Each of the three Action Groups (partners have already self identified with at least one group) draw on the diversity of experiences and strengths of all SUP partners and organizations. The SUP is comprised of three action groups:



Strategic Action Group relies on individuals whose skill sets and experiences are best suited towards influencing policy development, structural reform, legislative amendments, and organizational changes. This Action Group will bring the SUP’s recommendations for change to the senior policy levels of partner organizations (i.e. council, cabinet, boards of governors’, etc).



Urban Action Group relies on individuals and organizations whose skill sets and experiences are best suited towards representing and motivating the general public and community groups at a grassroots level, using tools such as social networking to build momentum. The Urban Action Group will generate ground level support for SUP strategic initiatives, and will also generate leading edge initiatives and innovation from traditionally untapped resources in the community.



Partnership Action Group relies on individuals who are best suited to represent the goals of the SUP within their respective organizations, and to represent their organizations’ goals within the SUP. These partners will coordinate the goals of their organization with the shared vision for the Regional Centre being championed by the SUP. This action group operates on the repeating cycle of “change --> do --> reflect” that is present in most organizations. Here, the partnership action group provides a shared place of reflection in which representatives from all partner organizations can strategically consider their individual initiatives in the larger context of the initiatives of all SUP members. Likewise, strategic initiatives developed by the SUP are shared with partner organizations for reflection and development.

iv. Expectations

Very early-on in the formation of the Strategic Urban Partnership it was broadly acknowledged that the success of the SUP will be contingent on the level of contribution and consistent attention that partners give it. It is therefore understood that the SUP is not a project with an end-date after which partners can turn to other projects and responsibilities. Rather it will be an ongoing process of collaboration between organizations and individuals, and careful coordination of the partners respective strategic initiatives. It is expected that all SUP partners will make contributions according to their abilities to the following areas:

- 1. Resources:** In order for members of any organization to feel ownership of it, it is important that they have a real stake in it. The SUP will require a variety of resource to operate. These will include financial resources, office space, meeting and display space, in-kind contribution of skills or materials, human resources, and others. It is understood that there is a broad scale on which members will have the ability to contribute. It will be important for all partners to contribute according to their ability, and to recognize that no-one "rides for free."
- 2. Rolling up Sleeves:** All SUP partners have identified both their level of commitment, and the Action Groups(s) to which they are best suited and able to contribute. Success will only follow if these commitments are honoured; the work will only get done if someone is doing the work. All partners must be prepared to roll up their sleeves and propel their Action Groups forward.
- 3. Meeting Protocol:** The SUP is not a top-down organization being delivered from above. Rather it has been developed collaboratively by its own members. Because this form and structure, as well as the partners involved, will shift over time, the protocol for the interactions and meetings between partners, and between Action Groups, will also change and adapt over time. Further, the experience of the partners and of the hosting team shows that organizational structures like that of the SUP will not succeed if bound by the prescriptive rules of Roberts Rules of Order, minutes, agendas, etc. For these reasons no rigid protocol is being established.
- 4. Virtual Meetings:** The potent concept of a virtual meeting space was highlighted early-on. This will allow partners to communicate easily and securely on a day-to day basis. Like many aspects of the SUP, this will evolve over time and we will see where it leads, and whether it is effective. Once this virtual space is created partners should use it. This will be one of the primary ways by which ongoing communication, and therefore forward momentum, will be maintained.
- 5. Confidence:** All SUP partners have come together to create a strong mechanism for improving our collective future. This has happened because we are all passionate about Halifax realizing its potential and becoming the best city it can be. Partners must have confidence in the work that has been, and will be, done. It can be expected that there will be push-back against the SUP because it stands for change, but the partners must be willing to confidently defend it, and be the champions for the change

SUP Project Management Office Funding Requirements:

Cost	Cash	In-kind	Total
<i>Project Management H.R. Costs</i>	\$70,000		\$70,000
<i>Admin. Services</i>	\$15,000	\$15,000	\$30,000
<i>Office Space</i>		\$5,000	\$5,000
<i>Phone, Laptop, Blackberry, Etc.</i>	\$20,000		\$20,000
<i>Meeting & Venue Costs</i>	\$5,000	\$15,000	\$20,000
<i>Communications</i>	\$10,000	\$10,000	\$20,000
<i>Evaluation/Measurement</i>	\$10,000		\$10,000
<i>Consultants (Up To Nov 2 Hosting, Organizational Development)</i>	\$14,000		\$14,000
<i>Consultants (After To Nov 2 Hosting, Organizational Development)</i>	\$36,000		\$36,000
	Year 1 Minimum Need: \$180,000	\$45,000	\$225,000
	Subsequent Years' Minimum Need: \$130,000	\$45,000	\$175,000

SUP Project Management Office Cost Sharing to Date

SUP partner	Cash	In-kind	Total
1. HRM	\$55,000	\$20,000	\$75,000
2. GHP	\$12,500	\$12,500	\$25,000
3. East Port Properties	\$5,000		\$5,000
4. The Hub	\$500		\$500
5. Lydon-Lynch Architects		\$5,000	\$5,000
6. Michael Chender (MEG Inc.)	\$5,000		\$5,000
7. WHW Architects		\$5,000	\$5,000
8. Car Share Halifax		\$1,000	\$1,000
9. Trade Centre Limited		\$15,000	\$15,000
10. Downtown Halifax BID	\$10,000		\$10,000
11. Dalhousie University	\$10,000		\$10,000
<i>So far</i>	\$98,000	+ \$58,500	= \$156,500
<i>to go (yr. 1)</i>	\$82,000	+ \$0	= \$82,000 Cash
min need (yr. 1)	\$180,000	+ \$45,000	= \$225,000

REGIONAL CENTRE

Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016

LEADERSHIP: Launch the Strategic Urban Partnership (SUP) to spur public and private investment in the Regional Centre by identifying strategic capital projects and key policy innovations.

FIVE-YEAR OBJECTIVES	SHORT-TERM ACTIONS (YEARS 1-2)	LEAD	BUSINESS COMMUNITY ENGAGEMENT	MEASUREMENT
<p>1 Direct and oversee a pro-development policy environment within the Regional Centre.</p>	<p>Review HRM's and Province's regulatory, tax and development fees and processes to make private land development inside the Regional Centre more attractive.</p> <p>Rebalance the Regional Plan's current population distributions to be more sustainable so as to increase density in the urban core.</p> <p>Adopt incentives to encourage development of privately owned vacant and under-utilized land in the Regional Centre.</p> <p>Raise awareness of the availability and location of public parking in the Regional Centre.</p> <p>Develop a 5-year Carbon Rebate Program as an incentive to purchase new homes in the Urban Core.</p> <p>Redesign public consultation approach and development approval criteria to decrease limitations to urban development and intensification.</p> <p>Provide density bonuses and other incentives for increasing density along transit corridors and at neighbourhood centres in the Regional Centre.</p>	<p>SUP</p> <p>HRM</p> <p>SUP</p>	<p>MEDIUM</p> <p>LOW</p> <p>HIGH</p> <p>MEDIUM</p> <p>MEDIUM</p>	<p>Increased building permits in Regional Centre</p> <p>Regional Centre population growth</p>
<p>2 Further the liveability and attractiveness of our urban core.</p>	<p>Adopt a comprehensive 5-year, \$50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the Urban Core.</p> <p>Establish an ongoing dedicated "Strategic Urban Reserve" fund for Urban Core beautification, "pole-free area," public art and infrastructure improvements.</p> <p>Progress the plan to implement a downtown Halifax district heating/cooling network.</p>	<p>SUP</p>	<p>MEDIUM</p>	<p>More private investment in Regional Centre (\$1.5 billion)</p>
<p>3 Reinvent current approach to mobility in the Regional Centre.</p>	<p>Create a new transportation model that conveniently connects goods with their destinations while not interfering with residents' safe enjoyment of the Urban Core.</p> <p>Implement the Active Transportation Plan with a priority on Regional Centre bike lanes.</p> <p>Increase public investment and funding for cultural institutions, programs, and public gathering spaces.</p>	<p>HRM</p>	<p>MEDIUM</p>	<p>Public perception of downtown vibrancy</p>
<p>4 Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.</p>	<p>Activate Regional Centre public spaces with public art, culture, educational, and democratic activity through formal and informal programming.</p> <p>Develop a plan to improve inter-modal connection of Regional Centre cultural spaces by bus, ferry, car, car-sharing, taxi, bike, walking, etc.</p> <p>Create an inventory of cultural institutions, events and programs in the Regional Centre.</p> <p>Create a plan to develop vacant public and private lands in the Regional Centre for cultural institutions, public spaces and private mixed uses as part of the "Opportunity Sites Task Forces".</p> <p>Develop a strategy to create cultural public gathering places in the Regional Centre to achieve the "Billbao Effect".</p>	<p>SUP</p>	<p>MEDIUM</p>	

Attachment 5 : Administrative Order 35 – Sole Source Policy

Administrative Order 35 Procurement Policy Section 8 (11) Sole Source/Single Source Purchases

- (11) Sole Source/Single Source Purchases: The terms and conditions of a sole source/single source purchase shall be negotiated. A sole source/single source purchase occurs:
- (a) To ensure compatibility with existing products, facilities or service, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.
 - (b) Where, for technical reasons, there is an absence of competition and the goods or services can be supplied by a particular supplier and no alternative or substitute exists.
 - (c) For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly.
 - (d) For the purchase of goods on a commodity market.
 - (e) For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
 - (f) For work to be performed on a property by a contractor according to the provisions of a warranty or guarantee held in respect of the property or the original work.
 - (g) For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.
 - (h) For the procurement of a good or service for testing or trial use.
 - (i) For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases.
 - (j) For the procurement of original works of art.
 - (k) For the procurement of goods intended for resale to the public.
 - (l) Where the Municipality has a rental contract with a purchase option and such purchase option could be beneficial to the Municipality.
 - (m) Notwithstanding anything in this policy, where a purchase is determined by Council to be fair and reasonable and is made from a nonprofit corporation supported by the Municipality, such a purchase may be made as a single source purchase.
 - (n) Where items are offered by sale by tender, auction or negotiation such purchase will be deemed to be a single source purchase and the CAO may authorize the submission of a bid or the conduct of negotiations where the CAO determines the purchase to be clearly in the best interest of Halifax Regional Municipality.
 - (o) Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of such matters through an open tendering process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise by contrary to the public interest. Purchases of this nature must be approved by the CAO
 - (p) Where compliance with an open tendering process may interfere with the Municipality's ability to maintain security or order or to protect human, animal or plant life or health.

Capital Ideas:

Leveraging Urban Investment for Regional Prosperity.

An Update in 6 Parts:

1. The Genesis of Capital Ideas
2. The Strategic Urban Partnership
3. The Opportunity Sites Task Force
4. New Tools to Encourage Development and Investment in the Regional Centre
5. Improve the Livability and Sustainability of the Regional Centre by Accelerating the Regional Plan and HRMbyDesign
6. Impact of Capital Ideas on HRM's Strategic Direction-Setting Initiatives

Note: *Capital Ideas* was approved by Regional Council in July 2010. The original Capital Ideas Discussion Paper, and the staff report that presented it to Regional Council, can be found here: <http://www.halifax.ca/Council/agendasc/documents/100622cow4.pdf>

1. The Genesis of Capital Ideas

In early 2009, two Regional Centre streetscape improvement projects (Spring Garden Road and Quinpool Road) were postponed, and their funding was redirected to projects in other areas of HRM. In June 2009, in response to this, Regional Council directed staff to “*determine what an environment of success for the streetscape program should look like.*” The *Capital Ideas* discussion paper and its five major recommendations were the result of that directive. The five recommendations were approved by Regional council in July 2010, and they appear in the *Origin* section of this report.

The *Capital Ideas* discussion paper was an assessment of the challenges that have been facing the Regional Centre for many years, and that have contributed to an ongoing loss of urban population, jobs and vibrancy to other areas of HRM and elsewhere. The central thrust of *Capital Ideas* is summarized here:

- A healthy urban core is the most powerful tool available for addressing the financial and environmental challenges facing all cities. A vital urban core creates the financial strength necessary to provide amenities and services to all communities within a city region. Simply put, strategic urban investment creates regional prosperity.
- HRM is a “community of communities” in which the diversity of choice of communities, from urban to suburban to rural, is one of our primary and most enviable assets.

Attachment 6: Detailed Capital Ideas Progress Update

However, that asset must be nurtured through the provision of community services and that demands a thriving urban core that is given every opportunity to succeed and excel.

- HRM's urban core (the Regional Centre) has not been positioned as a strategic economic asset by the municipal, provincial, or federal levels of government. As a result, it has missed out on economic development opportunities that would have benefitted all residents. In order to reverse a long term trend of "hollowing out," expedient action is required.

The action required to enhance the Regional Centre was captured in the 5 elements of the motion passed by Council on July 6, 2010. This attachment provides a comprehensive update on the progress that has been made on these and other actions since the motion was passed.

2. The Strategic Urban Partnership

HRM's Regional Centre presents a diverse and enviable convergence of public and private stakeholders, each with an interest in seeing the area reach its fullest potential. There is tremendous potential for these concurrent interests to buttress one another, thereby yielding improved outcomes that reinforce one another. However, there has not existed an adequate forum for these multiple stakeholders to share, discuss and plan their initiatives to capitalize on their synergies. The provision of such a forum is the core purpose of the *Strategic Urban Partnership (SUP)*. The results of such coordination are increased public and private investment in our Regional Centre and a more sustainable future for HRM's institutions, our communities, and our families.

The *Strategic Urban Partnership* has already developed a credible, coherent and coordinated voice for accelerating the objectives of sustainable urban growth and investment. The HRM community has articulated those objectives in a number of key initiatives which the SUP will be instrumental in implementing. These include:

- *2011- 2016 HRM Economic Strategy;*
- *2011-2012 HRM Corporate Plan;*
- *2009 HRMbyDesign Downtown Halifax Plan, and;*
- *Scope of the Regional Plan 5 Year Review and the HRMbyDesign Centre Plan.*

The SUP is already providing a means by which these initiatives are coordinated with the initiatives of the SUP's many and diverse partner organizations and community groups.

The wisdom and experience of the SUP's partners has been and will continue to be invaluable in identifying new financial, legislative and policy tools to encourage private sector development and investment within the Regional Centre, and to encourage the intensification of opportunities to live and work within the Regional Centre. The SUP will clearly articulate priority projects and initiatives to Halifax Regional Council and to the respective parent organizations of its partners.

Forming the SUP

The Strategic Urban Partnership first convened in April 2011 and since that time there have been five additional SUP meetings, most recently in November 2011. Each of these meetings were

Attachment 6: Detailed Capital Ideas Progress Update

attended by between 40 and 60 stakeholders and community members. See Attachment 1 for a complete list of participating SUP partners.

To help convene the *Strategic Urban Partnership*, Myrgan, Inc. was retained for their expertise in hosting and facilitation, and in organizational design and development. Myrgan is led by Tim Merry, who has recently led major public engagement processes for the Central Public Library, the proposed HRM Stadium, and the Cole Harbour Basin Open Space Plan. After several months of planning and preparation, the *Strategic Urban Partnership* meetings commenced:

- April 27, 2011 – The SUP Launchpad, Saint Mary’s Boat Club
At this first gathering, Capital Ideas was presented and the invitation was made to prospective partners to join the SUP to help improve the prosperity, vibrancy and sustainability of the Regional Centre. Following a world café format, attendees then articulated the changes they felt necessary in order for Regional Centre to reach its full potential and how the SUP could help.
- May 18, 2011 – Forming the SUP, Saint Mary’s Boat Club
This was a working session in which SUP partners defined the need, purpose, and principles of the SUP. Importantly, the SUP organizational structure was agreed upon. The work of this meeting became the basis for the SUP Constitution, which is the Terms of Reference document requested by Council.
- June 16, 2011 – SUP Reception, The Hub, Barrington Street
This was an opportunity for partners to reflect on the work to date in an informal social setting, and review of the first draft of the SUP Constitution (terms of reference).
- June 22, 2011 – Turning to Action, Halifax Hall, City Hall
This meeting created a number of pilot projects through which the SUP tested its organization structure and constitution. These projects were all chosen and championed by SUP partners. Notable projects initiated on this day were “100 Bike Racks in 100 Days” to improve livability and vibrancy, and a commercial taxation working group that is making progress toward the “new financial tools” requested by Council.
- September 8, 2011 – A Self-Sufficient SUP-Part 1, Saint Mary’s Boat Club
This meeting focussed on how to take HRM off of the critical path of the SUP’s success, and turn it over to the SUP itself. The basic working parameters and an annual budget of \$165,000 for a SUP project Management Office were agreed upon. (Note: this figure was since adjusted upward to \$225,000 for year one only, to accommodate ongoing facilitation and SUP outcome measurement fees.) Since this meeting, the partners have collectively contributed \$159,000 to support the project management office through a combination of cash and in-kind pledges, with the balance anticipated to be contributed shortly.
- November 2, 2011 – A Self-Sufficient SUP-Part 2, Juno Building, Stadacona
At this meeting, the SUP formally endorsed the creation of the SUP project management office and finalized an approach to its funding structure and spending authority. This included establishing the Greater Halifax Partnership as the legal entity through which

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the SUP will be administered. This marked a major turning point from *formation of the SUP*, to *action by the SUP*.

- **Upcoming: February, 2012 – SUP Meeting, Location TBD**
This meeting is currently in the planning stages.
- **Upcoming: March, 2012 – Major Public Consultation, World Trade Centre**
This large scale public event will an opportunity for the community to have a discussion with the SUP partners about what urban issues are pressing in the community, and which Regional Centre work should become a priority for the SUP.

Much has been accomplished through these meetings:

- Relationship building amongst citizens, stakeholders, institutions and government.
- SUP Partners identified necessary changes for the Regional Centre to succeed.
- Partners collaboratively drafted the SUP Constitution (the Terms of Reference requested by Council, provided as **Attachment #2**).
- The Launch of several SUP pilot projects (see the “Early Successes” section of the main body of this report).
- Establishment of the operating parameters and annual budget for a SUP project management office.
- Formal endorsement by SUP partners for the creation of a project management office, and to engage the Greater Halifax Partnership as its’ legal administrative entity.

Organizational Structure of the SUP

Over the course of several meetings and workshops, the SUP partners acknowledged that each partner has individual knowledge and areas of passion that shape their contribution. In other words, a one-size-fits-all role for partners will not succeed. Based on the partners’ discussion and direction, an organizational structure emerged. This structure allows each partner to interact with the SUP according to their own personal styles and interests. The *Strategic Urban Partnership* is therefore organized to function in two distinct ways:

1. The “SUP As-a-Whole” provides a working forum for individual SUP partners and or their associated organizations to develop and house a unified vision for the HRM Regional Centre, and a plan of action for implementation of that vision. The SUP as-a-whole communicates strategic initiatives to be supported by the SUP partners while acting as the guardian of this vision.
2. Through the Action Groups (the three satellite groups described below), individual partners and/or their associated organizations, communicate potential initiatives to the SUP as a whole for reflection, development and potential support. Each of the three Action Groups draws on the diversity of experiences and strengths of all SUP partners and organizations. The three SUP action groups are:
 - **Strategic Action Group** relies on individuals whose skill sets and experiences are best suited towards influencing policy development, structural reform, legislative

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amendments, and organizational changes. The Strategic Action Group will bring the SUP's recommendations for change to the senior policy levels of partner organizations (i.e. council, cabinet, boards of governors, etc.).

- **Urban Action Group** relies on individuals and organizations whose skill sets and experiences are best suited towards representing and motivating the general public and community groups at a grassroots level, using tools such as social networking to build momentum. The Urban Action Group will generate ground level support for SUP strategic initiatives, and will also generate leading edge initiatives and innovation from traditionally untapped resources in the community.
- **Partnership Action Group** relies on individuals who are best suited to represent the goals of the SUP within their respective organizations, and to represent their organizations' goals within the SUP. These partners will coordinate the goals of their organization with the shared vision for the Regional Centre being championed by the SUP. The Partnership Action Group provides a shared place of reflection in which representatives from all partner organizations can strategically consider their individual initiatives in the larger context of the initiatives of all SUP partners.

This organizational structure is contained within the Constitution of the SUP, which is provided as **Attachment 2**. Council's July 2010 motion, directed staff to return to Council for the approval of a *Strategic Urban Partnership* terms of reference document. The Constitution is that document, and its approval is the subject of Recommendation #3 of this report.

3. The Opportunity Sites Task Force

The *Regional Plan* identifies over 800 "opportunity sites" for infill development within the Regional Centre. Looking at just the 260 acre downtown Halifax Plan Area, there are 51 acres of vacant land or under-utilized land that can accommodate eleven million square feet of development. Of that development capacity, 61% is in public ownership. In downtown Dartmouth there are 53 acres of vacant land, of which 50% is in public ownership. There are additional publically-owned developable lands throughout the Regional Centre that are currently being inventoried. This places a great share of the responsibility for infill development in government's hands. For this reason, Capital Ideas recommended, and Regional Council approved, that HRM create an *Opportunity Sites Task Force* (OSTF) for the Regional Centre to package publically owned vacant lands and bring them to market for development. Beyond the benefit of bringing investment and redevelopment to the Regional Centre, this approach also provides strong public sector leadership in the field of development and densification for the private sector to follow.

Forming the OSTF

The July 2010 Capital Ideas approval by Regional Council included direction to staff to "*define an operational model for the Opportunity Sites Task Force.*" Subsequent to Council's motion provincial staff expressed an interest in forming a joint HRM-Provincial OSTF. Such a partnership is highly beneficial given that the greatest share of publically owned vacant land is held by the municipal and provincial levels of government. Reflecting Council's direction and December 16, 2011

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the desire for a joint ODTF, a draft “Project Charter” has been created and is currently under joint review by HRM staff and provincial staff from the Transportation and Infrastructure Renewal department and Community Services department.

While the review of the joint Project Charter is being undertaken, the HRM side of the OSTF has been operating *ad hoc* for some time, and has executed a highly successful pilot project. This was the recent sale of the Clyde Street parking lots. Fulfilling the intent of the OSTF, this project resulted in many benefits to downtown:

- Development of two unattractive surface parking lots (that have been a blight on the Spring Garden Road area for generations) with high quality, high density mixed-use development, including a portion of the new residential units that will be offered at below market rates.
- A portion of the proceeds from the sale of the Clyde Street lots was directed to the development of yet another surface parking lot (part of the old Infirmary site), resulting in a new Central Public Library and associated public realm improvements in the vicinity. The Library will be a cultural icon for downtown that will attract further investment and growth.
- The creation of a significant amount of economic activity on these lands that have been economically dormant for many, many years.
- These public sector investments have inspired significant private sector investment in the vicinity, and have contributed to an apparent resurgence of the Spring Garden Road area.
- Action on the *2011-2016 Economic Strategy*'s objective for the redevelopment of vacant and under-utilized land within the Regional Centre.

4. New Tools to Encourage Development and Investment in the Regional Centre

Cities throughout North America are making use of various tools to address serious socio-economic issues arising from the same “hollowing out” of their urban cores that HRM has been experiencing. While the economic sustainability and success of the Regional Centre can be improved through the ongoing implementation of the *Regional Plan* and *HRMbyDesign*, it is also important to explore and develop innovative new financial, legislative and policy tools that can further encourage private sector development and investment. This supports the approach that innovation in land use regulation must be complimented by innovation in economic regulation in order for an urban resurgence to be successful. The recommendation to explore and develop such new tools was approved by Regional Council in July 2010. These tools will be largely delivered through the *Regional Plan 5 Year Review*, with the support of the 2011-2016 Economic Strategy and the 2011-2012 Corporate Plan.

New Financial Tools

Currently, several HRM business units are undertaking work with the *Strategic Urban Partnership* to better understand the impact of the current commercial tax structure on the vibrancy and prosperity of the Regional Centre. This has resulted in the creation of a draft Terms of Reference for a study, as discussed in the *Early SUP Successes* section of this report. In

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addition to commercial taxation, this work is also looking at other potential financial tools to incentivize urban development and investment. This work will result in clear and actionable changes to be proposed as part of the *Regional Plan 5 Year Review*, and the *HRMbyDesign Centre Plan*.

New Policy Tools

The *HRMbyDesign Downtown Halifax Plan* delivered a number of policy innovations that have had a noticeably positive impact on downtown development and investment. Many of these tools can be introduced through new policy for the entire Regional Centre, and some have already been introduced through the Downtown Halifax Plan. Some examples include: density bonusing in which the provision of housing affordability or neighbourhood amenity is rewarded with additional development rights; new heritage conservation districts with grants and incentives programs like those in successful use on Barrington Street; powers of design control and design review to ensure architectural excellence in every project; and new development approval processes that allow timely and efficient approvals while doing a better job of protecting neighbourhood scale and character than our current processes are capable of doing.

Legislative Amendments

Many of the positive changes contemplated by Capital Ideas will require amendments to the HRM Charter or other provincial legislation. HRM is already working on an amendments request package that, among other changes, includes the expansion to all areas of HRM of two key policy tools that are currently limited to the Downtown Halifax Plan Area. These are the ability to conduct density bonusing, and the ability to regulate the quality of the design of structures. It is likely that other necessary amendments will surface during the execution of the *Regional Plan 5 Year Review* and the *HRMbyDesign Centre Plan*. Pursuing these amendments is supported by Council's endorsement of the Government Relations strategic focus around ensuring HRM has the tools to strengthen the Regional Centre in the areas of planning and development, economic prosperity, and legislative authorities.

5. Improve the Livability and Sustainability of the Regional Centre by Accelerating the Regional Plan and HRMbyDesign

The Regional Plan 5 Year Review

RP+5 was initiated by Regional Council on October 4, 2011. The review will follow four major themes: densifying opportunities to live and work within the Regional Centre; finding sustainable solutions to our growth challenges; making sure that transit and transportation planning support our desired growth patterns; and improving the quality and liveability of community design. The first theme regarding the Regional Centre derives in large from Capital Ideas. It is the *Regional Plan 5 Year Review* that will deliver the high level policy enabling the creation of many of the new tools to encourage investment and development in the Regional Centre described in Section 3 of this report.

The HRMbyDesign Centre Plan

The Centre Plan was initiated by Regional Council on October 4, 2011. The *Centre Plan* is phase three of *HRMbyDesign*, following the establishment of the overall *Regional Centre Vision and Principles* in phase one, and the creation of the *Downtown Halifax Plan* in phase two. Taken as a whole, the three phases present a 25 year vision of a dense, livable and prosperous Regional Centre that will create sustainable economic and environmental benefits across the entire municipality. The Centre Plan will deliver detailed Regional Centre-related land use and economic policy and regulation in support of the *Regional Plan 5 Year Review*'s high level policy on that topic. The thread of Capital Ideas runs throughout the approved scope of the Centre Plan.

6. Impact of Capital Ideas on HRM's Strategic Direction-Setting Initiatives

Implicit in Regional Council's approval of Capital Ideas in 2010, was a renewed interest in and focus on the Regional Centre as the financial and cultural heart of the municipality. The approval acknowledged that a vital Regional Centre creates the financial strength necessary to provide amenities and services to all of our communities, and that making lasting investments in our urban core brings sustainable economic, social and environmental benefits to all HRM residents, and the Maritime Provinces beyond. As a result, that approval has had a profound impact on several of HRM's strategic direction-setting initiatives.

The 2011-2016 Economic Strategy

This five-year strategy is comprised of five major goal statements. One of those goal statements is devoted entirely to the Regional Centre, and it states: "*Build a vibrant and attractive Regional Centre that attracts \$1.5 billion of private investment and 8,000 more residents by 2016.*" The objectives and action items that support that goal statement are drawn directly from the Capital Ideas discussion paper. They are:

- Direct and oversee a pro-development policy environment within the Regional Centre;
- Further the liveability and attractiveness of the Regional Centre;
- Reinvent the current approach to mobility in the Regional Centre; and
- Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.

The Economic Strategy identifies the SUP as the possible organization accountable for the delivery of several of the action items that support these objectives. An excerpt from the Strategy summarizing the Regional Centre goal, objectives, supporting actions and accountable bodies, is provided as **Attachment #4**.

The 2011-2012 HRM Corporate Plan is comprised of Council Focus Areas, Community Outcome Areas, and Administrative Priorities. Objectives that directly or indirectly support enhancing the Regional Centre are found in each of these sections. These objectives have direct linkages to Capital Ideas and include such statement as:

Attachment 6: Detailed Capital Ideas Progress Update

- HRM neighbourhoods are inclusive, vibrant, and mutually supportive, with strong linkages to the Regional Centre;
- The Regional Centre is HRM's culture, leisure and entertainment capital;
- HRM has attractive and vibrant downtown and business districts;
- Implement the *Regional Plan 5 Year Review* and the *HRMbyDesign Centre Plan*;
- The *Regional Plan 5 Year Review* is reflective of Regional Centre and sustainability priorities;
- Consider incentives and adopt development policies that encourage investment in the Regional Centre;
- Bring vacant HRM owned properties to market for strategic development; and
- HRM's regulatory, tax, and policy framework attracts sustainable development & investment.

End.