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Halifax Regional Council
May 18, 2004
Committee of the Whole

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: Betty MacDonald
Betty MacDonald, Director, Governance and Strategic Initiatives

DATE: May 12, 2004

SUBJECT: Capital District Public Facility Needs and Opportunities Study

INFORMATION REPORT

ORIGIN

This project originates from:

- the Capital District Vision endorsed by Council on April 16, 2002 which included the need for leadership in public lands planning, and a subsequent Capital District Committee of the Whole Council update on August 20, 2002 where additional information was presented on the scope of work.
- the issuance of Request for Proposal #02-139, titled Public Facilities Needs and Opportunities Strategy, in January 2003, and the subsequent project award, pursuant to Procurement Policy, to Cantwell and Company.

BACKGROUND

A strategic direction under the Capital District Vision is to provide leadership in coordinating the efforts of all levels of government and stakeholders to reinforce the Capital District as a prosperous regional centre. Strategic planning around public property assets is key to this coordinated approach. This is reinforced through the Capital District 2004-05 business plan which identifies the need for an intergovernmental-interagency Public Real Property Plan.

Population in the Capital District is increasing as more and more people choose to live near services, jobs, and cultural infrastructure. The majority of the region's key economic drivers are also concentrated in the Downtown including the universities, national defence operations, hospitals, public administration, and tourism. It is important that these fundamental industries have the land and the infrastructure to develop and prosper over the long-term. It is also essential that desirable public facilities are in place to keep people living, working, and doing business in the Capital District.

A substantial proportion of the land area in the Capital District is publically-owned. The Halifax Regional Municipality, like the Provincial and Federal government, plays an important role as a major land-owner in shaping the region's growth and maintaining quality of life of its residents. As development pressures increase in the Capital District, the need for a coordinated intergovernmental strategy for the short and long-term development of these lands is evident.

In 2003 HRM, through the Capital District Task Force and Real Property and Asset Management, took the lead in initiating an intergovernmental Public Real Property Plan for the Capital District area. The primary goal of this Plan is to enable *a coordinated and strategic approach to decision-making in the disposal and development of public lands*. In taking a proactive approach to real property development HRM can directly influence growth and development patterns, achieve community planning objectives and help to achieve the vision for the Capital District. The Plan will provide a framework for all three levels of government to strategize around impending, potential and longer-term development opportunities and needs.

Phase one of the Public Real Property Plan is now underway and near completion. This initial, and critical stage, is the creation of *a strategy for the long-term development of public facilities in the Capital District*. In May 2004, following in-depth consultation and stakeholder coordination, a Public Facilities Needs and Opportunities Study for the Capital District was completed. This work sets the stage for ongoing phases of the overall Public Real Property Planning exercise and the foundation for the future Plan.

DISCUSSION

The Public Facility Needs and Opportunities Study addresses public facilities planning in the Capital District for the ten year horizon. Best practices from several cities similar to Halifax were reviewed with respect to public facilities planning and development.

The study looks at a broad range of public facilities needs in the Capital District including recreational, educational, health, economic, and cultural facilities and infrastructure. The study also looks at strategic land holdings that would help to position the Municipality as the centre of business, tourism, and culture within Atlantic Canada and as an emerging national city. The result is a physical and management strategy for the acquisition, disposal, and development of public facilities to help achieve the vision for the Capital District.

The study was prepared in consultation with a variety of stakeholders including government departments and agencies and community and business groups. The results were tabled and accepted by the Capital District Commission Society on March 24th, 04. Ongoing community consultation will occur at key points as the Public Real Property strategy is implemented.

Numerous planning strategies and background studies have been prepared for specific land holdings and initiatives in the Capital District over the past several years. The Public Facilities Study builds on all of that work and places each within the context of a broader vision and strategy for the Capital District and regional planning objectives. This study is considered to be an early deliverable of the Regional Planning project.

As a key component of the work, an inventory of all public land holdings was conducted. A high-level opportunities evaluation was also completed using demographic and development trends, industry speculation, and Capital District and regional planning objectives. Strategic planning recommendations for these properties have been developed and priority opportunities identified. The criteria for identifying real property priorities includes cost, level of impact, and known short-term priorities ie. active or planned projects within the municipal, provincial, and/or federal government. These criteria have been applied to help HRM focus its real property efforts and provide a framework for where investment and resources should be placed.

Development of an action plan for the high priority municipally-owned properties will form the next phase of the Public Real Property Plan. Ongoing coordination with provincial and federal government(s) will continue over the longer-term, however, HRM's focus will be on addressing shorter-term real property opportunities and priorities as identified in the study.

A complete summary of the Study results and research observations have been provided to give Council a comprehensive over-view of the project. (Attachment 1) The research and consultant recommendations in this report will act as a guide for further discussion and decision-making for future real property development. As per Council's approved policies and procedures Council would be involved in property-specific policy decisions as we move forward with implementation of the Real Property Plan.

BUDGET IMPLICATIONS

The results of this study will provide strategic guidance for business planning and budgeting around HRM's real property decisions.

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

No alternatives are recommended.

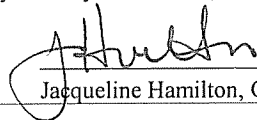
ATTACHMENTS

Attachment1: Public Facility Needs and Opportunities Study Executive Summary

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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EXECUTIVE SUMMARY

BACKGROUND

Halifax is the Capital of Nova Scotia and the centre of economic growth in Atlantic Canada. It is home to a large number of regional and national corporations, the East Coast headquarters and port for the Department of National Defence, host to half a dozen universities and the region's major health care complex, a thriving arts and entertainment industry, and a growing oil and gas industry. It is also has a multi-million dollar tourism industry. In essence, Halifax is the Heart of the Atlantic Region. When these attributes are combined with our beautiful natural environment and high quality of life assets, the City's emergence as one of the next "great small cities" becomes evident. In fact, more and more, Halifax is being recognized as a hidden gem within Canada and in North America.

It is in this spirit that Halifax Regional Municipality (HRM) recently formed the Capital Commission Society, a new municipal initiative that is tasked with enhancing the urban core of the region as the place to live, work and do business. The creation of the Capital District is part of a larger Regional Planning exercise that HRM is undertaking to come to grips with the development issues facing the Region. The Capital District has been defined to include Downtown Halifax and Downtown Dartmouth and the Spring Garden, Quinpool and Gottingen commercial districts. By promoting new development within this area of the municipality, and investing in public amenities and infrastructure, HRM will be reinvesting in its future, thus ensuring the sustainability of its economic and cultural institutions.

As a part of its planning for the Capital District, HRM is also preparing a Public Real Property Opportunities Plan (PRPOP). This plan will provide a detailed inventory of all public properties, buildings and land uses and other public assets in the district and a classification of these based on short, medium and long-term priorities for action. The PRPOP also includes the development of a high level, strategic plan for public facilities development, based on needs and opportunities, and it is with this that the present Public Facilities Needs & Opportunities study is concerned. The goals and objectives of the study are as follows:

STUDY GOAL

To develop a strategic approach to public facilities planning and development over the next ten (10) year period, that will include the projection and identification of facility needs, and allow the siting of future and proposed public facilities within the context of the Capital District vision.

OBJECTIVES

- To provide a strategic approach to the acquisition, disposal and development of public facilities and property within the Capital District, specifically to help achieve the goals of the Capital District Vision statement;
- To develop a physical strategy that helps to position the municipality as the centre of business and tourism/culture within Atlantic Canada, and as an emerging national City;
- To solicit the input of stakeholders and the general public, and to build and establish partnerships with all levels of government agencies; and,
- To ensure that the strategy developed is consistent with HRM's regional growth initiative.

CURRENT POPULATION AND FUTURE GROWTH

As of the 2001 Census, HRM has a total population of almost 360,000. Approximately 9% of the total population of the municipality lives within the Capital District. Several population projections have been prepared for HRM. For the purposes of this study, it is assumed that the population of HRM will grow by approximately 60,000 people by the year 2021. It is assumed that the Capital District will capture 3,000 to 4,000 more residents over the next few decades, with mature adults comprising a large percentage of this increase. Over this period, it is also anticipated that there will be a shift of population from rural to urban areas, and that the average household size will decrease, thus reducing the population density of certain areas, and reducing the demand for some family oriented community services (e.g., elementary schools, recreation programs, etc.).

WHAT IS A CAPITAL CITY?

There are several types of "capital cities" including National capitals, Provincial capitals, Economic capitals, Political capitals and Cultural capitals. Capital cities embody multiple characteristics that express their varied roles. Halifax is a blend of these types, as it is a political capital, as well as the economic and cultural capital of Atlantic Canada. Capitals attract well-educated individuals who are willing to pay for high quality public services and cultural amenities. Generally, there is an expectation that capital cities provide a high quality living environment, a wide range of civic and cultural amenities and a vibrant arts and entertainment scene. Halifax and HRM already have many of these qualities and amenities. However, increasingly, cities world-wide are engaged in what has been called the "war of places" where cities market themselves on an international stage and attempt to exceed the others in attracting tourism, new economic development and new residents. Halifax too is engaged in this 'war' and needs to strategically plan for the facilities that it will need to succeed in this increasingly competitive field.

INDICATORS OF LIVABILITY

Due to advances in information technology, and greater access to air travel, people are now more mobile than they have ever been. As a result, most people are now free to move anywhere they want, and while some jobs are tied to a specific resource (e.g., fisherman must live on the ocean), more and more jobs are now location-independent. So with all this new mobility, how do people pick where they want to live? Employment and quality of life are two widely referenced indicators of livability. A number of indices have now been compiled to rank cities by the quality of life they offer residents, and some have been customized for use by employers (i.e., to help them figure out good locations for setting up new companies that will attract the best and brightest workforce). According to the newsletter of *Creative Intelligence*, an organization that specializes in analyzing these indices, "there appears to be a strong set of linkages between creativity, diversity, talent and technology intensive activity that are driving the economies of Canada's city-regions."

HRM has been ranked on all of these indices, and as a whole has been scoring quite well. In fact, for some indices, Halifax is ranked as one of the top small cities in North America. For example, Halifax ranks 7th in North America on the Bohemian Index (an indicator of creativity), and 14th on the Talent Index (number of people with a university education). Halifax would rank higher scores on several of these indices if it had a larger immigrant population (an indicator of tolerance). As being given a high position on these indices attracts the attention of citizens and employers, where possible, HRM should take steps to increase its rating as opportunities become available.

CASE STUDIES: PUBLIC FACILITIES DEVELOPMENT IN OTHER CITIES

In order to learn from the experiences of other similar sized cities, the study presents six case studies of other cities in North America and abroad. The cities reviewed were:

- Victoria, BC;
- London, ON;
- Portland, OR;
- Charleston, SC;
- Helsinki, Finland; and
- Wellington, NZ.

Four of these six cities are political capitals, and most are economic and cultural capitals. Most are port cities, and several are isolated from other population centres (e.g., Wellington, Helsinki). All of these cities have a population base between 300,000 and 500,000 people. Based on the consultant's review of these cities, the following conclusions were drawn.

Central City Revitalization is a Key Component of a Regional Plan.

In all six case studies, central city revitalization is seen as a key element in regional development planning. There is agreement that the downtown should be made into an attractive, central place where people from the entire region can work, shop, find education, art and culture and be entertained. Development of a full range of public facilities in the urban core is a key ingredient of regional planning.

Capital City Image Enhancement & Promotion.

In all three case studies where the city is a political capital (Victoria, Wellington and Helsinki), an overt effort is made to enhance and promote the capital city image.

Downtown Residential Development/Affordable Housing.

All six cities encourage downtown residential development, both at market and affordable rates. The rationale for this is to create a jobs/housing balance. Cities that do not have this balance tend to have aggravated traffic problems, as workers commute to high value areas to work.

Central Library Facilities.

In both London and Victoria, the redevelopment of a central library has been a core element in downtown facilities planning. In both cases the library is (or will be) integrated with other uses in a mixed-use development. The location of the library amidst retail uses is seen as mutually beneficial because each attracts a high pedestrian traffic.

Performing Arts Facilities.

All six comparable cities have a performing arts centre downtown. The more modern facilities have flexible seating arrangements to accommodate productions of varying scales. In all cases, the downtown location for the performance centre provides a spin-off benefit for other downtown entertainment facilities, restaurants and bars, etc.

Convention Facilities.

In all of the cities studied, convention facilities are being expanded to meet new market demands.

Partnering with Universities.

Five of the six cities have partnerships with universities in urban development projects of one type or another.

Waterfront Facilities.

All six comparable cities have waterfront development schemes (whether oceanfront or riverfront) as a central element in their downtown revitalization plans.

Parks, Plazas & Outdoor Performance Spaces.

Urban parks, plazas and outdoor performance spaces are a key element in downtown public facilities planning, both as recreational amenities for residents and attractions for visitors. In all six cases, the city has developed a linked system of parks and greenways, pedestrian walkways and urban plazas, often focusing on waterfront areas and central city spaces.

Public Art.

Portland is also a leader in its programming for public art - sculpture, murals, etc. that enhance and provide visual focus and identity to public spaces. Although not covered in these case studies, many other progressive cities (e.g., San Francisco, Minneapolis) have similar public art programs, typically funded through development fees.

Tourism Facilities.

Tourism development is also a common theme, particularly in the coastal cities. Where applicable, many cities use heritage assets as a focus for new tourism development.

Cultural Policy. All six cities give significant support to the arts, both through operational funding and involvement in capital projects. This includes the integration of arts policy into a plan for the city's quality of life, as well as financial support for theatres, symphony orchestras and other performing arts facilities.

Sports/Games Facilities. Both of the Canadian comparables (Victoria and London) have hosted major sports events in the past; Victoria the 1994 Commonwealth Games and London the 2001 Summer Games. These events have benefited these cities economically, left a legacy of improved sports facilities for residents, and put them in a position to host future events. The challenge appears to be one of finding the right combination of existing and new facilities and planning well for the post-games legacy to ensure that, on balance, the benefits of hosting the event will outweigh the costs.

Clustering. Clustering of uses to develop synergy is a common theme in the case studies, whether the clustering is for biotechnology research (London, Helsinki), e-business (Wellington), entertainment (Portland, Wellington) or marine industry (Charleston). These initiatives are carried out through a variety of partnerships with development organizations, involving capital contributions, operational support, or supportive planning policy.

Farmers Market Facilities. Another common theme is the development of a downtown farmers market. In some cases, these are private ventures while in others they are developed by the city (e.g., Charleston, Helsinki) or through P3 arrangements (London).

Heritage Preservation & Urban Design. In all cases, preservation of architectural heritage in the urban core is a key development policy along with urban design guidelines to ensure that new development will fit in.

Public Transit. Efficient public transit is another key ingredient that links downtown facilities development and revitalization with the larger picture of regional planning. Three of the cities have light rail systems.

Parking Facilities/Parking Policy. All of the cities have had to come to grips in one way or another with the issue of vehicle parking in the city centre. Several of the cities have state of the art public transit systems. Most provide structured parking downtown, while some have established a 'parking lid' – or a maximum number of parking spaces allowed in the downtown.

When linked with a modern transportation system, discouraging long-term parking encourages the use of public transit.

HRM CAPITAL DISTRICT PUBLIC FACILITIES RECOMMENDATIONS

Based on the analysis of these other cities, and the consultant's assessment of HRM's existing facilities, a series of recommendations were developed. A tenet of the recommended strategy is that key institutions and economic generators (i.e., those things that differentiate the district) need to be protected. For example, it is not possible to move the central business district, or a major university or hospital, therefore land around these institutions or facilities needs to be protected for their future use so the Capital District continues to be the economic engine of the municipality. In developing this strategy, the consultants and the steering committee have taken a 25 year view of the growth of the municipality. In other words, some elements of the strategy make take decades to implement.

The report's recommendations are organized into three (3) distinct sections: The Economy & Key Institutions; Quality of Life; and Real Property Decisions. The section on the economy recognizes that this is one of the primary reasons cities exist. By taking steps to protect our institutions, HRM would in some way ensure the future integrity of our economy. Quality of Life and the Economy are actually interrelated, as air travel and the internet have made the world a very small place, and many people now choose where they live based on the quality of life that a city offers themselves and their family. The section on Real Property Decisions provides advice to HRM on options related to municipally-owned properties as well as some advice on key private, provincial and federal land holdings. These decisions incorporate the analysis contained in the two previous sections: economy and quality of life. The following recommendations are made for HRM's Capital District.

SECTION 1: THE ECONOMY & KEY INSTITUTIONS

THE CENTRAL BUSINESS DISTRICT

- That the Cogswell Interchange be redeveloped for a range of uses, including office space, hotels, residential and institutional uses (e.g., convention centres, performing arts facilities, law courts, etc). Although there is no short term demand for office space, at least some portion of this redevelopment area should be retained for the future office tower expansion.
- HRM should encourage Public Works Canada and the Province to build new office space in the Capital District. Although this will negatively impact the value of privately owned office space in the short term, in the long term, it will increase the supply, and reinforce downtown as a high quality location for business.
- That the public transportation systems that service the Capital District be given a top priority for improvement so that the area enjoys a very high level of service.

EDUCATIONAL FACILITIES

Dalhousie University

- Halifax Regional Library (HRL) should open discussions with Dalhousie University about the possibility of created a shared library facility on the Spring Garden Road and Queen Street site currently owned by the Province.
- If the parties are not interested in developing a shared facility, the new HRL library should be built on the Queen/Clyde Street site owned by HRM, as the incremental benefit of the Spring Garden Road site would not be worth the extra cost to HRM.
- In either event, HRM should develop a master plan for the Queen Street corridor between Spring Garden and Morris Streets.

Nova Scotia College of Art and Design (NSCAD)

- Educational institutions such as NSCAD add a lot to the cultural diversity of Halifax. HRM should support NSCAD's efforts to expand within the Capital District, specifically a second campus in the Dartmouth Cove area.
- HRM should also modify the existing Metro Transit ferry schedule in order to accommodate the needs of the NSCAD students in Dartmouth.

Halifax High Schools

- HRM should also prepare a revised master plan for the North Commons which includes the new consolidated high school site. This plan should identify how school play areas can also be made available to the general public after hours.
- The St. Pat's High school site, should be redeveloped for residential and retail space. This should include a re-alignment of the Windsor/Quinpool intersection.
- Once HRM gains title to the QE High School site, a feasibility study should be carried out to determine the suitability of re-using the building for an alternative use (assuming a 10-15 year time frame) until the site is needed for redevelopment (most likely hospital expansion).
- Should an alternative use not be feasible, the building should be demolished and a portion of the site leased to the QEII hospital for improvements to the emergency department parking area and operation of an overflow parking lot. Land lease payments to HRM could pay for recreation improvements on the Halifax Commons.
- Urban design guidelines should be developed for Bell Road to ensure that future development will enhance the Commons and the important gateway into the Capital

CONVENTION CENTRES AND ARENAS

- The expansion of the existing World Trade and Convention Centre (WTCC) would generate significant economic benefits for HRM. The Capital Commission Society should support the WTTC's current expansion plans.
- If the Trade Centre expands, the demand for new hotel rooms will surge. HRM planning department should consider the future demand for hotel space as they prepare planning documents for the Capital District.

HOSPITALS AND MEDICAL FACILITIES**QEII Health Sciences Centre**

- The Queen Elizabeth high school site is ideally situated for the expansion of the New Infirmary Hospital (most likely a replacement for the Victoria and Centennial buildings at the VG complex). It is anticipated that these buildings will need to be replaced sometime between 2013 and 2023.
- The CBC site on Bell Road is also well positioned to help QEII Infirmary site expand at some point in the future. HRM should get the Federal Government to agree to this.

Life Sciences Development Association Research Village

- HRM should continue to support the LSDA through the efforts of the Greater Halifax Partnership.
- HRM should develop urban design guidelines for University Avenue as a secondary area in the Capital District.

TOURISM IN THE CAPITAL DISTRICT**Halifax Waterfront**

- HRM should support and encourage the redevelopment of the Maritime Museum of the Atlantic incorporating design guidelines included in the 2002 Halifax Waterfront Development and Open Space Plan.

George's Island

- HRM should continue to co-operate with Parks Canada to find ways to implement the George's Island project.
- HRM should encourage Metro Transit to include summer ferry service to George's Island as part of its long-term plan for ferry service within Halifax Harbour.

Halifax Aquarium

- A feasibility study on an aquarium should be commissioned. HRM, the WDCL, and the Department of Tourism and Culture should support this feasibility study.

Discovery Centre

- HRM should encourage the relocation of the Discovery Centre to a more suitable location within the Capital District.

Halifax Port Authority Seawall Property

- HRM should meet regularly with the HPA to ensure their plans for redeveloping the Seawall property to not create adverse traffic or land use impacts.

Royal Artillery (RA) Park

- HRM Tourism should work with DND (the Army), the Maritime Museum of the Atlantic (the Naval Heritage project), and Parks Canada (the Citadel) to reposition the front portion of RA Artillery Park as a linked military tourism attraction.

Alderney Landing and Waterfront Area

- HRM needs to determine if enough space can be found to host the farmer's market in the waiting area of the ferry terminal, the connecting hallway to Alderney Landing, and underneath Alderney Landings awnings.
- HRM should redevelop the ground floor of Alderney Landing as permanent retail space. Tenants that provide daily services for residents (e.g., coffee shops, pubs, restaurants, etc.) should be encouraged to create needed activity.

Shubenacadie Canal.

- HRM should implement a small portion of the Shubenacadie Canal Greenway project so that the concept is not lost. The remaining improvements should wait for a major source of funding (e.g., a Federal funding program).
- Registering the Shubenacadie Canal as a National Historic Site would help the Canal Commission's fundraising efforts. HRM should support this application.

Dartmouth Museum

- HRM should demolish the building and repatriate the site into the Dartmouth Common in accordance with the Dartmouth Common Plan

OIL AND GAS SECTOR

- There is an immediate need to develop a masterplan for Halifax Harbour. A key component of this masterplan should be a long-term strategy to assemble and develop suitable waterfront lands for marine industrial uses.

NATIONAL/INTERNATIONAL GAMES STRATEGY

- HRM should work with the Canada Lands Company and the Provincial Department of Community Services to develop a master plan for Shannon Park, to balance its potential for housing with its potential as a stadium site, so that HRM's ability to compete in a major games bid will be preserved. Any plan should include a third ferry terminal at Shannon Park.
- HRM should work with the Halifax Port Authority on the redevelopment of their Seawall properties. A particular focus should be placed on the potential of the property to support a new arena. If this site is too constrained for an arena, HRM should attempt to find an acceptable site within the Halifax portion of the Capital District, as the facility is important for the existing hospitality sector in downtown.

SECTION 2: QUALITY OF LIFE**RECREATIONAL FACILITIES****Walking and Multi-Use Trails**

- HRM should ensure that pedestrian links are provided all along the waterfront from Point Pleasant Park to Seaview Park. The trail should connect with adjacent streets and pedestrian areas to maximize accessibility by Capital District residents.
- The masterplan for the Halifax Common, particularly the North Common, needs to be updated to include a complete multi-purpose trail, and public recreational components of the new high school. Funding for the construction of a multi-purpose trail around the North Commons should be secured.
- HRM should support the Halifax Urban Greenway Association in its efforts to establish a greenway trail along the CN rail cut.
- HRM should complete the Dartmouth multi-use trail by completing the pedestrian bridge link at the Parcelo, linking Lake Banook and Lake Mic Mac, and ensuring that pedestrian linkage is maintained through any redevelopment on the Starr Manufacturing site to connect Sullivan's Pond and Dartmouth Cove.

Halifax Public Gardens

- HRM Parks and Recreation should work with the Friends of the Public Gardens and the Spring Garden Road Merchants Association to keep at least some portion of the Gardens open year round.
- The Canteen/Horticultural Hall should be made into a high quality, year-round tearoom attraction. This facility would have a Spring Garden Road entrance, and revenue from the facility could be used to improve and maintain the Gardens.
- HRM should prepare a comprehensive management plan for the Public Gardens. This would include physical planning, drainage, plant sustainability, winter access, washroom improvements, etc., as well as a business plan for operation of the Tearoom and seasonal skating rink.

Halifax Common and Citadel Hill

- HRM should update the master plan for the Halifax Common to take into account current and potential changes in surrounding uses and facilities, including relocation of QEH to the NSCC site, landscaping improvements to the Bell Road corridor following demolition of QEH, and repatriation of other sites that were formerly part of the Common, such as the CBC TV site and the VG hospital parking lots.
- The pavilion on Cogswell Street needs to be renovated with proper washrooms.

Dartmouth Common

- HRM should accept the offer of an exchange gardener from HRM's sister city, Hakodate, Japan. This gardener could assist in the enhancement of Leighton Dillman Park and other parks and open spaces in the Capital District.
- The urban wilderness garden in the Dartmouth Common doesn't work. A workshop should be held to define the best recreational use for this space.
- The Dartmouth Commons Masterplan should be updated, to assess its position relative to the new Dartmouth Greenway and the Capital District in general.
- The old Dartmouth Museum on the Dartmouth Commons should be redeveloped as a gatehouse, administrative office and staging area for the Dartmouth Common.

Potential Winter Garden

- The winter garden project has the potential to reinvent how events are held in Halifax during Winter months. As planning for the Capital District evolves, HRM should ensure that this project is given full consideration.

Outdoor Performance Space

- Parking should be removed from the Grand Parade (the most formal civic space in HRM) and alternative arrangements made to accommodate Councilor's vehicles.
- The old building on the Wanderers Grounds should be removed and replaced with a new field house.
- HRM needs to continue discussions with CN Real Estate to remove the railway marshalling yards on the Dartmouth waterfront.
- HRM should work with the WDCL to acquire, or lease long term, the Dartmouth Pier from the Halifax Port Authority. This land is a key link in the Dartmouth waterfront trail, and could be developed as public openspace.
- Redevelopment of the Water Street Law Courts site could impact Chebucto Landing (foot of George Street). Therefore, redesign of Chebucto Landing should be deferred until the fate of the Law Courts building is known
- Sackville Landing needs to be redesigned to work more efficiently. It would be appropriate to revisit this as part of the redevelopment of the Maritime Museum of the Atlantic.
- Nathan Green square needs refurbishment to re-orient the performance space more towards the pedestrian walkway. Protecting the park from ferry wash and storm surge should be a goal of any renovation.
- The Spring Garden Road Library should be redeveloped for pedestrian oriented activity once a new library has been built. If the old library is beyond renovation, the existing "triangle park" should be expanded to include the whole property.
- A well-designed, outdoor performance should be created on Gottingen Street. This is being addressed in the Capital District Urban Design Study.

Swimming Facilities.

- Centennial Pool should be maintained primarily as a support facility for competitive diving until such time as a new purpose built facility (which would support a major games bid) is constructed at the Mainland Common. Once this new facility has been built, the Centennial Pool can be decommissioned and the site redeveloped.
- In the interim, the surface parking lots to the west of the pool should continue to be made available to local residents for parking during the winter months.
- HRM should consider purchasing the Nunavut Legion headquarters building at Rainnie Drive and Cogswell Street. This facility could then be leased back to the Legion until such time as the whole site is ready for redevelopment.
- Once a new pool at the Mainland Commons has been built, a redevelopment plan for the Centennial Pool site should be prepared in consultation with the community.

Outdoor Skating Rink

- HRM Parks and Recreation should investigate building at least on outdoor, cold weather, skating rink in the Capital District. Possible sites include Victoria Park (near the Public Gardens), the Starr Manufacturing Site, Grand Parade and proposed waterfront development of the Salter Street block (i.e., the Medjuck proposal).

Lake Banook Rowing Venue

- Lake Banook is a world class rowing venue. Unfortunately there is no guiding document to manage development around the lake, and to set some sort of balance between resource protection, and new residential development. HRM should develop a future vision for the lake with the community that considers factors such as land ownership, wind dynamics, water quality and aesthetics.
- The design and use of Silver's Hill as a natural viewing area for races should be reviewed. Terracing may be required in order to make this area function properly.

THE CULTURAL SECTOR**Performing Arts Facilities**

- It would appear that there is a need for a 2,000 to 2,500 seat performance hall in Halifax. A professional feasibility study should be commissioned to assess the potential of this facility. The Province of Nova Scotia/Federal Government and Waterfront Development Corporation should be approached as potential partners for this study.

Alternative Space for the Arts Community

- HRM should continue to support the Khyber Arts Society on Barrington Street. This group plays a valuable role in creating a profile for the alternative art scene within the Capital District. By continuing to lease this space, HRM will profit from any future increase in property values.
- HRM should work with the arts community to identify an old building or parcels of land in the Capital district to create an artist-run co-op that has affordable studio and performance space. Refer to the recommendation on the existing QE High School.

Public Art Within the Capital District

- HRM should adopt a Public Art Policy that governs maintenance of existing public works of art and requires inclusion of public art in new development within the Capital District. This would be funded through fees on new development.
- HRM should partner with NSCAD to help get art out of the classroom and into the Capital District. This might include providing funding for materials for art classes, where the final results are installed in public spaces.

HALIFAX REGIONAL LIBRARIES

- A new Central Library located in downtown Halifax is a key component of the vision for the Capital District. A new, state-of-the-art Central Library will significantly enhance the level of library service for all HRM residents and will also boost the city's image and attractiveness as a place to live.
- The condition of the existing Spring Garden Road branch makes it imperative that a site and funding for a new central Library be agreed upon within a couple of years.
- The new library should be built as close to the old location as possible. Although it has been suggested that the Dalhousie parking lot (Spring Garden and Queen) is the ideal location, although this would require HRM to acquire valuable land from the province. Alternatively, the library could be build on HRM's Clyde/Queen Street parking lot, possibly in conjunction with an adjacent property owner in order to provide retail frontage on Spring Garden Road.
- Once a new Central Library is built, HRL administrative offices should relocate to the new facility from Alderney Gate. This will enable the Alderney branch to expand upstairs.

HERITAGE RESOURCES

- HRM should commit necessary funds and resources to the Barrington Street Heritage District. The best way to encourage heritage conservation is to 'tilt the playing field' to make it a favourable option for property owners and developers.
- HRM should persist in its efforts to secure statutory authority to provide tax incentives to private heritage property owners, not just to non-profits.
- HRM should ensure that heritage conservation is thoroughly addressed in all development agreement applications within the Capital District.
- HRM should utilize heritage buildings for its own corporate space needs wherever possible to demonstrate commitment to heritage conservation.
- HRM should establish special standards for new streets in the downtown area to match the characteristics of existing streets.

AFFORDABLE HOUSING POLICY

- HRM should support and promote the implementation of the new affordable housing policies developed for the HRM regional planning office. This is especially important within the Capital District.
- HRM should lobby the NS Dept of Community Services to consider selling at least half of the units in Uniacke Square to their current occupants, to create a critical mass of pride of ownership and community stewardship.
- HRM should explore the option of density bonuses to encourage the private sector to provide affordable housing.
- HRM should work with the Canada Lands Company, the Province, WDCL, the HPA and the Shannon Park Development Association to develop a plan for the Shannon Park site, so that its potential for affordable housing can be realized (assuming this is compatible with a Stadium).

IMMIGRATION AND ETHNIC DIVERSITY

- HRM should continue to encourage affordable housing and improved urban transit in the Capital District in order to make the urban core attractive to new immigrants.
- Ethnic diversity is good for the economy (e.g., The Mosaic Index). HRM should support multi-cultural agencies & groups through funding and program assistance.

CAPITAL DISTRICT NEIGHBOURHOODS**Gottingen Street**

- The Capital District Task Force should support initiatives within the lower Gottingen Street area (Cunard to Cogswell) that make it more attractive to art groups, and the non-profit sector.
- The Capital District should work with neighbourhood residents and the Gottingen Street and Area Merchants Association to develop a masterplan for physical improvements in the area. This plan should incorporate recommendations from the Capital District Urban Design Study.
- HRM planning should support the efforts of the Gottingen Street and Area Merchants Association and Barrington Street Sewage Treatment Plant Community Liaison Committee. Both groups have an interest in improving the community, but lack the staff

resources to maximize existing volunteer efforts. Any work related to these efforts should include a substantial amount of public consultation.

Quinpool Road

- The Capital District group should assist the QRMBA in the development of a traffic and parking strategy for the Quinpool Road area.

Spring Garden Road.

- HRM should work closely with the Spring Garden Road Merchants Association, the Province, Dalhousie University and Halifax Regional Library to develop a master plan for the Queen Street area between Spring Garden and Morris, taking in both sides of the street (the Infirmary site and the Clyde Street parking lot). The master plan should address future land use along the street and include detailed urban design guidelines.
- HRM Parks and Recreation should work closely with the Spring Garden Road Merchants Association and the Friends of the Public Gardens to resolve the question of winter access to the Gardens and establishing a year-round tearoom in the Horticultural Hall, as an anchor attraction at the west end of the Spring Garden commercial district.

Downtown Halifax

In addition to the recommendations relating to downtown facilities outlined elsewhere in this report, HRM should:

- Assist the DHBC with retail recruitment.
- Work pro-actively with the DHBC to find a suitable development for NFB site, as this could be the catalyst for Barrington Street revitalization, particularly now that the Barrington Street Heritage District is in place.
- Demonstrate municipal commitment to restoration of downtown historic character by restoring granite curbs on Barrington Street.
- Remove unnecessary delays in the development agreement approval process, especially for the DHBC district.
- Continue to work with Metro Transit to improve the public transit system, establish a centralized downtown transit terminal to make transfers easier, and re-organize routing through the downtown to reduce the volume of bus traffic on Barrington

Downtown Dartmouth: Capital District East Business Commission

- HRM should continue to cooperate with the Farmers Market to ensure their long-term presence in the Capital District.

Alternative Street Design Standards

- HRM Transportation Engineering should consider alternative road design and municipal infrastructure standards within the Capital District in order to allow creative design solutions that will help retain the heritage and character of the area.

PUBLIC TRANSPORTATION IN THE REGION AND THE CAPITAL DISTRICT

Bus Service

- There appears to be room for both the DHBC and Metro Transit to negotiate on the issue of buses in downtown Halifax, however they speak different languages and a facilitator is needed to find a compromise on this issue. The Capital District is well positioned to play this role through the Regional Planning project and should do so.
- Discussions should include a look at the long-term possibility of developing a new downtown transit terminal at the Cogswell Interchange, as part of the comprehensive

redevelopment of that site, and of re-routing some buses from Barrington onto Hollis as a way of using transit adjustments to assist downtown revitalization efforts.

Ferry Service

- As budget allows it, ferry service on the Alderney Ferry should be expanded to include more hours on Sunday throughout the year. Later hours (service until 2am) should also be reviewed during the Summer when residents are more active at night in the Capital District.
- The quality of service provided on the ferries needs to be reviewed. These are not sea buses, but rather ambassadors for Halifax Harbour that provide transportation. Service improvements might include: 15-minute service all day on the Alderney ferry; wiping moisture off the deck seats in the morning and after a rainstorm; more retailing in the ferry terminal area to provide services to customers; animated tours for visitors during the Summer (narrative of what's happening on the Harbour – describing oil rigs, container ships, etc.).
- Exterior signage at both terminals should provide a digital count down clock for the next ferry. This would create more certainty about how much time was left before the next crossing. This is used very successfully on the Seabus in Vancouver.

Capital District Transportation

- The management of transportation issues within the Capital District is critical to its future. Currently HRM has only a limited ability to affect change within the Capital District, as it does not control the bridges. HRM should support the creation of a Capital District transportation group that can coordinate related planning issues within the area.

SEWAGE TREATMENT PLANT

- HRM should ensure that the sewage treatment plant proponents fully consider the input provided by the CLC. Regarding the budget allocation for the Barrington Street plant, it may be appropriate for the proponents to use a modern design for the plant, as they are more likely to produce a good quality modern building on a budget, than they are a historic re-creation (i.e., it can take a lot of money to make a new building look old).

SECTION 3: REAL PROPERTY STRATEGY

This section provides advice to HRM on options related to municipally-owned properties they are currently dealing with and some key private, provincial and federal land holdings.

HRM PROPERTY

HRM Corporate Accommodation

- That HRM exercise its option to purchase the Alderney Landing building on the Dartmouth waterfront.

Birks Jewelry/TrustCan Site - Barrington and George Streets

- HRM should continue to negotiate an agreement with the Province to build a joint office building on the Trustcan/Birks site at Barrington and George Streets. Key HRM requirements should include a storefront for the general public to access information, pay property tax bills, etc., as well as a limited number of municipal offices that would benefit from a downtown Halifax location.

BofM Triangle

- HRM owns a small triangle of land between the Bank of Montreal office tower and Water Street, which could accommodate a small commercial building. The development of this property should be coordinated with the redevelopment of the Law Courts, as both are connected by the Water Street pedway.

TexPark Site.

- HRM should issue a proposal call for the redevelopment of the TexPark site. A mixed-use hotel/residential complex would be ideal, as would an office complex, although it is recognized that there is no demand for office development at the current time.

Spring Garden Road Parking Lots

- HRM should consult with the SGRMA and other stakeholders to prepare a proposal call to redevelop one or more of these parking lots for mixed-use development.
- A funding arrangement should be developed that ensures that the SGRMA continues to have a source of funds to support its administrative functions (i.e., not tied to the parking lot operation).
- HRM Real Property and Asset Management should entertain discussions with adjacent property owners to see if it is possible to provide the Queen/Clyde parking lot with frontage on Spring Garden Road

Greenvale School

- HRM should work cooperatively with the private sector to see that this historic building is redeveloped.

Old Dartmouth Foundry Site

- HRM should have discussions with DND about the potential for the Federal Government to acquire this property as part of their consolidation strategy for the Dartmouth Dockyard Annex. Opportunities to swap or trade land parcels should also be kept in mind.

King Street Fire Station

- The King Street fire station site should be redeveloped for medium density housing once it has been declared surplus.

PROVINCIAL LAND HOLDINGS**Provincial Law Courts.**

- HRM should keep apprised of the Master Planning process for the Law Courts over the forthcoming year and, as necessary, lobby to keep the facility in the Capital District. As all of the land around the Water Street law courts is owned by HRM, it would make sense for HRM to acquire this property and re-integrate it into the Halifax Waterfront.

Nova Scotia Hospital Site

- HRM should work with the Province, the Waterfront Development Corporation and the Halifax Port Authority to ensure that the waterfront portion of the NS Hospital site remains reserved for marine industrial use and that this policy is incorporated into the forthcoming Harbour Plan.

Provincial Parking Lot at Water & Sackville Streets

- HRM should work with the province and the federal government to ensure that the urban design for this site creates ground floor activity on Water Street throughout the day.

Dartmouth Cove

- HRM should work with the WDCL to help promote a second NSCAD campus in the Dartmouth Cove area.

FEDERAL LAND HOLDINGS**DND Armouries Site**

- HRM should consult with Canada Lands Company to ensure that any RFP for redevelopment of the Armoury will call for adaptive re-use of the building, preferably in the form of a mixed commercial and residential project.
- There is no need for HRM to acquire this building.
- When the vacant lot on the northeast corner of Cunard and Agricola Streets comes up for development, HRM should encourage the developer to have the new buildings designed so that it is sympathetic to the Armoury. This can be done through the development agreement process.

DND Halifax Dockyards

- DND should be consulted on any plans to develop a multi-use trail along the harbour side of Barrington Street.
- DND should also be consulted as stakeholder when redevelopment plans are being developed for the Cogswell Interchange.

PRIVATE LAND HOLDINGS**CN Marshalling Yard**

- HRM Council should work with the Province of Nova Scotia (through the WDCL) and CN Rail to redevelop the Dartmouth Marshalling Yards.
- If necessary, a proposal call for redevelopment of the parking lot on Alderney Drive (just north of Alderney Landing) would increase the pressure on CN to relocate from this site. In this scenario, the land should be leased to the private sector, as the removal of the marshalling yards will increase its value, and hence the lease payments, at a later date.
- If necessary, the water lots in front of the marshalling yards should be filled in to increase the viability of the area for redevelopment.
- The acquisition (or long term lease) of the Dartmouth Pier would also enhance the possibilities for comprehensive redevelopment of this waterfront area and its general attractiveness and function as a gathering place, performance place and greenway. This possibility should be explored with the WDCL and the Halifax Port Authority. (See also fourth recommendation under Outdoor Events facilities above).

Dartmouth Marine Slips

- HRM should support any development proposal for this site that includes a satellite campus for NSCAD.
- HRM should ensure that the proposed Dartmouth Waterfront Greenway is properly incorporated into any development proposal for this site.

PRIORITIES FOR IMPLEMENTATION

The final report has one hundred recommendations. Not all of these projects can be instigated immediately, and some require funding that is not currently available. Other recommendations are not the direct responsibility of HRM, but have a benefit to the Capital District. Given this number of directives, what should HRM's priorities be?

In our opinion, the priorities for the implementation of this report should be dictated by three variables: project cost, level of impact, and whether the project is a priority for HRM. Of these variables, level of

impact is clearly the most important (i.e., positive impact relative to the cost of the project). Ideally, HRM would own or control the project, and therefore would be able to influence it directly, however if the impact were large enough, it would be worth while lobbying other levels of government or the private sector in order to implement the project. The following paragraphs help clarify the ranking of each of these variables.

Cost. This represents our best guess as to the required financial commitment that HRM would have to make to the project. These figures are net of any sales proceeds. In other words, if the project generates surplus cash flow, it is not deemed to have cost HRM anything. Due to the complexity of the process, we did not attempt to put a specific dollar figure on each project, but have defined them as being either Low, Medium or High. Low mean up to \$100,000. Medium indicates an expenditure of \$100,000 to \$2 million, while high means the project will costs more than \$2 million.

Level of Impact. The impact of a project is also defined as being high, medium or low. This is our best guess as to the level of impact that the project would have on the public interest, as well as the importance of the product enhancing the function and/or prominence or appearance of the Capital District.

Priority. Priorities are defined as either high, medium or low. This is the most important category, and is likely to form the template or guideline for business planning within HRM's respective business units. The level of priority reflects the first two categories (cost and impact), for logically if you have a project that has a high potential impact and a low cost, it should be nature be considered a high priority. In addition, priority also indicates projects or studies that are time sensitive. This might include projects that are active files currently or will be within a one to two year period, or where there are current external activities underway (e.g., Old Infirmary Proposal Call or Provincial Law Court Review). In these instances, the priority is deemed to be high. In cases where the project is anticipated to be two to six years away, then it may be of medium priority, whereas projects expected to occur past a timeframe of six years were considered to be low priorities.

HRM controlled projects identified as having a high positive impact on the Capital District include the following:

- Redevelop Tex-Park Site
- Develop George/Barrington Site
- Prepare Master Plan for Halifax Harbour
- Management Plan for Public Gardens
- Complete Halifax Waterfront Detailed Area Plan
- Public Art and Culture Policy (Capital District)
- Queen Street Corridor Master Plan
- Commission Performing Arts Centre Feasibility Study
- Improve Design of Halifax Sewage Treatment Plant
- Implement Capital District Urban Design Study
- Cogswell Interchange Masterplan
- Exercise Option to Purchase Alderney Gate
- Determine Site and Build New Central Library
- Expand and Improve Ferry Service
- Adaptive Re-use Development for Greenvale School
- National Historic Status for Shubenacadie Canal
- Management Plan for Grand Parade
- Facilities Master Plan for George Dixon Centre

- Funding for Barrington St. Heritage District
- Redevelop Nathan Green Square
- Provide Tax Incentives to Heritage Properties
- Implement Shubie Canal Greenway, Phase I
- Re-develop Sackville Landing Plaza

Projects controlled by other land owners (Province, Federal Government or Private Sector) that were also identified as having a high positive impact on the Capital District include:

- Masterplan for Dartmouth Cove
- Support NSCC Site on Common for New High School
- HRM Input into Law Courts Facility Planning
- HRM Input into Old Infirmary Hospital Site Planning
- HRM Input into Maritime Museum Redevelopment
- Input into HPA Seawall Concept and Implementation
- Input to CLC re. Shannon Park Redevelopment
- Support for 2nd NSCAD Campus in Dartmouth Cove
- Input into Convention Centre Expansion Process
- Support Appropriate Redevelopment of Dart. Marine Slips
- Relocate CN Marshalling Yard (Dartmouth)

HRM Capital District Public Facilities Needs and Opportunities Study Schedule of Priorities

Project Description	Priority	Impact	Net Cost	Potential Stakeholders/Partners
HRM PROPERTIES				
Redevelop Tex-Park Site	H (on-going)	H	L	
Develop George/Barrington Site	H (on-going)	H	L	Province
Prepare Master Plan for Halifax Harbour	H (on-going)	H	L	WDCL, HPA, DND, Others
Management Plan for Public Gardens	H (on-going)	H	L	Friends of Public Gardens, SGRMA
Complete Halifax Waterfront Detailed Area Plan	H (on-going)	H	L	WDCL
Public Art and Culture Policy (Capital District)	H (on-going)	H	L	Province, NSCAD
Queen Street Corridor Master Plan	H	H	L	Province, Private Sector, SGRMA
Commission Performing Arts Centre Feasibility Study	H	H	L	Nova Centre, Province, ACOA, Arts Community
Improve Design of Halifax Sewage Treatment Plant	H	H	L	Harbour Solutions
Implement Capital District Urban Design Study	H (on-going)	H	M	Business Commissions, Province
Cogswell Interchange Masterplan	H	H	M	Private Sector, NS Gaming Comm., NS Justice
Exercise Option to Purchase Alderney Gate	H (on-going)	H	H	
Determine Site and Build New Central Library	H	H	H	Province, Dalhousie
Expand and Improve Ferry Service	H (RP outcome)	H	H	
Adaptive Re-use Development for Greenvale School	H (on-going)	M	L	Private Sector
National Historic Status for Shubenacadie Canal	H (on-going)	M	L	Heritage Canada
Management Plan for Grand Parade	H (on-going)	M	L	DHBC
Facilities Master Plan for George Dixon Centre	H (on-going)	M	L	Gottingen St. Assn.
Funding for Barrington St. Heritage District	H (on-going)	M	M	Province, Federal
Redevelop Nathan Green Square	H (on-going)	M	M	WDCL
Provide Tax Incentives to Heritage Properties	H	M	M	
Implement Shubie Canal Greenway, Phase I	H	M	M	Shubie Canal Commission, WDCL, Private Sector
Re-develop Sackville Landing Plaza	H	M	M	WDCL
Identify Location(s) for Downtown Halifax Transit Terminals	M (RP outcome)	H	L	
Streamline Development Agreement Process	M (RP outcome)	H	L	
Redevelop St. Pats High School Site	M	H	L	Quinpool Rd. Bus. Comm.
Develop Clyde Street Parking Lots	M	H	L	SGRMA, HRL, Private Sector
Review HRM Urban Street Standards	M	H	L	
Develop Ochterloney/Alderney Drive Sites	M	H	L	CN, Harbour East Bus Comm., Private Sector
Redevelop Ground Floor of Alderney Landing	M	H	L	AL Bd., Downtown Dart. Bus. Comm.
Review Development of George/Lower Water Site	M	H	L	DHBC, WDCL, NS Dept of Justice, Private
Implement Waterfront Dev & Openspace Plan	M	H	H	WDCL
Transportation Improvements into Capital District	M(RP outcome)	H	H	Province, Federal
Develop Affordable Housing Policy	M (RP outcome)	M	L	Province, Federal
Develop Traffic and Parking Strategy for Quinpool Rd.	M (RP outcome)	M	L	Quinpool Rd. Bus. Assn.
QE High School - Future Assessment	M	M	L	School Board, Province, Arts Community
Facilitate Alternative Space for Arts Community	M	M	L	Arts Community
Aquarium/Science Centre Feasibility Study	M	M	L	WDCL, Province, ACOA
Update Dartmouth Common Masterplan	M	M	L	Dartmouth Common Committee
Management Plan for Lake Banook	M	M	L	Paddling Assn., Public
Update Management Plan for Halifax Common	M	M	L	
Assess Feasibility of a Winter Garden	M	M	L	WDCL, DHBC, SGRMA
Assist Gottingen St. Community with Strategic Plan	M	M	L	Neighbourhood Assn., HRDC, Sport and Rec
Redevelop King St. Fire Station as Residential	M	M	L	
Reduce Bus Traffic on Barrington Street	M	M	L	DHBC, Metro Transit
Dispose of Lyle St. Foundry Property, Dartmouth	M	M	L	Harbourview Residents
Feasibility Assessment of Skating Rinks in C.D.	M	M	L	Business Commissions
Redevelop/Expand Spring Garden Library Park	M	M	M	SGRMA
Develop Trail - CNR Rail Cut	M	M	M	CNR, Trails Committee
Develop Multi-use Trail, Barrington St. North	M	M	M	DND, Trail/Bicycle Committee
Complete Dartmouth Multi-use Trail	M	M	M	
HRM Use of Heritage Buildings	M	M	M	
Acquire Nunavut Legion Abutting Centennial Pool	M	M	H	
Redevelop Centennial Pool Site	L	M	L	

PROVINCIAL PROPERTIES				
Masterplan for Dartmouth Cove	H	H	L	WDCL, Harbour East Bus. Comm., Residents
Support NSCC Site on Common for New High School	H (on-going)	M	L	School Board
HRM Input into Law Courts Facility Planning	H (on-going)	M	L	Provincial T&PW
HRM Input into Old Infirmary Hospital Site Planning	H (on-going)	M	L	Provincial T&PW
HRM Input into Maritime Museum Redevelopment	H (on-going)	M	L	WDCL, Provincial Tourism
HRM Input into Provincial/Federal Office Building (Sackville)	M	M	L	T&PW, PW&GS Can
N.S. Hospital Waterlot - Reserve for Marine Use	M (RP outcome)	M	L	WDCL
FEDERAL PROPERTIES				
Input into HPA Seawall Concept and Implementation	H (on-going)	H	L	HPA
Input to CLC re. Shannon Park Redevelopment	H	H	H	CLC
Support George's Island Development	M	H	L	Parks Canada
CBC Lands (Bell Rd.) to Revert to HRM	M	H	M	CBC, PW&GS Can.
HRM Input to DND re. Disposal of Armory	M	M	L	DND
HRM Input to DND re. Tourism Potential for RA Park	M	M	L	DND, DHBC, SGRMA
Pedestrian Link - Seawall to Point Pleasant Park	M	M	M	HPA
HPA Dartmouth Pier for Public Use	M	M	M	HPA
PRIVATE SECTOR				
Support for 2nd NSCAD Campus in Dartmouth Cove	H (on-going)	H	L	NSCAD, WDCL
Input into Convention Centre Expansion Process	H (on-going)	H	L	WTCC
Support Appropriate Redevelopment of Dart. Marine Slips	H	H	L	Irving Oil
Relocate CN Marshalling Yard (Dartmouth)	M	H	H	CNR, WDCL
Support Farmers' Markets (Halifax and Dartmouth)	M	M	L	Farmers Mkt. Orgs.
Input into Life Sciences Village, University Ave.	M	M	L	GHP, Dalhousie
Support MISA and other Immigrant Support Groups	M	M	L	MISA
Support the Expansion of the Discovery Centre	M	M	M	Discovery Centre, HPA, WDC

HRM Capital District Public Facilities Needs and Opportunities Study Schedule of Priorities

Project Description	Priority	Impact	Net Cost	Potential Stakeholders/Partners
HRM PROPERTIES				
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Develop George/Barrington Site	H (on-going)	H	L	Province
Prepare Master Plan for Halifax Harbour	H (on-going)	H	L	WDCL, HPA, DND, Others
Management Plan for Public Gardens	H (on-going)	H	L	Friends of Public Gardens, SGRMA
Complete Halifax Waterfront Detailed Area Plan	H (on-going)	H	L	WDCL
Public Art and Culture Policy (Capital District)	H (on-going)	H	L	Province, NSCAD
Queen Street Corridor Master Plan	H	H	L	Province, Private Sector, SGRMA
Commission Performing Arts Centre Feasibility Study	H	H	L	Nova Centre, Province, ACOA, Arts Community
Improve Design of Halifax Sewage Treatment Plant	H	H	L	Harbour Solutions
Implement Capital District Urban Design Study	H (on-going)	H	M	Business Commissions, Province
Cogswell Interchange Masterplan	H	H	M	Private Sector, NS Gaming Comm., NS Justice
Exercise Option to Purchase Alderney Gate	H (on-going)	H	H	
Determine Site and Build New Central Library	H	H	H	Province, Dalhousie
Expand and Improve Ferry Service	H (RP outcome)	H	H	
Adaptive Re-use Development for Greenvale School	H (on-going)	M	L	Private Sector
National Historic Status for Shubenacadie Canal	H (on-going)	M	L	Heritage Canada
Management Plan for Grand Parade	H (on-going)	M	L	DHBC
Facilities Master Plan for George Dixon Centre	H (on-going)	M	L	Gottingen St. Assn.
Funding for Barrington St. Heritage District	H (on-going)	M	M	Province, Federal
Redevelop Nathan Green Square	H (on-going)	M	M	WDCL
Provide Tax Incentives to Heritage Properties	H	M	M	
Implement Shubie Canal Greenway, Phase I	H	M	M	Shubie Canal Commission, WDCL, Private Sector
Re-develop Sackville Landing Plaza	H	M	M	WDCL
Identify Location(s) for Downtown Halifax Transit Terminals	M (RP outcome)	H	L	
Streamline Development Agreement Process	M (RP outcome)	H	L	
Redevelop St. Pats High School Site	M	H	L	Quinpool Rd. Bus. Comm.
Develop Clyde Street Parking Lots	M	H	L	SGRMA, HRL, Private Sector
Review HRM Urban Street Standards	M	H	L	
Develop Ochterloney/Alderney Drive Sites	M	H	L	CN, Harbour East Bus Comm., Private Sector
Redevelop Ground Floor of Alderney Landing	M	H	L	AL Bd., Downtown Dart. Bus. Comm.
Review Development of George/Lower Water Site	M	H	L	DHBC, WDCL, NS Dept of Justice, Private
Implement Waterfront Dev & Openspace Plan	M	H	H	WDCL
Transportation Improvements into Capital District	M(RP outcome)	H	H	Province, Federal
Develop Affordable Housing Policy	M (RP outcome)	M	L	Province, Federal
Develop Traffic and Parking Strategy for Quinpool Rd.	M (RP outcome)	M	L	Quinpool Rd. Bus. Assn.
QE High School - Future Assessment	M	M	L	School Board, Province, Arts Community
Facilitate Alternative Space for Arts Community	M	M	L	Arts Community
Aquarium/Science Centre Feasibility Study	M	M	L	WDCL, Province, ACOA
Update Dartmouth Common Masterplan	M	M	L	Dartmouth Common Committee
Management Plan for Lake Banook	M	M	L	Paddling Assn., Public
Update Management Plan for Halifax Common	M	M	L	
Assess Feasibility of a Winter Garden	M	M	L	WDCL, DHBC, SGRMA
Assist Gottingen St. Community with Strategic Plan	M	M	L	Neighbourhood Assn., HRDC, Sport and Rec
Redevelop King St. Fire Station as Residential	M	M	L	
Reduce Bus Traffic on Barrington Street	M	M	L	DHBC, Metro Transit
Dispose of Lyle St. Foundry Property, Dartmouth	M	M	L	Harbourview Residents
Feasibility Assessment of Skating Rinks in C.D.	M	M	L	Business Commissions
Redevelop/Expand Spring Garden Library Park	M	M	M	SGRMA
Develop Trail - CNR Rail Cut	M	M	M	CNR, Trails Committee
Develop Multi-use Trail, Barrington St. North	M	M	M	DND, Trail/Bicycle Committee
Complete Dartmouth Multi-use Trail	M	M	M	
HRM Use of Heritage Buildings	M	M	M	
Acquire Nunavut Legion Abutting Centennial Pool	M	M	H	
Redevelop Centennial Pool Site	L	M	L	

PROVINCIAL PROPERTIES				
Masterplan for Dartmouth Cove	H	H	L	WDCL, Harbour East Bus. Comm., Residents
Support NSCC Site on Common for New High School	H (on-going)	M	L	School Board
HRM Input into Law Courts Facility Planning	H (on-going)	M	L	Provincial T&PW
HRM Input into Old Infirmary Hospital Site Planning	H (on-going)	M	L	Provincial T&PW
HRM Input into Maritime Museum Redevelopment	H (on-going)	M	L	WDCL, Provincial Tourism
HRM Input into Provincial/Federal Office Building (Sackville)	M	M	L	T&PW, PW&GS Can
N.S. Hospital Waterlot - Reserve for Marine Use	M (RP outcome)	M	L	WDCL
FEDERAL PROPERTIES				
Input into HPA Seawall Concept and Implementation	H (on-going)	H	L	HPA
Input to CLC re. Shannon Park Redevelopment	H	H	H	CLC
Support George's Island Development	M	H	L	Parks Canada
CBC Lands (Bell Rd.) to Revert to HRM	M	H	M	CBC, PW&GS Can.
HRM Input to DND re. Disposal of Armory	M	M	L	DND
HRM Input to DND re. Tourism Potential for RA Park	M	M	L	DND, DHBC, SGRMA
Pedestrian Link - Seawall to Point Pleasant Park	M	M	M	HPA
HPA Dartmouth Pier for Public Use	M	M	M	HPA
PRIVATE SECTOR				
Support for 2nd NSCAD Campus in Dartmouth Cove	H (on-going)	H	L	NSCAD, WDCL
Input into Convention Centre Expansion Process	H (on-going)	H	L	WTCC
Support Appropriate Redevelopment of Dart. Marine Slips	H	H	L	Irving Oil
Relocate CN Marshalling Yard (Dartmouth)	M	H	H	CNR, WDCL
Support Farmers' Markets (Halifax and Dartmouth)	M	M	L	Farmers Mkt. Orgs.
Input into Life Sciences Village, University Ave.	M	M	L	GHP, Dalhousie
Support MISA and other Immigrant Support Groups	M	M	L	MISA
Support the Expansion of the Discovery Centre	M	M	M	Discovery Centre, HPA, WDC