

Halifax Wastewater Treatment Plant Community Liaison Committee

Final Report

July 2007

Members of the Community Liaison Committee

Members

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Community Facilitator: Sharon Martin
Owida Downey
Kristian Curran
Clark Cromwell
Bryan Darrell
Alvena Cain
Delaine Clyne
Shazza Laframboise
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Past Members

Arthur Carter
Maureen Strickland
Ross Cantwell
John Fleming
Fred Connors
Mia Rankin
Bob Downey
Irvine Carvery

Mission Statement

“The Halifax Community Liaison Committee is a group of volunteers from Central Halifax dedicated to informing, working with and advancing the interests of the community in the development and operation of the Wastewater Treatment Plant through the establishment of a Community Development Corporation with the Community Integration Fund.”

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Executive Summary

Every day Halifax Harbour is polluted by more than 180 million litres of untreated sanitary and stormwater runoff. To address this environmental concern, Halifax Regional Municipality (HRM) began the technical process to create 3 (initially 4, but one site was subsequently sold) Wastewater Treatment Plants (WTPs) in the region in 1999. The WTPs will be located in Herring Cove, Dartmouth and Halifax. The Halifax WTP is located in the urban core within the Central Halifax neighbourhood and bordering on both the downtown and waterfront.

Each community in which a WTP is located was asked to form a Community Liaison Committee by HRM Council. The Halifax Community Liaison Committee (CLC) was formally created in October 2002 after much debate and disagreement within the community. The local residents felt that they had not been properly consulted on the location of the Halifax WTP and subsequently a Human Rights Complaint was submitted based on the decision. While the Human Rights Complaint was not connected to the activities of the Halifax CLC, it has been a source of ongoing concern within the community.

The Halifax CLC mandate allows for 12 members. Initially three members each were appointed from the two main community associations that existed at that time and were involved in the initial protest: the Central Halifax Community Association (CHCA) and the Brunswick Heritage Area Residents Association (BHARA). The other 6 members were and have been elected or acclaimed by the community. To be eligible to be a member of the Halifax CLC candidates must be a resident of or work in the area bounded by Barrington Street, North Park/Agricola Streets, North Street and Cogswell Street.

The Halifax CLC has two broad mandates:

1. Represent the community and work with the Halifax Harbour Solutions Project staff (that part of HRM dealing with construction of the WTPs) and the contractor (D&D Water Solutions) during the pre-design, design, construction, and operation phases of the WTP;
2. Develop proposals and make recommendations to HRM Council on how the Community Integration Fund (CIF) should be used. The CIF is a contribution of \$1,000,000.00 from HRM Council, given to each community in which a WTP is located.

The CLC has met, on average, bi-weekly and has hosted several community meetings, focus sessions and individual meetings to get feedback on the two mandates. Assistance from Sharon Martin – HRM Community Developer for the neighbourhood – and the staff of the Harbour Solutions office, HRM's Economic Development department and the Greater Halifax Partnership have allowed the CLC to engage a wide variety of HRM staff and experts. Newsletters have been used as a way to update the community and local community groups on activities, while the Central Halifax Community Association (CHCA) has also included information about the CLC's activities in their newsletters.

The CLC has finished collaborating with Harbour Solutions staff and, indirectly, D&D Water Solutions, on the exterior design of the Central Halifax WTP and the basic concepts for the surrounding landscape of the building. The CLC enlisted the expertise of George Rogers, a local architect, and Frank Palermo, a local architect and professor of urban design in the Faculty of Architecture and Planning at Dalhousie University, to assist with the creation of

ideas for the WTP site. The CLC went through a design charrette process with the community and further refined the ideas with George Rogers and Frank Palermo. The ideas were communicated to Harbour Solutions and the consultants with hopes that the design of the WTP would reflect the ideas and intentions of the CLC and the community. The CLC later learned that through the contract agreements made between HRM and the consultant that there were few avenues to influence or change the design.

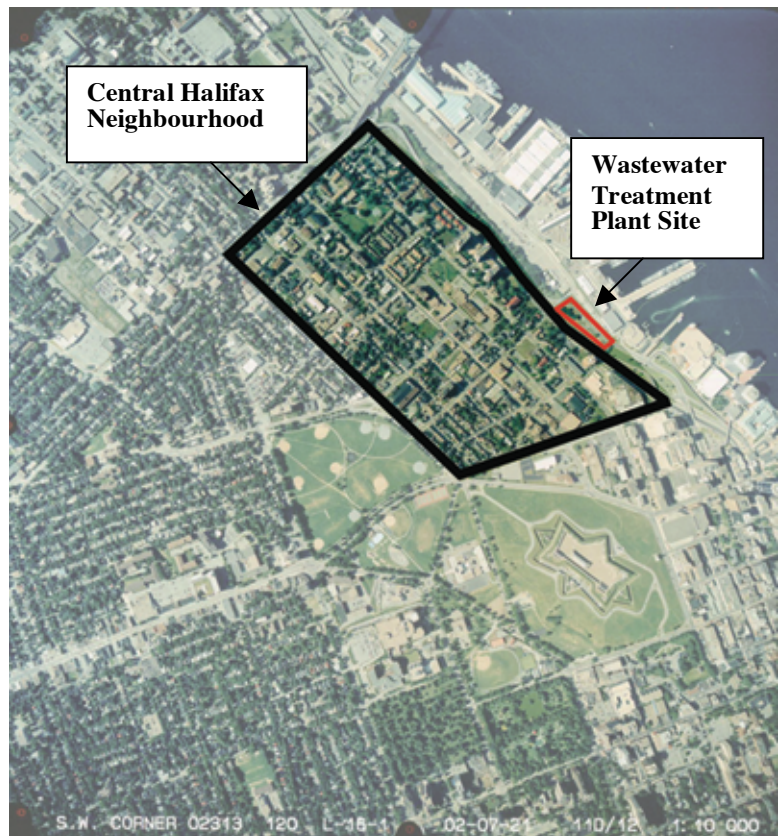
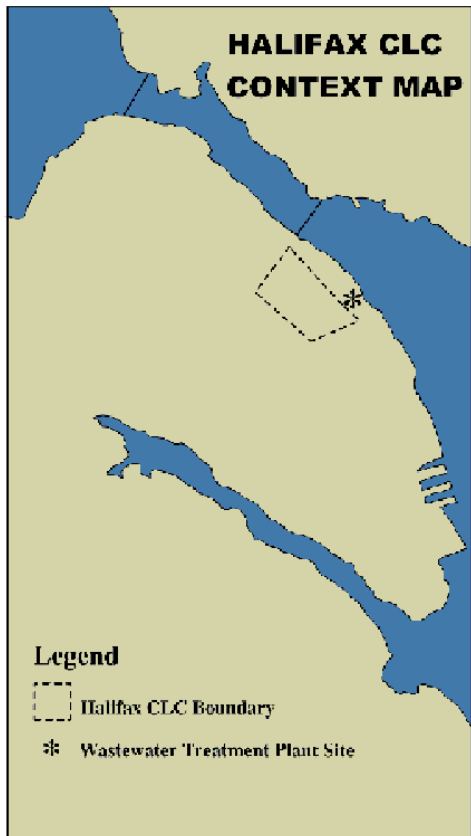
The Halifax WTP is scheduled to be completed in September 2007. The CLC has been assured the landscaping around the WTP will be completed as requested. The CLC also supports the design of a multi-purpose trail to be built adjacent to the WTP site, which will eventually be connected to the MacDonald Bridge to the north and the Halifax Downtown to the south. A trail committee from the larger community has teamed with HRM to work on the details of the trail. While the CLC considers its first mandate to be completed, the CLC encourages HRM to consult with the residents of the neighbourhood in the future development of the WTP site on the Barrington Street side.

Regarding the second mandate, the CLC has the support of the community to use the Community Integration Fund (CIF) to develop a Community Development Corporation (CDC), which will administer a Community Investment Fund (CIF). The CLC has received advice from several community development experts on the possible ways to move the concept forward and a local case study – New Dawn Enterprises in Cape Breton – has been used as a possible model for the CDC. The CLC had the assistance of HRM staff (Jim Donovan from Economic Development and Doug Reid and Mark Vande Wiel from the Greater Halifax Partnership) to develop a staff report, which gained approval from HRM Council on 6 March 2007, for the CDC concept and for the creation of a Community Investment Fund. The CLC, with the assistance of Mark Vande Wiel of the Greater Halifax Partnership, proceeded to initiate the Community Investment Fund through the development of draft bylaws and other technical documents, and the recruitment of the initial board members. The CLC considers the initiation of the new board for the CIF to be the completion of its second mandate.

The CLC has worked diligently to complete its two mandates. While the group was disappointed in its level of input to the design of the WTP, the landscape design and future trail development were very important aspects to the group and they were incorporated in the design of the site. The CLC is confident the new board for the CIF consists of a very capable and diverse group and that the new board will further engage and empower the community through the CIF activities.

1.0 Halifax Community Liaison Committee – Two Mandates

The Central Halifax neighbourhood has evolved over the years. The area was once home to a vibrant commercial area on Gottingen Street which serviced the surrounding neighbourhood and attracted shoppers from around Halifax. Over the past several years, however, the area has seen a significant decline in the commercial sector, along with a decline in population. The area is now home to numerous social services and a few commercial enterprises that serve a mixture of households, ranging from students to seniors, encompassing a wide range of household incomes. The Central Halifax neighbourhood continues to pride itself on its diversity.



Historically, the Central Halifax area is associated with one of the darkest moments in urban planning that Halifax has ever imposed on its citizens. In an effort to secure the land needed for the Halifax side of the MacKay Bridge, the City of Halifax expropriated land that housed the community of Africville. Africville was a small settlement of African-Nova Scotians that had been either denied or overlooked in getting basic services. It is widely known that the residents were not interested in moving from their community on the shores of the Bedford Basin and simply wanted the same services that were offered to other residents of peninsular Halifax. Due to the land expropriation, residents of Africville were relocated to numerous spots in Halifax, Dartmouth and Halifax County – one area being the Central Halifax neighbourhood. The relocation and demolition of Africville has been a source of anger and feelings of prejudice and racism that remain in the Central Halifax neighbourhood to date. It is not surprising that HRM's decision to locate a Wastewater Treatment Plant (WTP) in the Central Halifax neighbourhood resulted in an uproar from the community. A Human Rights Complaint was launched but has been dismissed.

In addition, the residents of Central Halifax told city officials at numerous public meetings that they were not interested in hosting a WTP in their neighbourhood and that they were concerned about potential human health effects resulting from the WTP and the stigmatism attached to living so close to a facility that may produce unpleasant odour. Concerns about declining property values were also raised, as were concerns over the design of the building. With this in mind, although the community is in support of revitalizing Gottingen Street, it feels that a WTP development in the area may discourage tenants or investment in the neighbourhood.

However, HRM has been anxious to build wastewater treatment infrastructure, as Halifax Harbour is seen as an environmental concern, while the continued dumping of raw sewage is widely regarded as unacceptable based on current environmental standards. HRM justified its decision for locating the plant in the Central Halifax neighbourhood based on the geography of the Harbour. A second plant was to be located in the southend of the peninsula, but the land was sold before HRM could acquire it. The Central Halifax location has become the only site for wastewater treatment and it intends to service the entire peninsula and some parts of the Halifax mainland.

In order to ease construction of a WTP in the selected neighbourhoods HRM Council created a Community Integration Fund (CIF) of one million dollars, which is intended to be used to support projects or development in the affected communities. HRM also felt it was important to have a Community Liaison Committee (CLC) in each of the communities that was to host a plant (the other communities are in Dartmouth and Herring Cove). The CLCs were given two mandates: 1) consult and represent the community in the design and ongoing operations of the WTP; and 2) determine and implement the use of the CIF in the community.

The Halifax CLC was established in October 2002. Numerous documents outlining rules, procedures and application details have been produced (see Appendices A to E). The CLC has been operating with considerable independence from HRM's Halifax Harbour Solutions Project office. The CLC runs its own meetings, produces its own minutes and correspondence and writes its own newsletter articles. Harbour Solutions staff has provided support to the CLC by way of advice and information on technical issues concerning the WTP. HRM's department of Economic Development and the Greater Halifax Partnership have also provided support to the CLC by way of advice and assistance in the areas of board development and recruitment for community development organizations.

The following Terms of Reference for the CLC outlines the official agreement that was made with HRM in October 2002 regarding the composition and mission of the committee.

Recognition

The Committee is recognized by Halifax Harbour Solutions Team, HRM and the private sector partner as the voice of the community during the predesign, detailed design, construction and operation of the Halifax WTP.

Composition

The Halifax Committee includes representation from the Brunswick Heritage Area Residents' Association (BHARA) and the Central Halifax Community Association (CHCA) and other elected individuals in the neighbourhood of the Barrington and Cornwallis Streets site. The

neighbourhood is the area bounded by Cogswell to North Streets and Barrington to North Park and Agricola Streets. The district councillor will be an ex-officio member of the Committee and will attend meetings at the invitation of the Chair.

Mission

To negotiate the terms and conditions associated with locating a municipal sewage treatment plant (now referred to as wastewater treatment plant) on the south-east corner of Barrington and Cornwallis Streets. More specifically it is to:

- Consult residents and other local stakeholders to identify the issues, interests and priorities of the local community with respect to the WTP and its integration into the community.*
- Work with HHS team during the predesign stage to develop mutually acceptable principles, guidelines and recommendations concerning the exterior architecture of the plant, construction impacts, landscaping, odour control, noise management and other environmental management issues pertinent to the health, safety and comfort of neighbouring residents.*
- Work with the private sector partner during the detailed design and construction stage to ensure that the plant meets the needs of the neighbourhood and the broader community as articulated in the recommendations above.*
- Develop proposals for integrating the plant and associated lands into the community (Community Integration Fund)*
- Work with HRM and plant management to ensure that the Halifax plant meets community expectations during its operation.*

2.0 Wastewater Treatment Plant Mandate

2.1 Objective

The objective of the CLC with regard to the WTP is to represent the community and work with the Halifax Harbour Solutions Project staff (that part of HRM dealing with construction of the WTPs) and the contractor (D&D Water Solutions) during the pre-design, design, construction, and operation phases of the WTP. Initially, the WTPs were referred to as Sewage Treatment Plants or STPs. In order to fulfill this mandate the CLC felt it was important to enlist professional assistance in the areas of architecture, urban design and participatory design methods. The CLC held community consultations regarding the design of the exterior of the WTP, other possible uses of the site, the landscaping of the site and the overall importance of the site in the larger context of the Halifax downtown and peninsula.

2.2 Community Consultation

The CLC hosted a design workshop at the George Dixon Centre on Monday, February 17th, 2003. The workshop gave 12 area residents an opportunity to share their ideas on what the exterior of the WTP might look like. The workshop was facilitated by Ross Cantwell, a local consultant who specializes in urban design and urban planning, and has expertise in participatory design methods. This highly inter-active and well-attended workshop generated many creative ideas. A detailed report of the outcomes can be found in Appendix F. Common themes that came out of the workshop included:

- Predisposition to history
- Arches as an entrance/gateway
- Multi-use trails
- Commemoration site
- Outdoor performance space
- Market space
- Tourism
- Link between downtown to the north
- Entrance to the city

On June 11, 2003, a presentation by George Rogers was given at a community meeting. Approximately 12 members of the public attended. A Discussion Paper was prepared on the Halifax WTP Building Elevation by MacFawn and Rogers Architects Limited – see Appendix G for the full report.

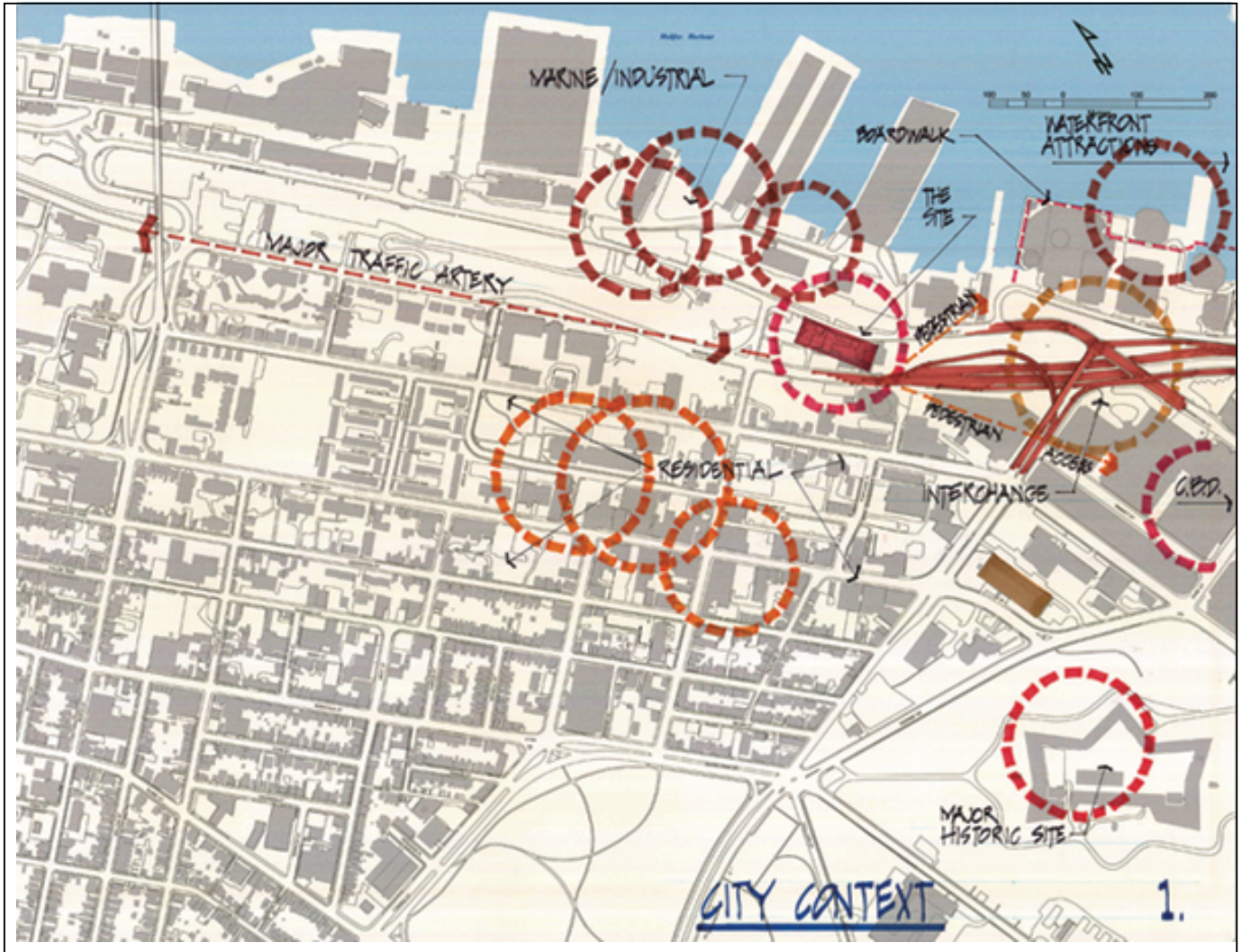
2.3 Proposal

The ideas that were generated and discussed through the community consultations were developed and articulated graphically by George Rogers and Frank Palermo. George Rogers is a local architect, while Frank Palermo is a local architect and urban designer in the Faculty of Architecture and Planning at Dalhousie University. The CLC held numerous meetings with

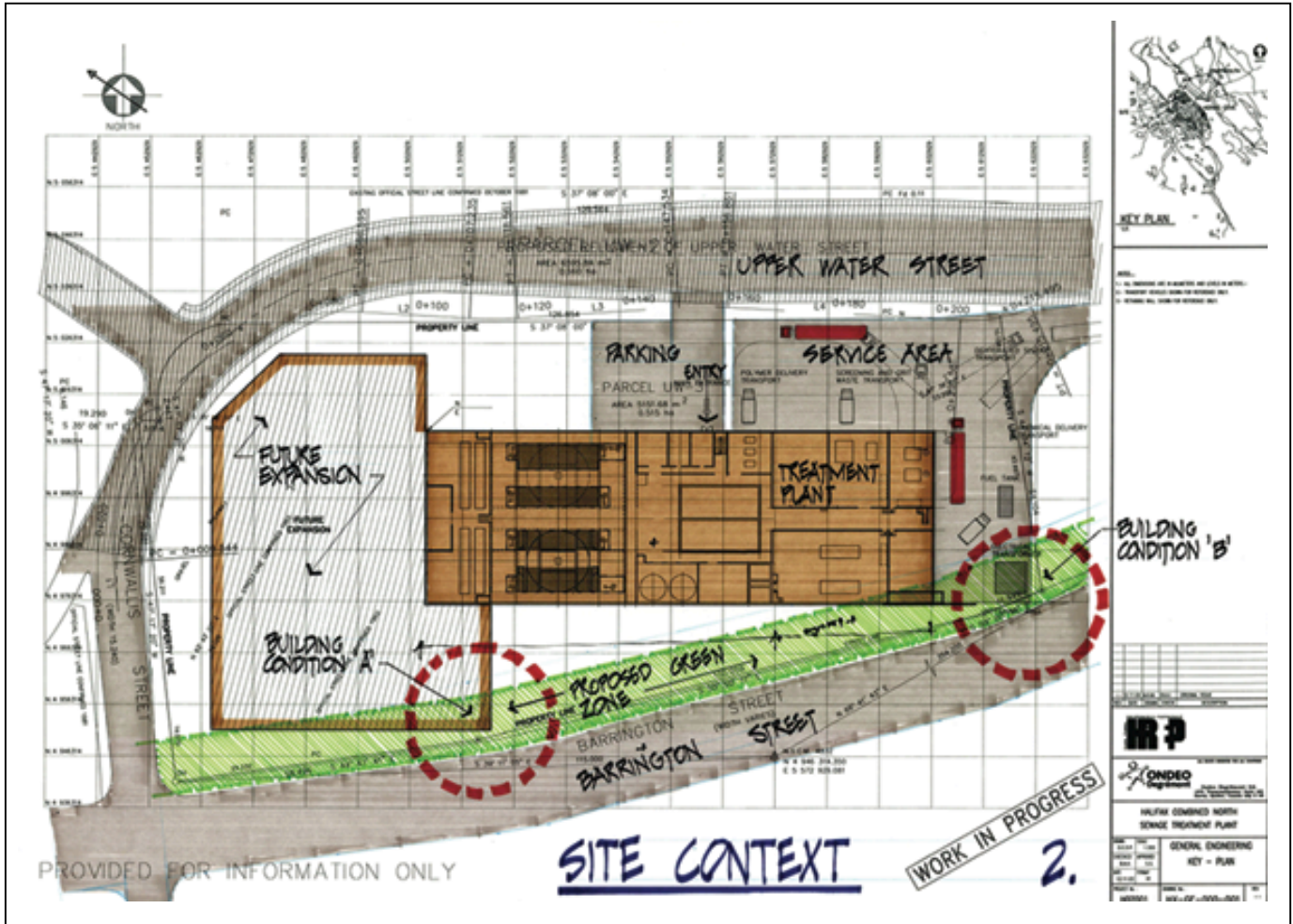
HRM Harbour Solutions and D&D Water Solutions to communicate the ideas and proposals as outlined below:

June 16, 2003 Meeting

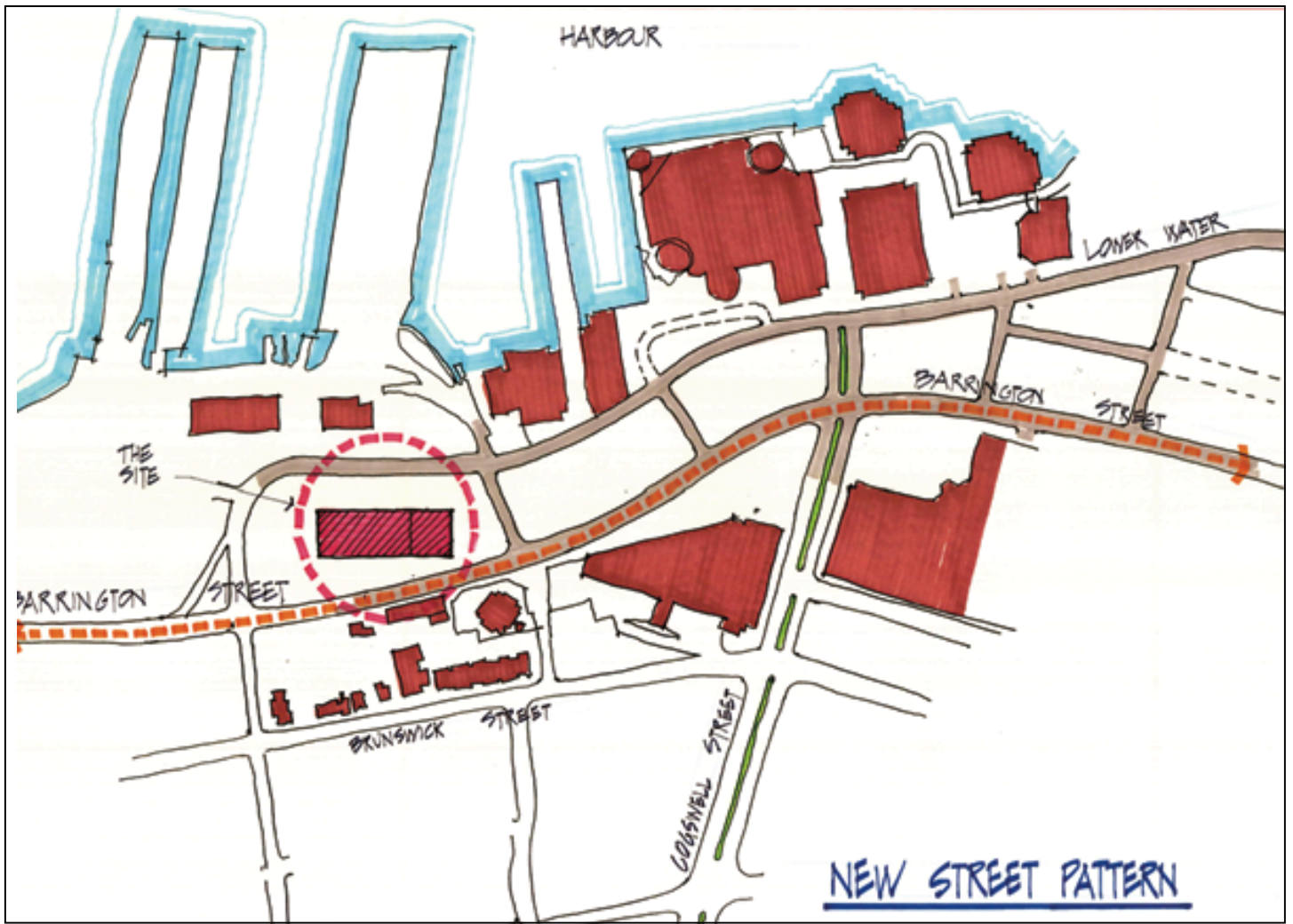
This meeting was a presentation of the ideas generated from the public consultations and their further refinements through discussions between the CLC and the two architects. The ideas were communicated through 5 drawings.



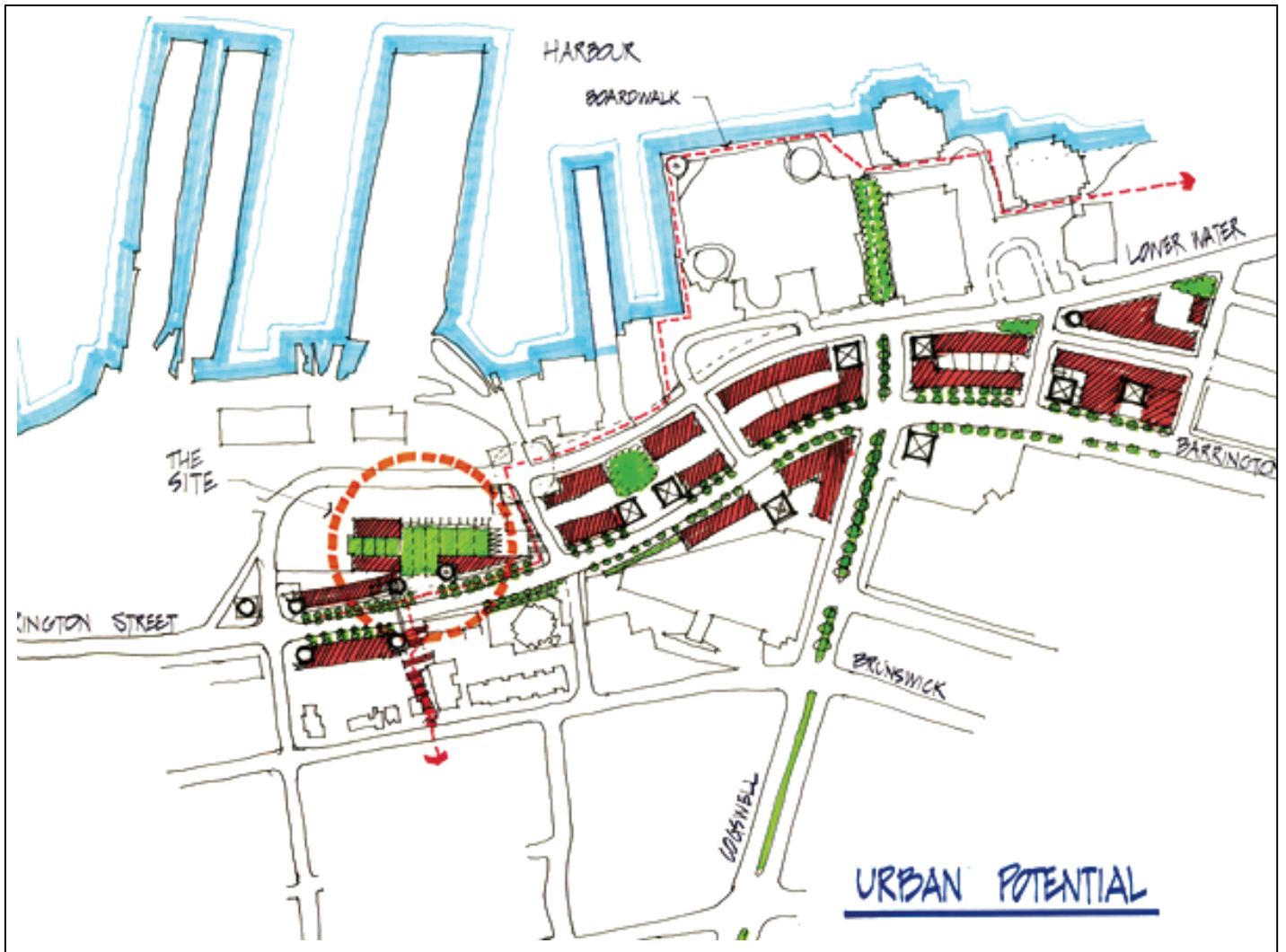
Drawing 1 – Central Halifax Context: The drawing outlines the neighbourhood districts and the location of the neighbourhood and the site for the WTP in relation to downtown Halifax and the major tourist destinations of the waterfront and Citadel Hill National Historic Site. Traffic movement is outlined and there is some concern about pedestrian and bicycle safety along Barrington Street at the site and on the Cogswell Street Interchange. There is a challenge for pedestrians to connect to the downtown from the Central Halifax neighbourhood. The Cogswell Street Interchange is outlined and there is a need to rethink the street pattern and use of the large piece of land that the interchange occupies.



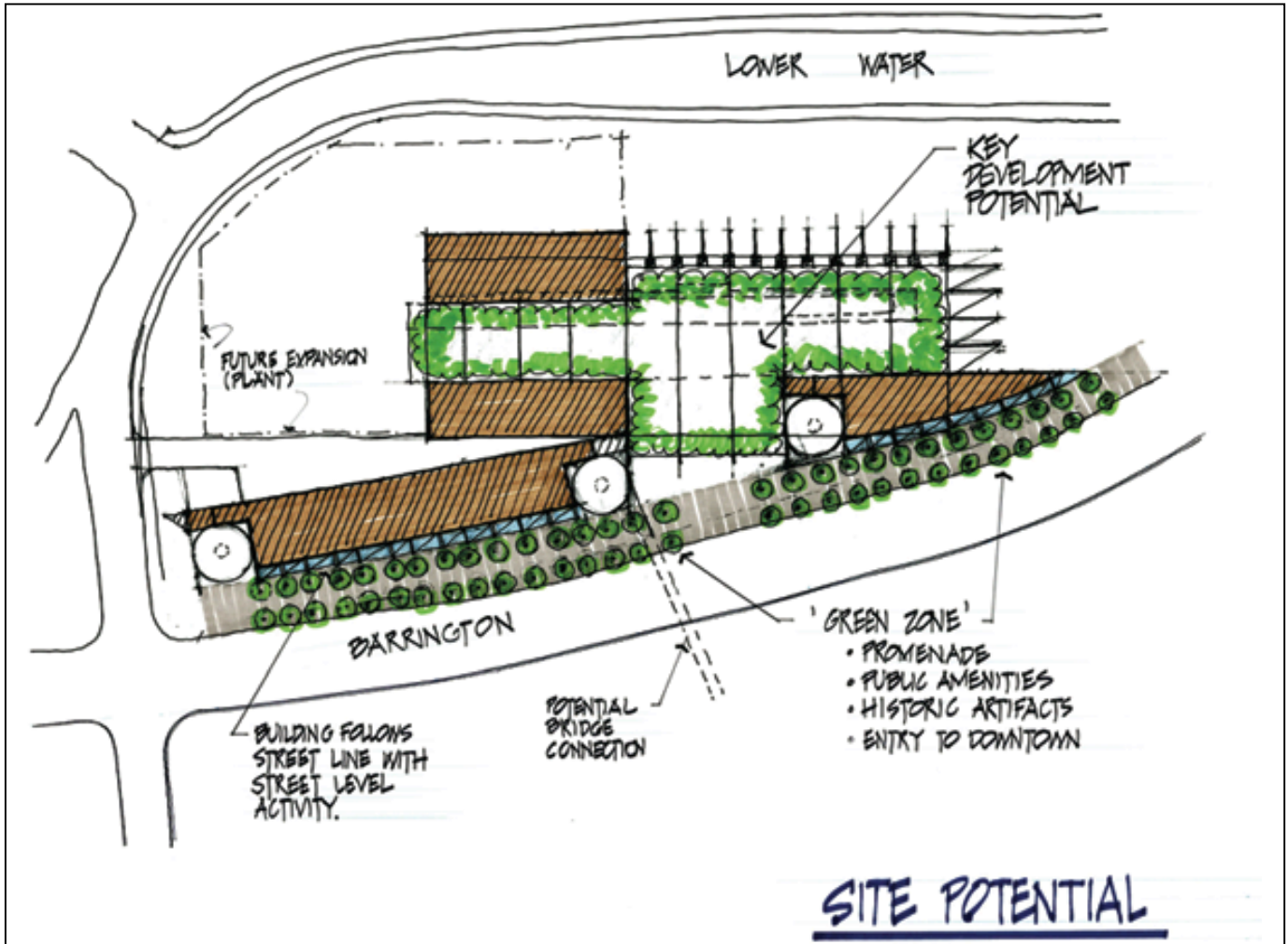
Drawing 2 – Site Specific Context: The discussion was related to access to the WTP site, traffic concerns and safety concerns. The building footprint, service area requirements and staff parking lot are outlined along with the area that is being held for future expansion. There are two areas of concern outlined on the drawing at the north and south corners where the service area and the future expansion area are shown to be quite close to Barrington Street, which would impede the development of a “green zone” if a pedestrian trail is considered at some time in the future.



Drawing 3 – New Street Pattern: A discussion was held in terms of the site as a catalyst to re-connect the neighbourhood with downtown. This included discussion of the Cogswell Street Interchange as an impediment. A vision was presented of what could happen if the interchange is removed, the traditional street pattern re-instated, and Barrington Street seen as an enhanced entry way into downtown.



Drawing 4 – Urban Potential and Visions of New Beginnings: The site could become the entry point to the downtown, the start of an enhanced pedestrian route, with the inclusion of a bicycle route, and connections to the waterfront walkway system. Accepting the long-term vision, discussions continued about the preparation of the site as the beginning of an enhanced pedestrian route – Barrington Street side versus Water Street side. The idea of a public zone, or “promenade”, with amenities (e.g. benches, panels for historical interpretations, and/or downtown directory) were discussed. There was also discussion of the balance of the site in the interim.



Drawing 5 – Site Specific Vision: A discussion was held on the kind of building development on the site, noting that the site is both an entry point to downtown and a terminus when leaving downtown. The vision of a memorable building relating to public use and attraction was explained. Recommendations were given for the exploration of a technology connection with the treatment plant (e.g. by-products to fuel the building). A discussion on the architectural character of the building elevation on the Water Street side and appropriate architectural treatment also occurred.

April 2004 to March 2005 Meetings

(April 19, 2004; September 9, 2004; October 19, 2004 (Ted Tam only); February/March 2005) – Exterior Design and Landscaping

Five meetings and numerous individual discussions occurred between the CLC, the Harbour Solutions Project office, and D&D Water Solutions from April 2004 to March 2005. The early meetings alternated between the CLC presenting their ideas to the Harbour Solutions staff and D&D Water Solutions responding to the ideas put forth. Numerous issues were discussed including building emergency exits, roof materials, load bearing capacity, building height, land availability for a trail, landscaping, maintenance, grading, building materials, exterior building design, traffic movement, pedestrian accessibility, entrance design, potential uses on the remaining portions of the site, future space requirements for plant expansion, and safety concerns.

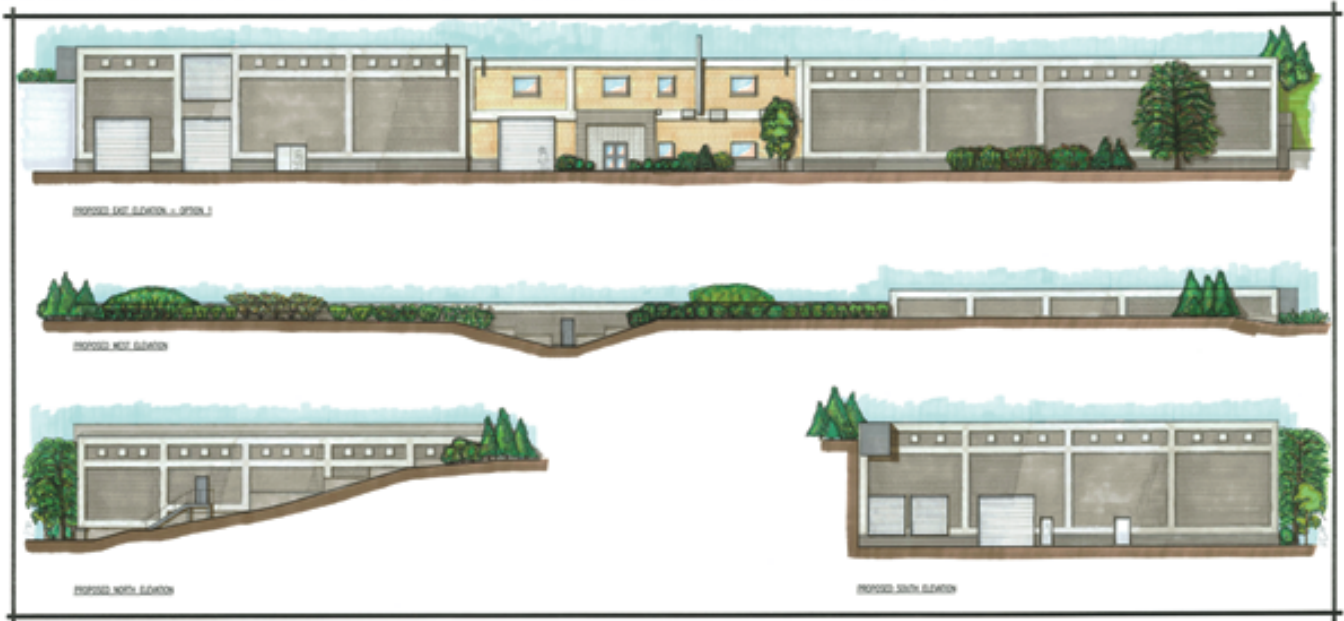
As the meetings progressed it became apparent the CLC had less opportunity to influence the design details because Harbour Solutions (HRM) had entered into a contractual agreement with D&D Water Solutions that had already established agreed upon terms for the WTP design and construction. The CLC was not informed of this from the onset of the design process. The contribution of the CLC, which was to provide input into the design of the WTP on the community's behalf, was reduced to the CLC simply choosing brick colour and tree placement. As a result, the CLC has been disappointed and frustrated with the process. These concerns have been communicated to the Harbour Solutions staff. Despite this disappointment, the CLC encourages HRM to include community members in any discussions relating to potential uses of the Barrington Street side of the WTP.

After discussions regarding the WTP site had been concluded, the Provincial Department of Environment and Labour set out the need for a fence to surround the plant because of pedestrian safety reasons. This further disappointed the CLC as it created a very restrictive "penitentiary-like" feeling for the WTP site, although the CLC respects the need for safety.

Currently, the opportunity for a trail is being explored within other HRM departments with support of the CLC. A newly formed community group, extra to the CLC, will work with HRM on the section of a trail running adjacent to the WTP site. It is viewed that the trail would eventually connect the MacDonald Bridge and the Halifax Downtown. The CLC has communicated to HRM that the Community Integration Fund will not be used for the design or construction of the trail. The CLC has also encouraged the coordination of discussions regarding this site and the larger context including the future of the Cogswell Street Interchange. The CLC encourages HRM to ensure that the neighbourhood is reconnected to the downtown and the waterfront, and to develop the WTP site as an entry point to the downtown.

2.4 Results

HRM Harbour Solutions provided the following elevations of the WTP building to the CLC. The construction of the building is nearing completion and is scheduled to open in September 2007. The landscaping has been discussed in detail and it is generally agreed upon that the ideas put forth are reasonable. The key element was the allocation of space for a trail along Barrington Street and the availability of space for future development.



3.0 Community Integration Fund (CIF) Mandate

3.1 Objective

The mandate was to consult with the community on the best use of the 1 million dollar Community Integration Fund (CIF). Outlined below are the general principles on the use of the fund.

The CIF is a sum of money that has been allocated by HRM Council for communities hosting the WTPs. The Halifax WTP was allocated \$1 million. HRM Council has approved and allocated the \$1 million CIF. On May 2, 2001 HRM Council approved the following guiding principles for the CIF.

The Community Integration Fund is a budget allocation by Halifax Regional Municipality which is intended to support the integration of the new sewage treatment plants into the urban areas in which they are sited.

General Principles to Guide Use of the Fund:

- 1. Approval of expenditures from the fund will be by Halifax Regional Municipality following the presentation and approval of project elements which have been submitted with cost estimates as part of a plan.*
- 2. The elements of the plan must be developed by a Community Liaison Committee which has been duly constituted in an advertised public forum. Representation on the Committee should, as far as possible, reflect the structure and interests of the local community which considers itself potentially affected by the facility. The district Councillor should be an ex-officio member of the committee.*
- 3. The planning process may be undertaken by an executive committee of the CLC but input and approval must be sought in public fora at reasonable intervals during the process, and when the final plan is complete.*
- 4. The fund can be used for purposes that are consistent with the local community interest, as identified through a consultation process, and which contribute to the upgrading of the urban fabric. It cannot be used to improve private property or for projects not considered to be in the community interest. During the development of the plan, the needs of the broader community (or surrounding urban area) should be taken into consideration and integrated, where possible, into the plan elements.*
- 5. Consideration for project(s) should be given first to the immediately surrounding area within sight of the facility; then to other location(s) within the immediate community. These should be ranked on a priority basis.*

The Committee should communicate with the Halifax Harbour Solutions Project team on a regular basis in order to maintain communication with the project as it moves forward, and a team member may be an ex-officio member of the committee.

3.2 Community Consultation

Public Meetings

October 10, 2002 (~20 members of public in attendance)

Primarily an election of four new members of the CLC. There was also an explanation of the CLC's role and encouragement for ongoing public participation.

September 16, 2003 (~10 members of the public)

Presentation by Rankin MacSween from New Dawn Enterprises on how to start a Community Development Corporation. This was amicable and successful.

February 2, 2004 – Visioning (~110 members of the public)

“Dream It. Do It.” Visioning meeting at which 6 panelists living in or involved in the community presented their visions for the community. This presentation was followed by input from the audience. Probably because it was a larger group at this meeting, much of the input was angry and hostile. The endemic mistrust of outside influence felt by much of the community was clear. It was stressed that the CLC was not composed of outsiders but was made up of volunteers who were all local residents. Presenters were Ross Cantwell (Community Developer), Shawn Grouse (Education Student), Tracey Jones (Branch Manager – North Branch Library), Maureen MacDonald (MLA), Rev. Dr. Lionel Moriah (Cornwallis Street Baptist Church), and Frank Palermo (Professor of Architecture and Planning, Dalhousie University).

April 17, 2004

Meeting and presentation to Councillors Sloane and Mosher and with key HRM staff discussing the design concepts outlined by Frank Palermo and George Rogers.

May 17, 2004 (~36 people)

Presentation on the Community Development Corporation (CDC) and Community Planning Model concept (later the public was asked to vote on the concept and the vote was 22 for, 1 against, 1 spoiled vote). There was also an update on the WTP. Attendance was disappointingly low, largely due to a misleading ad in the newspaper. Again, there was some hostility, this time about whether or not the vote was representative. The CLC assured people that it would continue to seek votes by means of public meetings and door-to-door canvassing. The CLC emphasized that no one would be left out.

June 21, 2004 (~95 adults and many children) Bar-B-Q.

Presentation that was essentially the same as that of May 17, 2004 – a presentation followed by a vote. Misunderstanding about the CIF surfaced loud and clear – again. People wanted assurance that the 1 million dollars would actually be available to the community. Some wanted it invested immediately (others even wanted their own personal share ASAP). The question of jobs, particularly for the construction and operation of the WTP, was again raised – and will continue to be. Despite some negativity, this meeting showed strong support for the CDC concept – 65 for, 14 against.

Note: The Chair of the Halifax CLC wrote to Mayor Peter Kelly requesting assurance that the \$1 million CIF would be protected and be available when needed. In late Summer 2004 Mayor Kelly responded in writing in the affirmative.

Newsletter

A newsletter about the Halifax WTP was produced and distributed prior to the CLCs first public meeting on October 10, 2002. In addition, news of the work of the CLC and its public meetings was publicized in several issues of the newsletter distributed by the Central Halifax Community Association, to which six members of the CLC belong.

Door-to-Door Signatures and Letters of Support

The CLC went door-to-door to explain the Community Development Corporation concept and to get community members to sign a letter of support. The CLC also got letters from influential and involved members of the community supporting the concept. A total of 73 signatures and letters of support were collected.

Focus Group Sessions

The CLC arranged and hosted 2 Focus Group Sessions in order to get input and support on the Community Development Corporation and Community Planning Model concept. Focus groups were held:

- Tuesday, September 28, 2004 with representatives of local organizations currently doing or assisting in community development in the North-End.
- November 2, 2004 with representatives of local churches, youth groups and other community development agencies.

Tiger Team Session

After having various local community development experts attend various CLC meetings over the years, the CLC decided that a gathering of the experts would be a good idea to develop the CDC concept further. With the assistance of Sharon Martin a “Tiger Team Session” was organized and facilitated on June 24, 2006. The term “Tiger Team Session” refers to a gathering of experts for a focused and strategic discussion. The Tiger Team included Maureen MacDonald (local MLA), Michelle Strum (Gottingen Street Merchant’s Association), Grant Wanzell (President of the Creighton/Gerrish housing development and Dean of the Faculty of Architecture and Planning at Dalhousie University), Marion Currie (HRM Capital District office), Frank Palermo (Professor in the Faculty of Architecture and Planning at Dalhousie University), Bryan Darrell (CLC member and local business person), Tyler Morton (local youth) and Craig Walkington (Chair of the CLC). The group discussed the framework for a CDC, the requirements (legal structure) and working process for a CDC, the types of projects the CDC could be involved in, and ideas for the community consultation process for identifying the type of projects that a CDC would run. In the end, the results were collected and used for a discussion within the CLC about the next possible steps the CLC would take to initiating the CDC.

Local Interviews

Mark Vande Wiel of the Greater Halifax Partnership initiated and conducted discussions with local leaders and local financial institutions and business support organizations on behalf of the CLC in order to discuss the immediate needs of the community and the potential for partnerships during the setup and operation of the Community Investment Fund.

As noted above, significant public input has occurred and, overall, support for the idea of a Community Development Corporation was 150 for, 15 against, with 1 spoiled vote. As a result, the CDC concept is being explored by the CLC as the priority use of the CIF.

3.3 Proposal

Proposed Use of the Community Integration Fund (CIF) for a Community Development Corporation (CDC)

The Halifax Community Liaison Committee's (CLC) proposed use of the Community Integration Fund (CIF) allows for significant community-driven development through a Community Development Corporation (CDC), which is "owned" and operated by the members of the community. The CDC is envisioned to be a voluntary body of experts that will provide small amounts of the CIF (e.g. grants or loans) to support economic development initiatives in the neighbourhood, based on submitted applications/proposals from community members. It is felt that the CDC may deal with a variety of socioeconomic issues over its lifetime. The lifetime of the CDC is intended to be long, as the initial funding from the CIF would be used as a base to leverage other monies through time.

The CDC would be a community-based organization. Its first initiative would be to lead a Community-Based Planning Process that will develop a Community Plan that outlines projects for the CDC to develop and support. Continued community involvement is expected by way of a volunteer Board of Directors that consists of local residents and stakeholders, while expertise in community development would be gained through sub-committees and promoted through general community meetings. The CDC would work with existing agencies and organizations (i.e. both government and non-government) to best coordinate initiatives in the community, as well as leverage additional funds. The defined area of operation of the CDC is bounded by Barrington to North Park/Agricola Streets and Cogswell and North Streets, while the CDC would ensure that projects outside of this area are not supported through the proposed initiative.

Case Study: New Dawn Enterprises

The concept for the CDC in the Halifax CLC area of responsibility has not been fully defined and articulated, while the CLC has turned to New Dawn Enterprises (www.newdawn.ca), located in Cape Breton, as a possible model for the CDC. New Dawn Enterprises Limited, incorporated in 1976, is the oldest Community Development Corporation in Canada and is a Founding Member of the Canadian Community Economic Development Network. It is a private, volunteer directed, not-for-profit organization dedicated to community building. New Dawn seeks to identify community needs and to establish and operate ventures that speak to those needs. New Dawn employs over 175 people from the Cape Breton community and it services 600 Cape Bretoners each day through its companies and projects. The administrative office of New Dawn is located in Sydney, Cape Breton.

The *Mission Statement* for New Dawn is: New Dawn Enterprises will engage the community to create and support the development of a culture of self-reliance.

The *Vision Statement* for New Dawn is: A self-reliant people in a vibrant community.

New Dawn Governance and Organization – New Dawn Enterprises Limited ("New Dawn") is a not-for-profit, community-based economic development corporation, incorporated as a company limited by guarantee under the Nova Scotia Companies Act. The ultimate governing authority over New Dawn resides with a volunteer group of citizens, known as the "members" of New Dawn, who have backgrounds in trades and professions which contribute to the

realization of the company's role as a community development corporation. A Board of Directors for New Dawn is elected on a rotating basis from amongst its members. The Board of Directors consists of no less than 7 and no more than 15 individuals. It is charged with the responsibility of establishing the policies and perspective of New Dawn, and in doing so, meets on a quarterly basis.

The Board of Directors meets each October for a weekend long planning session. It is supported by a number of committees which reflect the major initiatives of New Dawn. The participants of these committees are drawn from the New Dawn Board of Directors, New Dawn Staff, and the broader community. The day-to-day operations of the Company are carried out by the Executive Committee of the Board of Directors. The Executive Committee consists of elected volunteer officers, most notably the Chair of New Dawn, as well as hired senior management that includes the President and Vice-President. In order to ensure diverse ideas in the area of community economic development, term limits are imposed on those individuals serving as members and as Directors of New Dawn. The Annual Meeting and the Members of New Dawn takes place each spring, at that time the Annual Report and Financial Statements are received.

In addition to functioning as the development arm of the organization, New Dawn is involved in the operation of many companies:

Cape Breton Association for Housing Development (CBAHD) – the oldest of New Dawn's enterprises, CBAHD is a real estate company that provides affordable housing.

Cape Care Services Limited – a home care company that provides 24 hour personal and health care services to seniors and the infirm in their homes.

Highland Resources Limited – an accredited private career college that provides industrial and occupational education and training.

New Dawn Guest Home Limited – a state-of-the-art thirty bed residential care facility.

Pine Tree Park Estates Limited – a former military base (approximately 100 acres) that has been revitalized and is now home to an array of residential and business activities.

Sydney Senior Care Home Living Limited – a thirty-seven bed small options residential program that provides 24 hour on-site supervision in a home environment.

Volunteer Resource Center – a non-profit organization that coordinates the work of more than three hundred volunteers in programs such as Meals on Wheels and Literacy and Friendly Visiting.

Credo – a business Processes Outsourcer serving the small- and medium-sized non-profit community in Cape Breton. (CREDO is a Latin word meaning "trustworthy, especially with money").

Foundation – a registered charity preoccupied with establishing, developing, and operating programs and projects that contribute to rebuilding the community.

David Realities – owned by Pine Tree Park Estates Limited, which continues to operate the building at 106 Townsend Street fully rented to commercial tenants.

The Halifax CLC wants to emphasize that the example of New Dawn outlined here is only for illustrative purposes, while the proposed Halifax CDC would not necessarily follow the New Dawn model and its projects/activities.

Possible projects and activities that would fall under the Halifax CLC's CDC may include:

- Small Businesses
- Sheltered Workshop Model – Skills training (business development/work skills)
- Public Market
- Business and/or activities that promote tourism in the area (e.g. tours of significant areas)
- Buy or Rent a space for an “Incubator Mall” for developing business ideas (e.g. workshops, skill development, business planning, and job creation)
- Cultural Festival/Focus Points (similar to Greek and Italian Fests)
- Promotion of locally-needed business (e.g. bakery or larger scale grocery store)
- Partnerships with existing organizations and programs such as the Black Business Initiative
- Community awards (e.g. loans and subsidized summer jobs)
- After school activities
- Youth projects

3.4 Results

Craig Walkington, the CLC's Chair, consulted with the CLC members about the best way to proceed. He attended two meetings involving the staff of HRM to discuss how the CDC concept could be taken to the next level and ultimately approved by HRM Council.

The first meeting (24 July 2006) was chaired by Brad Anguish (HRM Director of Environmental Management Services). He stated that he wanted the CLC to complete its work to spend the Community Integration Funds (CIF) in the near future. As such, he directed HRM staff to assist the CLC with the necessary work to prepare a report that will be approved by Council.

The second meeting (12 September 2006) was chaired by Jim Donovan (HRM Manager of Economic Development). Also in attendance were Ruth Cunningham (Vice President, Operations with the Greater Halifax Partnership [GHP]), Doug Reid (Community Economic Developer with the Halifax Regional Development Agency [HRDA]), and Sharon Martin. During the second meeting Doug Reid and Ruth Cunningham explored ideas how the CDC and the CIF could possibly fit with the soon to be amalgamated HRDA and GHP organization.

Subsequently, Jim Donovan gave a presentation to the CLC on the concept proposal that was presented before the Energy and Underground Services Committee (EUGSC) of HRM on 1 December 2006 and also the notion of a Community Investment Fund. This presentation outlined the concept for establishing the Community Development Corporation and assigning

the \$1 million Community Integration Fund (CIF). Jim indicated that the EUGSC approved the concept in principle; however, before giving final approval they wanted the following:

- a. An indication that the CLC supports the proposal;
- b. A needs study/analysis for the defined area; and
- c. A business plan for the CDC.

The CLC decided to endorse the concept as presented with the following motion:

To approve in principle the concept of the Community Investment Fund as defined by the Halifax CLC subject to additional details on needs analysis, a business plan and timelines.

In a subsequent CLC meeting, Jim Donovan along with Doug Reid and Mark Vande Wiel of the Greater Halifax Partnership outlined a draft staff report for HRM Council and on 6 March 2007 HRM Council approved the proposal to establish a Community Investment Fund. The two local papers reported this approval.

The CLC, with the assistance of Mark Vande Wiel, created a Board Selection Sub-Committee tasked with developing selection criteria, roles and responsibilities for the new board, advertising for board openings, fairly interviewing potential board members and providing a recommendation to the CLC for the composition of the board. Advertising for board openings was accomplished through advertisements in The Coast and the Chronicle Herald along with a media release and posters. Applicants had the option of completing an online application through the HRM Harbour Solutions website or picking up an application from the local library or the George Dixon Centre and returning it to those locations (see Appendix H). The CLC wanted to ensure that there was transparency and fairness in the screening process and that the Board Selection Sub-Committee developed a process and procedures including standard questions and scoring that were equally applied to all applicants (see Appendix I). It should be noted that each applicant was asked to identify any current or potential conflicts of interest and applicants from outside the defined area were asked to explain how they would respond to the question of their membership on the Board even though they have no direct connection to the community. The Sub-Committee members also committed to strict confidentiality agreements to ensure the privacy of the information contained in the applications. Thirteen applicants were interviewed.

Three motions were approved by the CLC during this process. The first related to CIF board members roles and responsibilities:

That the CLC accept the draft Roles and Responsibilities of the Board document as the initial working document for the CIF Board.

The second motion related to the option for current CLC members to join the CIF Board in order to ensure the “corporate memory” of the work and discussions over the years is passed on to the new board:

That designated members of the Halifax CLC be granted initial membership on the CIF Board until the first Annual General Meeting of the CIF Board.

The third motion constituted the approval of the CLC of the proposed list of CIF board members:

To accept the proposed list of Halifax CIF Board Members subject to reference checks. Board members are: Jenette Beals, Karen Beals, Irvine Carvery, Paul Crane (from

outside the area), Clark Cromwell (current CLC member), Bryan Darrell (current CLC member), Peter Green (from outside the area), Shazza Laframboise (current CLC member), Nanci Lee, Linda Mantley, Nick Pryce (from outside the area), Michelle Strum, and Craig Walkington (current CLC Chair).

As noted in the above Board Member list, three members are not from the community. The CLC and its Board Selection Sub-Committee agreed that in order to attract volunteers for the CIF Board with the level of expertise required for the initiation of the CIF mandate there would be a few spots on the new CIF Board that could be occupied by people who do not live, work or operate a business within the boundaries of the neighbourhood. It is anticipated that those positions will eventually be filled with local residents, workers or business owners. Those who were chosen from outside the community were carefully selected and the CLC is confident in their commitment to the community and the CIF Board.

With the creation of the new board for the CIF the CLC considers its second mandate completed.

4.0 Future Direction

The CLC feels that it has provided reasonable input into the design and construction of the WTP, which satisfies the CLC's first mandate. The CLC supports the development of a trail through the WTP site as mandated through consultations with the community. The CLC encourages HRM to consult the community regarding any further developments on the Barrington Street side of the WTP site.

The CLC's second mandate is also concluded with the initiation of the new Board for the Community Investment Fund. The \$1 million Community Integration Fund will be transferred to the Greater Halifax Partnership in the summer of 2007 and will be administered by the Community Investment Fund Board. The CLC suggests an immediate media release and communications strategy for the new board and also a public consultation in the near future to explain the board's responsibilities as well as to gather input on potential CIF activities.

While the CLC acknowledges it has limited powers over the future decisions of the new board, the group has discussed the potential for varied term lengths for board members to ensure continuity and also new ideas. Also, the Halifax CLC had expressed their concern that future CIF Boards may change or alter the mandate and vision as developed by the CLC and that in an attempt to ensure this did not happen, reviewed draft documents prepared by Mark Vande Wiel of the Greater Halifax Partnership. These documents included Bylaws and a Memorandum of Association.

With the initiation of the new board for the CIF the CLC will be relieved of its duties.

Appendix A: Volunteer Job Description Member of the Halifax Community Liaison Committee

November 2002

Volunteer Position: CLC Member

Authority and Responsibility

The all-volunteer Community Liaison Committee is recognized by the Halifax Harbour Solutions Project Team and the HREP as the voice of the community. As a part of the Halifax CLC a member acts in a position of trust for the community and is responsible for the effective governance of the CLC.

Requirements:

Requirements of a member of the CLC include:

- Commitment to the work of the CLC.
- Willingness to serve on committees.
- Regular attendance at meetings of the CLC.
- Regular attendance at meetings of assigned committees.
- Attendance and support at public meetings and events.
- Willingness to abide by and sign the CLC member Agreement.

Term

The length of the term will be for the duration of the Harbour Solutions project. The length of the project will be determined by the CLC members. Members may be released at the end of the elected term, by resigning, or at the request of the CLC.

General Duties

A member is fully informed on CLC matters, and participates in the CLC's deliberations and decisions in matters concerning the CLC terms of reference, guiding principles and community consultations.

The member must:

- Approve, where appropriate, recommendations received from the CLC, its standing committees and HHSP staff.
- Monitor all CLC business.
- Participate in drafting and reviewing all CLC plans and recommend revisions.
- Participate in the development of public consultation process and plan.
- Approve the hiring or contracting of consultants as required by the public consultation.
- Support and participate in evaluating the public consultation process.
- Assist in developing and maintaining positive relations among the CLC, HHSP, the private partner, and community.
- Review the CLC structure and approve changes.

The CLC members will develop their Committee structure. The Chair and Secretary of the CLC will be elected from the members. The members will create other CLC positions as they deem appropriate.

Evaluation

A member's performance is evaluated periodically based on the performance of assigned CLC requirements and duties.

Appendix B: Rules and Procedures for the Nomination and Election of Halifax Community Liaison Committee Members November 2002

- Nominators and Nominees must be 18 years and older.
- Nominators and Nominees must be of sound mind and have the ability to sign a contract.
- Nominators and Nominees must either reside or work within the following boundary Streets: Cogswell to North Streets and North Park/Agricola to Barrington Street.
- Nominees must have no less than 10 verifiable signatures, addresses and phone numbers on their nomination forms.
- Nominators can only nominate one person. Their signature must not appear on more than one Nominees form.
- Nominators must not be a relative of the nominee.
- The Nominee is responsible to collect nomination signatures and to verify signatures.
- The Nominee must sign their nomination form in the presence either John Fleming (420-6007) or Sharon Martin (490-4567) during regular business hours Monday to Friday 8:30 am to 4:30 pm. Please call in advance for an appointment. Once signed by the nominee John Fleming or Sharon Martin will sign and stamp the nomination papers.
- Any nomination form deemed inadmissible by the Halifax Community Liaison Committee will be returned to the nominee. The nominee will not be confirmed as a candidate until the situation is rectified.
- All nomination forms and candidate biographies must be filed on or before 4:30pm, November 18, 2002. Forms can be filed with Sharon Martin at George Dixon Recreation Centre 2502 Brunswick Street or with John Fleming at the Metropolitan Regional Housing Authority Office 2020 Gottingen Street. Please call ahead for an appointment.
- Candidates and the public are asked to attend the Halifax CLC meeting scheduled for November 26, 2002. Members of the public wishing to cast vote in the election may attend the CLC meeting between at 6:00pm on November 26th at the George Dixon Recreation Centre, 2502 Brunswick Street.
- Individuals who either reside or work within the boundaries of Cogswell to North and North Park/Agricola to Barrington Street are eligible to vote.

**Appendix C: Halifax Community Liaison Committee Nomination Form
November 2002**

Name of Nominee: _____

Address: _____

Phone #: _____

- The nominee must supply all information that is requested above and ensure accuracy.
- Each Nominee is required to have no less than **10 authentic nomination signatures**. It is the responsibility of the Nominee to collect the signatures and confirm the home address and phone number of the person(s) signing the nomination form. (A Nominees candidacy will not be confirmed until all signatures have been verified).
- Nomination Forms must be filed no later than 4:30 pm on Monday November 18, 2002.
- The nominee must sign the Nomination Form in the presence of either Sharon Martin at the George Dixon Recreation Centre, 2502 Brunswick Street (ph) 490-4567 or John Fleming at the Metropolitan Regional Housing Authority office, 2020 Gottingen Street (ph) 420-6007 who will witness then stamp the form. Please call in advance.
- Adherence to the above rules and procedures will confirm a nominee's candidacy.

Name	Address	Daytime Phone Number	Evening Phone Number
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Signature of Nominee: _____ Date _____

Signature and stamp of
Witness: _____

**Appendix D: Halifax Community Liaison Committee Candidate Biography
November 2002**

Name: _____

Address: _____

Phone #: _____
(Please use other side if space provided is insufficient)

Community experience and involvement:

Other information:

This information is being collected for the purpose of providing a biography, which will be made available for the public to view at the George Dixon Recreation Centre until November 26, 2002.

Please provide only the information you wish released to the public. For more information contact Sharon Martin at 490-4567

I agree that the information provided above is provided for release to the public upon request.

Candidate Signature: _____ Date: _____

Witness: _____ Date: _____

Please return this form no later than 4:30 pm, Monday November 18, 2002.

Appendix E: Halifax Sewage Treatment Plant Community Liaison Committee Effective Committee Practices November 2002

In the interests of Committee effectiveness, members agree to be bound by the following practices:

- Members will not on their own or as part of another association, engage in any independent action that is in conflict with the terms of reference or role of the Committee.
- Members will strive at all times to ensure that the best interests of all area residents are taken into account.
- Committee members will speak with one voice on all STP matters; disagreements and differences of opinion will only be voiced within the Committee. The members have a duty to fully explore minority viewpoints within the Committee.
- Wherever possible important decisions (agreements, strategies, etc) will be made by consensus. Where consensus is not possible a vote of the members present will be taken. All members may vote and in the case of a tie the motion is defeated.
- There will be no alternate members and no proxy voting.
- All regular Committee meetings will be open to members of the public. Members of the public wishing to formally address or speak to the Committee may do so by requesting in advance, time on the agenda. Such requests will be made directly to the Chair or to the Chair through a member of the Committee. Members of the public who attend without advance notice may, if they so request, also be recognized by the Chair and provided an opportunity to speak for up to 5 minutes.
- The Committee will keep notes of its regular meetings rather than verbatim minutes. Such notes will be a record of who attended, decisions of the Committee and the main points of discussion. The notes of meetings will normally be distributed to committee members and those who attended although will be available to anyone who requests a copy.

Appendix F: Halifax CLC Design Charette Group Ideas

Monday, February 17, 2003 – George Dixon Recreation Centre

Working Group Ideas

Group 1

- Multi-use trail, biking, walking from the McDonald Bridge to downtown. The trail could be located on the upper side of the plan.
- Garden/green space, formal garden, could link in with future park design.
- Trail interpretative centre, Tourist information centre and trail shop, bike rentals, roller blade, café.
- Top of building - Interpretive Centre, Hydrostone market-like shops, convertible outdoor plaza with drama theatre in summer and skating in winter. Historical arch – gateway to downtown, some parking that does not interfere with trail, alternate parking lots – can they be configured differently, building on stilts, water feature, pedestrian bridge over Cornwallis St.
- The architectural style should look historical, ironstone, greenery, trees along a boulevard, trees and planter on top of the building that can be seen from the street.

Group 2

Idea #1

- Break up buildings, different buildings with different textures
- Drive-through tourist info. centre
- Discovery Centre
- Cunard Museum
- Trans-Canada Trail through the parking lot or the expansion area
- Bus stop pavilion
- Urban furniture
- Lots of landscaping, shrubs and trees
- Paint the power plant
- Historical significance like St. George's and St. Patrick's Churches
- Georgian architecture
- Call it Cunard Gate, incorporate gate (arch) from original building
- Archway with an atrium
- Public fountain and plaza area
- Harbour Solutions office, locate office to organize tours of the STP
- Signage to welcome people to the downtown – on side of building like the Morse Tea building
- Gateway to downtown

Idea #2

- Atrium and the bay – arch should be big enough for horse and carriage
- Copper roof
- Georgian style – 6 over 6 or 8 over 8 windows
- Shared entrance
- See water through arch.
- "Halifax Arch" Common on the Waterfront

Group 3

- Multi use – attractive to the whole community
- Bandstand, market, theatre
- Granville market-like street, outdoor mall idea, glass atrium roof courtyard with arch at each end
- New location for Farmers Market
- Conduit from central Halifax to downtown
- Transportation hub – commuter rail terminal, bus terminal, water taxi stand
- Festival sites
- Outdoor concert space – use natural elevation for amphitheatre like seating (expansion area)
- No pavement – cobblestone, granite pavers
- Historical stones - sandstone, ironstone, corner stones
- Promenade on harbour side of building for outdoor access to mall
- Lots of landscaping trees, shrubs

Group 4

- Significant public building
- Significant architecture
- Linear park, bike trail, walking trail from Cornwallis St. to Water S. – wide promenade that would connect to downtown,
- Want people to walk from downtown up to Gottingen
- Parking closer to building away from the trails and paths
- Sculptural roof – beautiful to look at with lights on at night with a bridge to the roof (have a design competition)
- Roof –variegated with modern architecture – glass and metal
- Building should reveal what’s going on inside the plant
- Roof swoopy, pointy
- Interpretative centre
- From Barrington should see sculptural roof
- NSCAD public art on roof
- Lots of landscaping

Group 5

- Museum dedicated to those who gave of themselves
- Heritage park (like Brewery Market)
- Memorial for members of this community who have passed on
- Large aquarium – Island Park
- Open market court
- Something more than a story high
- Parking lot (2 story’s high)
- Botanical garden
- Mix of architecture, heritage style
- No commercial signs
- Observatory – lookout
- Millennium Park, skate boarding, art work
- Archways leading into roof
- Memorial for those who served in the war
- Ship design

- Building should be historical in appearance - ironstone
- Want it to look modern and something that will be exciting to look at
- Should not look like a barn, military building, warehouse, jail, or other institution
- We would like windows to be either arch shaped or octagonal and larger, we want the sun to get in.

Appendix G: Discussion Paper for the Halifax Community Liaison Committee by MacFawn and Rogers Architects Ltd.

August 29, 2002

1.0 Introduction

In mid August, Dan O'Halloran of O'Halloran Campbell, on behalf of HRM, requested that I attend a meeting with the Halifax North Community Liaison Committee to review aspects of the architectural design for the Halifax Sewage Treatment Plant. The CLC had originated the request for input from an independent architect, i.e., independent of the Proponent, HREP.

The meeting was held August 19, 2002, at the George Dixon Centre. Specifically, there was concern on the part of the Committee about the design of the east elevation or "the box". Prior to meeting with the committee, I met with Dan and Mike Kroger of HRM and reviewed the drawings prepared to date for the project. I also viewed the site first hand.

It is understood that the CLC wished to avoid an "industrial corridor" atmosphere, wanted the building design to incorporate overall landscaping, and to be aesthetically pleasing.

I presented preliminary comments and overview at the meeting and these notes are contained in another document. It was agreed that I should prepare a more comprehensive report in the form of criteria in consideration of these notes and discussions by the Committee to date.

This report presents a method for moving forward by way of recommendations/criteria, taking into account the general urban context of the facility and the more particular aspect of the building elevation as presented. Commentary is made on the basis of some of HREP's pre-design drawings dated June, 2002, and three dimensional renderings. (It is noted that the floor plans and building elevation drawings do not entirely agree, such as window and door placements).

We suggest that, subject to agreement of the following recommendations by the CLC and HRM, the proponent be asked to bring forward design options for review by the Committee, the objective being a final acceptable design.

2.0 Urban Context

2.1 Commentary: The site is situated between an established residential area in central Halifax and the downtown core. As such, there is an opportunity to reinforce the connection between this part of the City and downtown. This would be by way of an enhanced pedestrian route down Cornwallis Street and along Water Street. The route would parallel a re-aligned Water Street and be designed as a wide sidewalk with lighting and intensive landscaping. The area in front of the building could be bermed and planted with attractive vegetation to screen parking, with possibly a mini park as a rest area for those on foot. The park could contain interpretive signage on the facility or even highlight the naval yard across the street. Potentially, the walk could be incorporated as part of a regional trail system. Water Street is seen therefore not only as a vehicular route but as an important pedestrian way as well, linking the upper and lower parts of town.

There are a number of trees at the north end of the site. These trees should be inventoried with the view to preserving them, if possible. Selective removal may be required.

The Water Street side of the site is distinctly waterfront use related, while the Barrington Street side borders on residential. It is appropriate that the Barrington Street side address the residential character of the area, notwithstanding Barrington Street itself is a major traffic artery. By extension, it is logical that the overriding character of the east elevation (not visible from the upper streets) should therefore respond to the character of the waterfront. The challenge then is a design which reflects an adjacent industrial use while at the same time respects the residential scale of the upper area.

The site may also be developed so that there is an identifiable entrance or “address”. This helps to give a sense of arrival or destination. The entrance itself may be enhanced by a large building canopy, or free standing portico at the entrance. It is understood that the facility may be open to visitors from time to time.

The effect of the facility on the immediate environment of the building is unknown. The building should be wind tested in model form for potential adverse conditions of wind and snow drifting.

2.2 Recommendations/Criteria

1. Assess the opportunity/potential of creating a strong pedestrian linkage from Barrington Street and/or Brunswick Street via Cornwallis Street through Water Street to downtown. Create a safe, comfortable, and interesting pedestrian way. Provide pedestrian amenities on the route.

2. Consider intensive landscaping both within the boundaries of the site and on public ways. Incorporate landscape features, such as berms, specimen trees, and variety of vegetation. Inventory existing trees at the north end of the site with a view to preservation.

3. Consider sloping the grade west to east at the north end of the building. This is in lieu of a retaining wall and hard cut at this end of the building. Fill material to be easily removable for future expansion in this area.

4. Assess in detail the appropriate character of the east elevation in the context of setting, industrial versus residential or a combination of both.

Develop a sense of arrival at the building. Consider driveway entrance, entrance canopy or portico, and paving materials.

Carry out model testing to verify micro climate conditions and rectify through building design or landscaping as appropriate.

3.0 Building Specific

3.1 Commentary: The building as presented appears as a long, unbroken wall on the east side with minimal window area and a number of service doors and other entrances. Cladding material appears to be brick. The elevation is accented by a series of vertical pilasters which vary in spacing.

Suggestions have been put forward by the Committee on ways to enliven the facade. These include ideas as false windows, arched windows, and making the exterior appear to be a row of buildings rather than one long building.

One approach to facade design is to allow the interior function to generate the exterior expression. For example, a typical office building generates quite a different exterior than, say, a typical apartment building, as may be expected. Most successful buildings are easily “read” from the exterior. This approach precludes putting on false fronts or applying elements foreign to the purpose of the building. Good design therefore is intrinsic to intent.

In the same way, the internal workings of the Sewage Treatment Plant may be explored and exploited for opportunities to enliven the exterior. For example, can any parts of the facade be configured to express what is happening behind the walls? Are there any parts of the treatment process that could be expressed on the exterior (e.g., round tanks = curved walls)? Can the windows in the offices and similar areas be floor to ceiling and fill the entire bay? Can the exterior walls of any of the processing areas be glass to exhibit the processing equipment, especially at night (for example, former Moosehead Breweries in Burnside)?

Another approach to facade design is to express the structural grid on the exterior. The result is a series of bays (usually regular spacing), which helps to break down an otherwise long, unbroken expanse of wall. The bays may in turn be articulated as panels, either recessed from the plane of the structural grid or projecting from the grid. This system produces a three dimensional effect and is accentuated in the play of sun and shadows on the wall.

Brick is an appropriate material for exterior cladding. The brick unit imparts a human scale and is a building component to which people easily relate (2"x8"x4"). One can sense the size of a brick building more easily than, say, a precast concrete building of the same size. Brick walls may also be enlivened by varying the type of coursing or incorporating decorative brick patterns. Brick may also be cast and molded for special sculptural treatment, and artists are available who do this. An example of decorative brickwork may be seen in many of the older buildings in Halifax, for example, the former School Board Building on the corner of Sackville and Brunswick Streets. Such an approach would continue a Halifax tradition.

The building may be enhanced and highlighted by wall lights and floodlighting. Floodlighting provides interesting effects, particularly if the building is highly textured or detailed. The building takes on a different character at night as shadows are reversed from daytime. Floodlighting also provides a level of security around the building.

Canopies are another device which may be used for both functional and aesthetic purposes. Canopies provide weather protection and identify entrances. Given the nature of the building, there may be an opportunity to engineer the canopies for special effects to enliven the facade.

The elevation drawing shows a variety of door sizes and openings. One approach is to standardize door heights (or at least apparent height) and group openings as far as possible for a more organized effect on the facade.

3.2 Recommendations/Criteria

1. Examine the potential of expressing interior functions through exterior wall configuration and/or treatment as a way to establish the character of the building.
2. Explore using the structural grid as an organizing element, to establish scale, and to more

easily manage the various components of the exterior.

3. Consider type of cladding material to be used. Consider scale of material, potential for decorative treatment, colour and texture. Consider traditional Halifax materials, for example, brick, granite, or other stone.

4. Consider exterior lighting, both for security purposes and to highlight the facade of the building (floodlighting).

5. Examine potential of canopies at various entrances and service doors. Enhance canopy design as building feature(s).

6. Position windows and doors to create more organized pattern on the exterior.

4.0 Summary

The above deals with the building both in terms of the urban setting and the specifics of the building facade itself. A successful design will contribute to the vitality of the City in the neighbourhood and exhibit a character appropriate to its function. It will respond in context to the surrounding area as a good fit between a working waterfront and an established residential neighbourhood.

To achieve these goals, we recommend the following:

1. The Proponent consider these recommendations/criteria and others which may come forward as a result of this Discussion Paper.

2. The Proponent bring forward design options for review by the Committee, the objective being a design that meets stated criteria and goals and aspirations of the Committee.

It is noted that this Discussion Paper has been prepared in response to comments and discussions by the CLC and on the basis of a limited review of pre-design drawings and perspectives. It has been prepared at the request of the CLC, and to help in the Committee's deliberations.

George Rogers FRAIC
MacFawn and Rogers
Architects Limited

Appendix H: Community Investment Fund Board of Directors Application

The Community Liaison Committee wishes to establish a board to manage and oversee a \$1,000,000 community investment fund. This is your chance to be involved at the grass roots level in an exciting new project.

The geographic area for which the CIF is intended is defined by the streets of Cogswell, Agricola/North Park, North and Barrington Streets in North end peninsular Halifax.

First consideration will be given to individuals who have a demonstrated connection to the community. If this describes you and you wish to make a real contribution to your community this is how you can be involved...

You can also apply on line at:

www.halifax.ca/harboursol/halifaxCLC.html

Name:

Address:

Postal Zone:

Phone Number:

Email:

Please take the time to answer the three questions on the following pages to help us understand you and what you can offer the Community Investment Fund board.

Please describe your connection to the target community (maximum 500 words)

Please describe the skills and experiences that you would bring to the CIF management board in helping it meet its objectives. Please include your key strengths or areas of interest related to the fund (maximum 500 words)

Please state why you would like to be a board member (maximum 1000 words)

Appendix I: Community Investment Fund Board Interview Record

Selection Committee Initials: _____

Total Score: _____

Applicant's Name: _____

Date: _____

1. Please describe your connection to the defined community:

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

2. Board positions are voluntary. Please tell us why you want to spend the time and effort in helping this community:

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

3. Tell us what you think is positive and negative about the community:

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

4. What is your vision for the community if you had the finances and capability to make changes?

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

5*. In our advertising and background information, we stated we were looking for people with experience in various areas such as legal, investment, social development programs, etc. Please describe your experience that you think will benefit the CIF Board:

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

6. What do you think the challenges will be in the initial start-up of the CIF Board and how would you deal with those challenges?

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

7. The initial start-up of the CIF Board will require at least 2 meetings per month, if not more, what is your time availability to serve on the CIF Board?

Comments:

Response Rating:

Very Weak Weak OK Strong Very Strong

8. Where do you currently work?

Organization: _____ Position: _____ Duration: _____

9. We must operate the CIF Board transparently and fairly. Do you have any potential conflicts of interest that may impact on the CIF Board and its activities and your ability to be an impartial and objective member?

10. Please provide us with 3 contact names and numbers for references:

- a. _____
- b. _____
- c. _____

General Comments:

*Please note that applicants from outside the defined area were each asked to describe how they would respond to questions from community members regarding their membership on the CIF Board even though they do not have a direct connection to the community.