HALIFAX
REGIONAL MUNICIPALITY

P.O. Box 1749
Halifax, Nova Scotia
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Item No. 7.1.2
Audit & Finance Standing Committee
June 5, 2014
June 18, 2014

TO: Chair and Members of Audit & Finance Standing Committee

Original Signed

SUBMITTED BY: Maggie MacDonald, A/Managing Director, Government Relations & External Affairs

DATE: May 6, 2014

SUBJECT: **Building Canada Fund Infrastructure Projects**

ORIGIN

June 11, 2013 Council report "Long Term Infrastructure Plan Strategy"

March 28, 2014 Federal government announcement of the Building Canada Fund application process

LEGISLATIVE AUTHORITY

HRM Charter Section 74 – permits HRM to enter into agreements with the Province or Government of Canada to provide or administer municipal services.

RECOMMENDATION

It is recommended that the Audit & Finance Committee recommend that Halifax Regional Council:

1. Approve the list of projects outlined under each of Council's three priority areas, for potential federal infrastructure funding. These projects are the seven water and wastewater related projects described in the body of the report, the seven categories of transit projects in Metro Transit's 10 year capital plan, and the list of projects for the 5-Year $50 Million downtown capital campaign approved by Council in February 2014.

2. Direct staff to submit applications to the Building Canada Fund, and implement an advocacy strategy to begin negotiations to secure funds for some or all of the projects listed in this report.

BACKGROUND

In 2012 the federal government announced plans to develop a new long term infrastructure fund which would bring all its infrastructure funds together under one umbrella and streamline the application criteria and processes. The new Building Canada Fund was announced in Budget 2013, after a year of consultation with provinces, municipalities and other stakeholders. It will deliver $53.3 billion over 10 years to public infrastructure that supports the federal priorities of productivity, economic growth and job creation. There are several program streams within the Fund, including the Provincial/Territorial Component, a National Infrastructure Fund, and the Gas Tax Fund. Eligibility criteria and application processes for these funds were announced on March 28, 2014 and the funds are now accepting applications.

In anticipation of the new Building Canada Fund accepting applications, Council identified three priority areas for federal/provincial infrastructure funding in June 2013 (Appendix A):

- Water and wastewater
- Transportation
- Urban core investments

These areas were selected based on Council priorities and funding needs in HRM's ten year capital plan. The three infrastructure priorities were shared with the federal and provincial governments, as well as the Federation of Canadian Municipalities, Union of Nova Scotia Municipalities, and all provincial party caucuses.

The Building Canada Fund is now considering applications. HRM and Halifax Water staff have identified specific projects which could be submitted, for Council's consideration.

DISCUSSION

The primary application-based funding program for municipalities under the Building Canada Fund is the Provincial/Territorial Infrastructure Component (PTIC). This program provides $10 billion over 10 years to support projects of national, regional and local significance, which assist the federal goals of job creation and economic growth. The PTIC allocates a base amount of $250 million to each province and territory, plus a per-capita allocation. Eligible projects include new construction, renewal, rehabilitation or material enhancement of infrastructure for public use or benefit. PTIC project categories include the Council-approved priority areas of public transit, drinking water and wastewater, and elements of the urban core projects approved in the 5-year $50 million downtown capital plan.

Nova Scotia will receive $426 million over 10 years under the PTIC. Ten percent of this is set aside for small communities with a population of under 100,000. $398 million remains for HRM, as well as Provincial projects, other municipalities and post-secondary institutions. The roll-out and application process for Nova Scotia is still being finalized so deadlines for applications and project completions are not yet known.

To apply for funding, municipalities submit a short request and project description to Nova Scotia Municipal Affairs, which will undertake an initial review to ensure the project is eligible and meets PTIC program objectives. Municipal Affairs will then request a more detailed business case for projects deemed eligible by both the provincial and federal governments. Final

decisions also require both provincial and federal approval. The federal government will contribute up to one-third of project funds, except in the case of public transit where they will contribute up to 50% of project funds. Provincial cost-sharing requirements are still being determined.

Based on the eligibility and program criteria, HRM and Halifax Water staff have identified the following projects under each of Council's three priority areas for federal infrastructure funding. The budgets attached to each project are estimates, and could change once detailed design and construction proposals are developed.

Water & Wastewater

Halifax Water's Integrated Resource Plan lays out infrastructure requirements for the next 30 years. Overall $2.6 billion is needed to meet the three cost drivers of compliance ($595 million), growth ($598 million) and asset renewal ($1.385 billion). The federal wastewater regulations are a significant cost driver for environmental compliance. Despite numerous discussions between the federal government and the FCM, no cost-sharing strategy to assist specifically with the wastewater regulations has been developed. The Building Canada Fund appears to be the only source of federal assistance for wastewater infrastructure.

Halifax Water has identified a number of priority projects which would be eligible for federal funding, and which would have the greatest economic and environmental impact over the next ten years. These are grouped by asset class below:

Wastewater

- Aerotech Wastewater Treatment Facility (WWTF) Expansion ($21 million)
  The WWTF for the airport and Aerotech Park is nearing capacity and is experiencing difficulty in meeting the stipulated effluent discharge objectives. Further growth is planned for both the airport and Aerotech Park; however expanded wastewater treatment capacity is necessary to enable further development to occur.

  A preliminary design for an expanded facility is being completed in 2014, and construction could begin as early as 2015 pending project funding and regulatory approval. This is Halifax Water's top priority project given its impact on economic growth for the airport, industry in the area, and for both HRM and East Hants.

- Northwest Arm Sewer Rehabilitation ($15.4 million)
  The 4.5km Northwest Arm trunk sewer is over a century old. It is 1200 mm in diameter and a large part of the line is constructed of clay blocks mortared together. This line needs to be structurally renewed to extend its service life, prevent leakage and overflows into Northwest Arm and bring it into line with modern environmental standards. This project is proposed to go forward in two stages: the first from 2015-16 to 2016-17 at a cost of $4.4 million, and the second after 2016-17 at an estimated cost of $11 million.

- Bedford Sackville Truck Sewer Storage Facility ($20 million)
  This project is the design and construction of a large underground wastewater storage facility to hold peak flows in the wastewater system resulting from stormwater inflow

and infiltration. The storage facility will provide wastewater system capacity and reduce sanitary sewer overflows and improve regulatory compliance.

Stormwater

- Deep Storm Sewer Program ($5.5 million)
  There are many areas throughout HRM with no formal stormwater system. In these areas a significant amount of stormwater is introduced to the wastewater system through illegal connections from abutting homes. This project would construct new deep storm sewers to properly drain house foundations and remove the extraneous flow form the wastewater system thus improving wastewater system operations and improving regulatory compliance.

- Sullivan's Pond Storm Sewer Renewal ($8 million)
  The existing storm sewer between Sullivan's Pond and Halifax Harbour has reached the end of its service life. A new 580 meter line is being designed in 2014, with phased construction beginning in 2015.

Water

- Lake Major Dam Replacement ($2.1 million)
  A dam is required to impound water within Lake Major to provide water supply to Dartmouth and Cole Harbour. A new dam is required to replace the existing gravity timber and earthen structure which has reached the end of its service life. Design work is proposed for 2014-15, with construction to begin in 2017.

- Water Transmission Main Renewal/Redundancy ($15.2 million for three projects)
  - Bedford Connector ($2.2 million)
    Replacement/rehabilitation of the transmission main along Hammonds Plains Rd and the Highway 102 corridor. This main is the primary supply main to Bedford and Sackville. The existing pipe is under very high pressure and has had a number of leaks and failures in recent years.
  - Port Wallace area ($6 million)
    Twinning of the existing water transmission main to provide increased system redundancy and additional capacity to the expanding development in Burnside Industrial Park and Port Wallace area.
  - Lucasville ($7 million)
    Construction of a new transmission main from Pockwock to Sackville-Beaverbank, to help address emergency water supply capacity, system redundancy and meet new development requirements. Construction is expected to begin in 2014 and extend over approximately 8 years as development opportunities progress.

<u>Transportation</u>

The Building Canada Fund places a heavy emphasis on investment in public transit. Transit is an eligible category in every stream of the Fund, including the PTIC. Eligible projects include transit infrastructure and rolling stock (bus rapid transit, buses, urban passenger ferries,

commuter rail), transit facilities (bus lanes, storage & maintenance facilities, passenger terminals, security enhancements) and Intelligent Transportation Systems.

Public transit is one of HRM's largest annual expenditures. Metro Transit has a ten year project outlook, detailing its capital costs up to 2023-24. Expenses are grouped into seven categories, each representing the total investment projected over the next 10 years:

- Conventional bus expansion - $36.1 million
- Conventional bus replacement - $85.8 million
- Access-a-Bus expansion - $2.8 million
- Access-a-Bus Replacement - $9.4 million
- Ferry replacement - $18 million
- Terminal upgrades and replacements - $27.4 million
- Expanded Transit Centre - $30.5 million

A detailed list of individual projects is attached (Appendix B). It is recommended that applications be made for each of the seven categories above, rather than individual projects contained in them. This will allow HRM to apply for funding for the ten year lifespan of the Metro Transit capital plan, rather than requesting funding for a specific year. This approach allows flexibility for the Provincial and Federal decisions around the timing of the funding.

Urban Core

Council's 5-year $50 million downtown capital improvement campaign is a key objective under the HRM Economic Strategy, to revitalize the Regional Centre. Urban core investment creates economic benefits, such as attraction and retention of creative & skilled persons, population growth, increased building permits and development activity. It also enhances environmental benefits through active transportation to reduce emissions and create sustainable transportation nodes, and urban forest cover to improve air quality and decrease noise pollution.

In February 2014, Council approved a list of projects for the 5-Year, $50 million capital improvement campaign (Appendix C). These projects were subject to a decision-making matrix which assessed their ability to increase public benefit, maximize and leverage new investment, their affordability and state of readiness, and any private funding opportunities. The projects include streetscaping, sidewalk renewal, improvements to pedestrian crossings, active transportation corridors, and free wi-fi in outdoor areas and public buildings.
These initiatives meet the PTIC criteria under Major Roads (active transportation, sidewalks, pedestrian and bike multi-use pathways), and Connectivity & Broadband (high-speed backbone, local distribution within communities). They also align with the overall Building Canada goals of economic growth and job creation. It is recommended that all eleven projects be submitted as a package in one application to create a level of critical mass and to support the overall goal of urban centre investment.

The 5-Year $50 Million capital improvement campaign is intended to be an intergovernmental approach, with each of the three levels of government investing $17 million each over a five year period in the downtown core. Public funding acts as a catalyst for private investment, by demonstrating public sector confidence in the region. The Building Canada application for this

project would be for both the $17 million federal portion and $17 million provincial portion. The PTIC represents one of only two programs under which federal investment could be secured for this priority area, the other being the Gas Tax Fund (see Alternatives section below).

Next Steps

Once Council approves projects for PTIC funding, HRM staff will submit applications to NS Municipal Affairs for initial reviews. Staff are seeking direction through this Council report to commence negotiations for approved projects with Provincial and Federal officials. Once the Provincial and Federal governments approve initial project reviews, HRM staff will submit detailed business cases for the approved projects and continue negotiations. Staff will update Council on a regular basis as to the status of these discussions.

Other Building Canada Programs

National Infrastructure Fund

Another fund that municipalities may apply under is the National Infrastructure Fund. This is a merit-based fund with $4 billion available for projects of national significance. Any application must demonstrate how it will achieve, in a significant way, federal objectives of generating incremental economic activity, productivity gains, and benefits that extend beyond provincial borders. Applications are sent directly to Infrastructure Canada for consideration. Eligible project categories aligned with Council's priority areas include public transit and Intelligent Transportation Systems. There is a soft minimum threshold of $100 million in total eligible costs, although projects with costs below this may be considered if they can demonstrate national significance. It should be noted that any infrastructure project with over $100 million in eligible costs submitted to any funding stream in the new Building Canada Fund, must undergo a P3 scan to assess their viability for P3 procurement.

Council may wish to consider an application to the National Infrastructure Fund after reviewing HRM's strategic capital considerations such as the Long Term Arena Strategy, Cogswell redesign and Shannon Park.

Gas Tax Fund

Access to the Gas Tax remains unchanged. Funding is provided up front to the Province twice per year, which in turn flows the funding to municipalities. The number of eligible project categories for Gas Tax funds has been expanded, and now includes culture, tourism, sport and recreation which previously were included under the PTIC. Public transit, water and wastewater, solid waste management and local roads and bridges remain eligible funding categories.

Provincial Gas Tax allocations were recalculated based on provincial shares of the national population. Nova Scotia's share has decreased by 4.8%, or $2 million annually. The Gas Tax Fund is indexed at 2% per year, so the funding for Nova Scotia over the next five years is as follows:

2014-15	$53,226,000
2015-16	$53,226,000

2016-17	$55,887,000
2017-18	$55,887,000
2018-19	$58,549,000

Nova Scotia uses a weighted municipal allocation formula which considers operating expenditure (50%), population (25%) and dwelling units (25%). Under this allocation formula, HRM received 45% of Nova Scotia's Gas Tax funds, totalling $25.3 million, in 2013-14. With the reduction in overall Gas Tax Funds for Nova Scotia, HRM will see approximately $2 million less in 2014-15. Traditionally HRM has used the majority of its Gas Tax funds for transit and that has been factored into Metro Transit's budget and capital plan.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report. Implications arising from specific project applications will be brought forward as their status is confirmed.

COMMUNITY ENGAGEMENT

None.

ENVIRONMENTAL IMPLICATIONS

The projects proposed in this report support Environmental Sustainability through improvements to water quality, support for public and active transportation, and encouraging urban core growth.

ALTERNATIVES

Council could consider using Gas Tax funds to support either the water and wastewater or urban core priority areas. The Gas Tax Fund has expanded its eligible project categories to include local roads, broadband and connectivity, culture, tourism, sport and recreation. Water and wastewater projects have always been eligible under the Fund, and the eleven urban core projects could potentially align with the new local roads, broadband, culture and tourism categories. The Gas Tax Fund is sustainable, long-term funding, however it is a smaller pot of money than potential PTIC funding. Traditionally HRM has used Gas Tax funds for transit, and that has been factored into Metro Transit's budget and capital plan. This option is not recommended.

ATTACHMENTS

Appendix A: June 11, 2013 Council report "Long Term Infrastructure Plan Strategy"
Appendix B: Metro Transit Ten Year Project Budget Outlook 2014/15 to 2023/24
Appendix C: February 11, 2014 Council report "5 Year $50 Million Capital Improvement Campaign"

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

Report Prepared by: Anne Totten, Corporate Policy Analyst, 490-5623

Original Signed

Report Approved by: Maggie MacDonald, A/Managing Director, Government Relations & External Affairs

Original Signed

Report Approved by: Peter Stickings, A/Director, Planning & Infrastructure

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Report Approved by: Greg Keefe, Director of Finance & ICT/CFO

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Report Approved by: Eddie Robar, Director, Metro Transit

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Report Approved by: Carl Yates, General Manager, Halifax Water

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Appendix A

Halifax Regional Council
June 11, 2013

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original signed by

Richard Butts, Chief Administrative Officer

Original Signed by

Mike Labrecque, Deputy Chief Administrative Officer

DATE: May 30, 2013

SUBJECT: Long Term Infrastructure Plan Strategy

ORIGIN

March 21, 2013, Federal Budget announcement of a long term plan for infrastructure

April 17, 2013, Audit & Finance Standing Committee report on 2013/14 – 2015/16 Project Budget and Seven Year Outlook

LEGISLATIVE AUTHORITY

HRM Charter Section 74 – Permits HRM to enter into agreements with the Province or Government of Canada to provide or administer municipal services.

RECOMMENDATION

It is recommended that Halifax Regional Council:

1) Approve the following priority categories for federal-provincial infrastructure funding:
   a) Public transit
   b) Urban core investment campaign
   c) Wastewater system upgrades

2) Direct advocacy work to begin on infrastructure funding with other levels of government and related stakeholders.

BACKGROUND

In the past federal infrastructure funding has been administered through a variety of programs established at different times and with different application criteria and processes. Many of these programs are due to expire in 2014. In Budget 2013, released in March, the federal government announced a new long term infrastructure plan (LTIP) to renew its infrastructure funding program under one umbrella. This program, a new Building Canada Fund, was developed after a year of consultation with provinces, municipalities and a wide range of stakeholders.

The new Building Canada fund focuses on funding public infrastructure that will promote the federal priorities of productivity and economic growth, such as roads, bridges, highways, and transit. Overall the Building Canada Fund will deliver $53.3 billion over 10 years. It is divided into several streams that support different eligible projects:

- $6 billion for projects currently underway in the former Building Canada Program – this is not new funding

- $32.2 billion in a Community Improvement Fund. This represents the indexed Gas Tax Fund (2% per year) and an incremental GST rebate for municipalities. The 2% per year is new funds available to municipalities. It is meant to give municipalities greater flexibility in allocating federal support towards their infrastructure priorities by including a broader range of eligible categories, including highways, brownfield redevelopment, culture, tourism, sport, and recreation, local and regional airports, disaster mitigation, broadband and connectivity. Funding starts at $2.9 billion in 2014-15 and increases to $3.6 billion by 2023-24.

- $14 billion in a new Building Canada Fund to support major economic projects of national, regional and local significance:
    - $4 billion is for a National Infrastructure Fund to support projects of national significance like highways, public transit, gateway and trade corridor infrastructure. Funding will be awarded on a merit basis under the National Infrastructure Fund. This category appears to replace the former Major Infrastructure Component, which was allocated on a per capita basis and HRM's only eligible funding stream under the previous Building Canada Fund.
    - $10 billion is for a Provincial-Territorial Infrastructure Fund to support projects of national, regional and local significance in communities in a broader range of categories. This includes wastewater, drinking water, connectivity and broadband as well as highways and public transit. The P-T Infrastructure Fund will include base funding for each province and territory. The federal and provincial governments will be negotiating funding agreements in the coming months.

- $1.25 billion in new funding in the P3 Canada Fund. Projects over $100 million in capital costs will be subject to a P3 screen to determine whether better value for money can be achieved through P3 procurement. The P3 Canada Fund includes support for municipalities to conduct these procurement assessments, by providing $10 million to cover up to 50% of the costs incurred by provinces and municipalities.

Assuming that funds are allocated using a similar method as the original Build Canada program, it is estimated that the Province of Nova Scotia would be allocated $370 million over the life of the program. This is based on receiving $15 million per year in base funding from the Provincial Territorial Infrastructure Fund, and allocating the remaining funding based on a population of 2.75%. HRM would be eligible for funding through this program in partnership with the Province. In addition to this program is the CPI increase for gas tax. HRM has already included this increase (not adjusted for population change) of approximately $500,000 per year in its 10 year capital plan.

HRM accounts for over 44% of the province's population. However, with Nova Scotia's population decreasing as a whole, there will be less funding accessible to HRM, despite its growth rate. There is not a set method for allocation of provincial funds as there is at the federal level; however for comparison's sake HRM currently receives approx. $26 million per year from the Gas Tax Fund (now part of the Community Improvement Fund), and received 14% of the previous Building Canada and Infrastructure Stimulus Funds available for Nova Scotia.

DISCUSSION

The next step in Building Canada program is the federal-provincial funding agreements which will govern how funding flows and identify priority projects at provincial and municipal levels. These agreements are expected to be negotiated over the next six to twelve months. In order to maximize access to potential infrastructure funds, it is important that HRM position itself for success. The identification of key infrastructure priorities of the municipality is a first step. By establishing priority areas, the municipality can begin to advocate to provincial and federal partners as the federal-provincial funding agreements are being developed. This will ensure that HRM's priorities are known and understood as program parameters and eligibility criteria are being negotiated. Identifying priorities from HRM's capital plan and long-term outlook will allow Halifax Regional Council and HRM staff to advocate effectively for long-term infrastructure funding during this negotiation period.

HRM Ten-Year Capital Plan

On April 30, 2013, HRM's 2013-16 Project Budget and Seven Year Outlook for its capital plan was passed by Regional Council. It noted that concentrated efforts in recent years to prioritize spending on recapitalization have stabilized the condition of most HRM assets. Based on current funding policy and financial models, it is estimated there is approximately $928 million available for infrastructure from now to 2022-23. The total infrastructure investment for recapitalization for the same period is estimated to be $640 million, leaving approximately $288 million for growth and service improvements. These figures do not include any federal-provincial funds through the long term infrastructure plan, beyond the 2% increase from the Gas Tax.

Transit Funding

The federal LTIP program emphasizes transit funding and includes it as an eligible category in three of the funding streams – in particular the Community Improvement Fund which

encompasses the Gas Tax (the other two streams are the National Infrastructure Fund and the Provincial Territorial Infrastructure Fund). HRM currently directs most of its Gas Tax funding towards transit, which is the largest annual infrastructure expenditure in HRM's budget. It is recommended that HRM continue to apply any funds received from the Community Improvement Fund towards public transit.

HRM receives $26 million annually in Gas Tax funds. With HRM's growth and Nova Scotia's overall declining population, it is important to preserve this base amount of funding for HRM. Gas tax amounts are now being indexed by 2% per year, which provides a measure of parity in the purchasing power of the funds to offset inflation and CPI increases. If that were to continue it would represent 33% of the total amount earmarked for Nova Scotia under the Community Improvement Fund.

Urban Core Investments

Along with the continuing emphasis on recapitalization, the Project Budget and Seven Year Outlook report identifies three strategic priorities for infrastructure growth: The Long Term Arena Strategy, Cogswell Interchange and the urban core investment campaign. These priorities were included in the 2013-14 budget presentation; of the three, the urban core investment is the only one without dedicated funding

This urban core capital improvement plan is an Economic Strategy deliverable under the "Regional Centre" goal, to promote economic development and densification. Enhancing the urban core will lead to increased economic activity and tax revenues, and attract people and business to the municipality. A February 5th, 2013 motion of Regional Council requested an update from staff related specifically to the establishment of a $50m intergovernmental campaign. Staff is working on a project plan which will identify potential funding partners and develop a decision-making matrix to select projects for this fund.

Wastewater Systems

Upgrades to wastewater systems are some of the most pressing and expensive needs facing Halifax Regional Municipality in the short- and medium-term. With a significant infrastructure deficit and new federal regulations, substantial upgrades must be made to Halifax's wastewater system. Based on a recently completed Integrated Resource Plan, Halifax Water has estimated the cost to renew wastewater infrastructure and comply with federal regulations at $2.8 billion (2012 dollars) over thirty years. Halifax Water has recently requested a 30% increase in utility bills to help pay for some of the upgrades, with future rate increases projected. Financial assistance from other levels of government will mitigate these rate increases.

Upgrades to meet the new regulations are not the only cost drivers facing Halifax Water. There are several other required projects that focus on expansion of water services and system rehabilitation, with a total cost of $87.5 million. The $21 million Aerotech Wastewater Treatment Facility Upgrade is a particularly pressing example of one of these. Expanding existing wastewater capacity in the Aerotech Park area is necessary to enable further development to occur. Growing the airport and its connected industries will have a significant

economic impact on the entire region; however development there is on hold until the wastewater treatment facility upgrade proceeds.

The new infrastructure program announced in the federal budget includes a funding stream for wastewater systems ($10 billion Provincial-Territorial Infrastructure Fund). However wastewater is only one of a number of eligible projects in the fund, which is for both municipal and provincial projects. Securing federal and provincial infrastructure funding for wastewater upgrades needs to be a top priority for HRM and other Nova Scotian municipalities, to minimize the financial impact on residents. It is recommended that Regional Council advocate for Building Canada Funds specifically for wastewater treatment facility upgrades and projects to reduce combined sewer overflows in key strategic areas.

Next Steps

Once Council approves priority areas for federal-provincial infrastructure funding, communication will be prepared for and sent to the Minister of Service Nova Scotia and Municipal Relations and Minister of Transportation & Infrastructure Renewal identifying HRM's priorities and notifying them that HRM would like to be included in the negotiation process. An additional communication will be sent to the federal Minister of Transport, Infrastructure and Communities, outlining HRM's priority needs, would also be timely given federal support for municipalities in the recent budget. HRM staff may also begin to identify interested stakeholders and opportunities for engagement and information-sharing around HRM's infrastructure priorities.

FINANCIAL IMPLICATIONS

No current implications.

COMMUNITY ENGAGEMENT

None associated with this report.

ENVIRONMENTAL IMPLICATIONS

None identified.

ALTERNATIVES

Council could approve other priority areas for infrastructure funding.

Council could decide not to identify priority areas for infrastructure funding in advance. This would result in a less coordinated approach to positioning HRM's funding needs.

ATTACHMENTS

N/A

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

Report Prepared by: Anne Totten, Corporate Policy Analyst, GREA, 490-5623

Report Approved by: _____
Jennifer Church, Managing Director, GREA, 490-3677

Report Approved by: _____
Jane Fraser, Director, Planning & Infrastructure, 490-7166

Original Signed

Financial Approval by: _____
Greg Keefe, Director of Finance & ICT/CFO, 490-6308

Appendix B

Project Category	Project Category Total	Project Description	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Totals
Terminal Upgrades and Replacements	$ 27,410,530	Halifax Ferry Terminal Renovation	$ -	$ 530,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 530,000
		Lacewood Terminal Replacement	$ 3,350,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,350,000
		Mumford Terminal Replacement	$ -	$ -	$ -	$ -	$ -	$ 500,000	$ 11,580,000	$ -	$ -	$ -	$ 12,080,000
		Penhorn Terminal Upgrade	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000	$ -	$ -	$ -	$ 1,500,000
		Cobequid Terminal Upgrade	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000	$ -	$ -	$ 1,500,000
		Transit Facilities Upgrades (Bundle)	$ 500,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 4,550,000
		Ferry Terminal Pontoon Rehabilitation	$ 1,180,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 3,430,000
		Woodside Ferry Terminal Rehabilitation	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Ferry Replacement	$ 18,000,000	Ferry Replacement	$ 6,000,000	$ -	$ -	$ 6,000,000	$ -	$ -	$ 6,000,000	$ -	$ -	$ -	$ 18,000,000
Access-A-Bus Expansion	$ 2,800,000	Access-A-Bus Expansion	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 280,000	$ 2,800,000
Access-A-Bus Replacement	$ 9,420,000	Access-A-Bus Replacement	$ 450,000	$ 1,150,000	$ 805,000	$ 1,495,000	$ 230,000	$ 690,000	$ 1,380,000	$ 1,035,000	$ 1,725,000	$ 460,000	$ 9,420,000
Conventional Bus Expansion	$ 36,140,000	Conventional Transit Bus Expansion	$ 2,350,000	$ 2,400,000	$ 2,400,000	$ 2,400,000	$ -	$ 4,800,000	$ 4,800,000	$ 4,800,000	$ 4,800,000	$ 4,800,000	$ 33,550,000
		New/Expanded Metro X	$ -	$ -	$ -	$ -	$ -	$ 2,590,000	$ -	$ -	$ -	$ -	$ 2,590,000
													$ -
Conventional Bus Replacement	$ 85,805,000	Conventional Transit Bus Replacement	$ 4,470,000	$ 1,800,000	$ 10,350,000	$ 3,600,000	$ 900,000	$ 14,400,000	$ -	$ 12,600,000	$ 10,350,000	$ 11,250,000	$ 69,720,000
		MetroX Bus Replacement	$ -	$ -	$ 3,125,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,600,000	$ 7,725,000
		MetroLink Bus Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,360,000	$ -	$ 8,360,000
New/expanded Transit Centre	$ 30,500,000.00	Expanded transit garage				$ 10,235,000	$ 20,265,000						$ 30,500,000.00

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Appendix C
Community Planning & Economic Development
December 12, 2013

TO: Chair and Members of Community Planning & Economic Development

SUBMITTED BY: Original Signed by
Jane Fraser, Planning & Infrastructure

Original Signed by
Jennifer Church, Government Relations & External Affairs

DATE: December 12, 2013

SUBJECT: **5 Year, $50 Million Capital Improvement Campaign**

ORIGIN

March 22, 2011, Regional Council Meeting: Halifax Regional Council endorsed the 2011-2016 Economic Strategy for the Halifax Regional Municipality.

February 5, 2013, Regional Council directed staff to produce a report to present to the Audit and Finance Standing Committee April 3, 2013, outlining an action plan, starting in fiscal 2013/14, with the strategic priorities for downtown as outlined in HRM's Economic Strategy, as endorsed by Council in March of 2011, specifically:

1. To establish the $50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the urban core; and
2. To establish a "Strategic Urban Reserve" fund for urban core beautification, "pole free area," public art and infrastructure improvements.

February 14, 2013, Community Planning and Economic Development Standing Committee:

1. Requested a staff report setting out a plan to establish a 5-year $50 million intergovernmental capital improvement campaign to repair and enhance the urban core, for approval by Regional Council in the 2014/15 year;
2. Requested staff include HRM's share of the 5-year $50 million campaign beginning in the 2014/15 budget; and
3. Requested that staff clarify the "Strategic Urban Reserve" fund for urban core beautification, the pole free area, public art, and infrastructure improvements, in the 2014/15 budget.

August 8, 2013, Community Planning and Economic Development Standing Committee approved the draft decision making matrix that sets out criteria for which urban core public realm improvements projects can be assessed and prioritized between 2014/15 and 2018/19.

RECOMMENDATIONS ON PAGE 2

LEGISLATIVE AUTHORITY

79 (1): The Municipality may (a) beautify, improve and maintain property owned or leased by the Municipality;

88 (1): The Council may expend money required by the Municipality for (aa) streets, culverts, retaining walls, sidewalks, curbs and gutters; (ac) placing underground the wiring and other parts of a system for the supply or distribution of electricity, gas, steam or other source of energy or a telecommunications system; (ah) playgrounds, trails, including trails developed, operated or maintained pursuant to an agreement made under clause 82(c), bicycle paths, swimming pools, ice arenas and other recreational facilities; (ai) public grounds, squares, halls, museums, parks, tourist information centres and community centres; (as) wharves and public landings.

RECOMMENDATIONS

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

1. To endorse public realm improvement project list for eligibility under the 5 Year, $50 Million Capital Improvement Campaign, as described in the Project identification and evaluation section of this report;
2. Commit to a $50 million program, contingent upon other levels of government funding with one third municipal contribution of $17 million spread evenly over the five years, beginning with $3.4 million in fiscal year 2014/15;
3. To authorize staff to enter into negotiations with the federal and provincial governments on partnership agreements and funding of the public realm improvements identified in the report; and
4. To endorse the creation of a strategic urban reserve to fund the on-going maintenance and renewal of the projects proposed in the 5-year public realm improvement campaign and similar future projects.

BACKGROUND

HRM's Economic Strategy, endorsed by Council in March of 2011, sets goals and objectives for the economic growth of Halifax. These goals and objectives support the broader economic objectives of population, employment and income level growth, as well as growth in the business tax base between 2011 and 2016.

One of the five strategic goals of the Strategy is the Regional Centre. The outcome of that goal is to build a vibrant and attractive regional centre that attracts $1.5 billion of private investment and attracts 8,000 more residents by 2016. A five year objective is to further the liveability and attractiveness of the urban core. (Attachment 1 is a map of the regional centre and urban core boundaries of HRM.) The short term actions for the five year objective include:

1. Adopt a comprehensive 5 year, $50 million intergovernmental capital improvement campaign to repair and enhance the public realm in the urban core; and
2. Establish an ongoing dedicated strategic urban reserve fund for urban core beautification, pole free area, public art and infrastructure improvements.

The following is a list of measures described within the Economic Strategy which can assist in determining success in achieving the goal of building a vibrant and attractive regional centre:

1. Increased building permits in the regional centre;
2. Regional centre population growth;
3. More private investment in the regional centre; and
4. Public perception of downtown vibrancy.

The Strategic Urban Partnership (SUP), a forum for public and private stakeholders to share information, ideas and work together for a stronger regional centre, presented to the Community Planning and Economic Development Standing Committee of Council (CPED) on February 14, 2013, updating the Committee on its current activities and their 2013/14 priorities, as well as providing a review of the Economic Strategy, with specific emphasis on the Regional Centre Goal. After some discussion, the Standing Committee members asked for staff to provide a report on the two specific Economic Strategy Regional Centre action items listed above in time for the 2014/15 budget planning process. A project team, including staff from HRM, GHP and members of the SUP, met regularly over the past year to develop the approach.

Aligned with this process, Regional Council approved the three priority categories for federal/provincial infrastructure funding on June 11, 2013. The three priorities included the urban core investment campaign, public transit and water and wastewater.

DISCUSSION

Importance of the Urban Core:
HRM's urban core is representative of the broader community's economic health, culture, history, and community pride. Its function and appearance are important to the attraction and retention of commercial, retail and industrial businesses; as well as the recruitment and retention of what is one of the economy's most important assets – people. The urban core is the nucleus of the hub city of the Atlantic Provinces and the showcase for greater Halifax because of its concentration of historic, cultural and economic assets.

According to the 2013 City Matters survey produced by MQO Research for the Greater Halifax Partnership (GHP) and Metro News, the urban core is important to a broad cross section of HRM residents. Results showed 44% of the respondents indicated that revitalizing the downtown is very important, and an additional 41% considered it somewhat important.

The benefits of urban core improvements extend beyond the boundaries of the geography. Success throughout the municipality is connected to the economic strength of its urban core. While Halifax downtown occupies 0.0012% of the land area of HRM, and only 1% of the

population (4,500 persons) lives downtown, this area has 46% of office floor space, 15% of jobs and generates 8% of HRM's property tax revenue.

From an economic perspective, evidence suggests there is a benefit from concentrating economic development in urban core areas and this investment benefits not only the core itself but also surrounding rural regions in proximity. Part of this benefit appears to stem from the productivity gains that result from a concentration of research and development, and innovation generating activities.

Significant projects in the Urban Core in recent years include:

- the new central library, that is currently under construction, representing a municipal contribution of over $20 million;
- to date there has been approximately $3.9 million invested in the Emera speed skating oval; and
- a major restoration of City Hall, representing over $7.0 million.

In addition, HRM has invested approximately $8 million in road and sidewalk renewal, $4.7 million in streetscapes, and $1.8 million in public park upgrades in the Urban Core over the past five years.

Benefits of Public Realm Improvements:
The public realm is defined as any publicly owned pathway, right-of-way, park, publicly accessible open space and any public and civic building and facility. The HRM Regional Plan and Downtown MPS both call for the creation of walkable, vibrant downtowns through investment in the public realm. This recognizes the quality of downtown public spaces and streets as significant contributors to the quality of a city. These areas are where a community comes together and:

- where social bonds of a community are formed and strengthened through daily activities as well as special events, celebrations and observance;
- contributes to creating either a positive or negative image for citizens, visitors, or those determining where they would like to live;
- is available to all, regardless of socio-economic ability; and
- signals to local and external investors, in both social and economic development, the health of a community and the security/viability of their own investment.

When investing in the public realm, the Municipality can employ two strategies:

1) Provide leadership by making initial investment in public spaces which have the potential to help spur new social and economic investment; and
2) Follow and support private investment with public realm investment to maximize and perpetuate existing market demand.

The Regional Centre represents a key area for investment within the municipality. While HRM must invest in all areas of the municipality' public realm, the downtowns are one location where HRM's expenditures can benefit the most widely spread number of citizens and create the most economic and social advantage for the municipality.

Halifax's urban core requires a variety of tactics to ensure its health. These may include regulatory and fiscal interventions; a number of which are described in the Regional Plan and other planning documents, the Economic Strategy, and other Council-endorsed policies. The Urban Core also requires public investment to sustain its health. The investment, which is the subject of this report and outlined in the Economic Strategy, is $50 million over a 5 year period. Enhancements to the public realm will improve the health of the urban core, and of the municipality overall, in a number of ways. They include:

Social Benefits: Public realm improvements can improve social cohesion by making a space more accessible and encouraging more frequent use. Public realm improvements can improve the connectivity of an area – making it easier to get from one place to another regardless of physical ability. Many cities have recognised that attractive physical environments can enhance their uniqueness and distinctiveness making them more attractive places to live or visit. Well-designed public spaces can also improve public safety by contributing to reduced crime by encouraging more eyes on the street and reducing the risk of accidents.

Environmental Benefits: The planting and maintenance of urban trees can improve air quality or decrease noise pollution by way of sound absorption. Trees more effectively and efficiently manage the flow of stormwater runoff than do concrete sewers and drainage ditches. Runoff problems occur because cities are covered with impervious surfaces such as roads, sidewalks, parking lots, and rooftops, which prevent water from soaking into the ground. Trees intercept rainfall and unpaved areas absorb water, slowing the rate at which it reaches stormwater facilities. Trees also act as natural air conditioners to help keep cities cooler, mitigating the effects of concrete and glass.

There is growing evidence of the negative effects of motorized transportation on the environment. Creating active transportation options can help reduce reliance on automobiles and increase use of sustainable modes. A shift to increased use of non-motorized means helps to reduce the impact on and harm to our natural environment such as air, land and water.

Economic Benefits: Economic benefits can accrue from the attraction and retention of creative and skilled persons living and/or working in a concentrated area. This is supported by the work of economics and urban specialists, such as Richard Florida. This also speaks to the importance of quality of life factors such as low crime rates, public amenities, quality arts and cultural offerings, and a concentration of attractive amenities such as restaurants and retail stores.

Fiscal Benefits: Public and private realm beautification can increase property values. A study of public investments in the City of Philadelphia that examined the economic impact on property values of a range of place-based public investments, including: commercial-corridor improvements; vacant land management; neighborhood greening strategies such as green streetscapes; business improvements districts; and quality-of-life interventions (public safety, school improvements, and access to transit), showed significant correlation between public investment and property values. It also showed a negative impact from proximity to vacant lots and poorly maintained commercial corridors. The study showed that adjacency to a neglected vacant lot subtracts 20% of the value from a home, relative to comparable homes farther from

the site, but that this negative effect can be reversed with cleaning and greening of vacant lots. The study also showed a 28% gain in value to homes in near proximity to streetscaping improvements such as tree plantings, container plantings, pocket parks, parking lot screens and median plantings.

Measuring Success of Public Realm Improvements:
A city's attractiveness is determined by a wide range of elements. The Organization of Economic and Cooperative Development (OECD) 2007 report "Competitive Cities: A New Entrepreneurial Paradigm in Spatial Development", analysed various elements contributing to urban attractiveness (e.g. flagship redevelopment, cultural facilities, international events, etc.). It emphasises that it is important for a city to enhance its distinctiveness by identifying and building up urban assets that are unique to the city.

Measures of success of urban core public realm improvements include increased use of the public realm and the increased use and valuation of adjacent private properties. Subject to data availability, areas surrounding public realm projects will be assessed before and after against a variety of indicators, such as pedestrian counts, retail vacancy data, assessment levels, and business openings and closings. In addition, the Regional Centre measures for the Economic Strategy noted above (such as building permits and population growth), will provide a broader sense of the health of the urban core and regional centre.

$50 Million Public Realm Improvement Campaign:
As articulated in the Economic Strategy, the objective of the $50 million public realm improvement campaign is to further the liveability and attractiveness of our urban core. Public realm improvements can contribute to this objective by improving the appearance and function of the public realm and by spurring private sector investment in the urban core.

Project Identification and Evaluation:
A project team, which included staff from HRM, GHP and members of the SUP, worked toward the development of the $50 million public realm improvement campaign. The team developed a decision making matrix, which described the criteria against which projects would be assessed, and set out a scoring mechanism to compare potential public realm improvement projects. The project team also generated a list of potential projects for consideration and evaluation. The project list included eleven projects that had been previously identified and broadly scoped either by the municipality or urban core stakeholders.

The first criteria against which projects were assessed includes whether the project aligned with Council priorities. Projects were then considered against the following general strategic and tactical criteria.

Strategic criteria:

- Public benefit (e.g. likelihood of improving economic outcomes such as retail, tourism or commercial activity, promotion of healthy lifestyle)
- Maximizes impact of new investment (e.g. leverages other public investment)
- Capitalizes on existing strengths and assets (e.g. builds on natural assets, builds positively on brand)

Tactical Criteria:

- Readiness
- Affordability/Reach
- Private Funding Opportunities

A number of projects were identified to proceed with in the near to medium term given strategic strengths such as anticipated public benefit and fit with major private investments and tactical considerations such as readiness and likelihood of private funding opportunities. A description of the projects considered can be found in Attachment 2, and the detailed scoring matrix can be found in Attachment 3.

Based on the scoring process, the following projects were determined to be the most strategic projects; yielding highest public benefit, maximizing new investment, and capitalizing on existing strengths:

- *Spring Garden Road Streetscaping Improvement:* When tactical criteria were taken into consideration, Spring Garden Road streetscaping improvements ranked highest among the projects evaluated. The synergy created between streetscaping improvements on Spring Garden Road with the new library, and with private investment that is planned and underway in the Spring Garden Road area, was considered to be particularly valuable.
- *Argyle Street Streetscaping Improvements:* The public and private investment in the Nova Centre was considered to present a great opportunity that could be leveraged.
- *Barrington Street Streetscaping:* Improvements on Barrington Street would have the same impact on the downtown core from an evaluation criteria point of view as investing in Spring Garden Road.
- *Wireless Technology:* While free wireless scored lower on strategic criteria, given tactical considerations namely affordability, reach, readiness and partnership opportunities/ synergies, it is recommended that wireless be included among the recommended projects. Provision of wireless also allows for improvements to be seen across a wider geographic area than any of the other projects considered.

Partnership Opportunities:
Council approval of the direction in this report would better position members of the project team to engage with potential partners on specific projects.

In addition, the urban core public realm improvements were identified in HRM's submissions to the federal and provincial governments on infrastructure investment priorities. The details of the next iteration of federal/provincial infrastructure programs have not yet been released. Once released, they will guide HRM's approach. Based on previous infrastructure programs, HRM's financial commitment will assist in leveraging an additional two thirds funding.

Approach and Timing:
The exact timing and number of projects completed is subject to the extent of funding secured from other partners. Progress against this plan will be reported regularly through updates on the Economic Strategy.

Strategic Urban Reserve:
Streetscape improvements can offer dramatic impact for a previously under achieving street. Once made, private and public streetscape improvements require maintenance to ensure continued functionality and to ensure that the full impact of the investment is realized. Without timely maintenance and renewal, deterioration will occur and the improvement will fail to accomplish the initial objective. Instead it will signal abandonment.

Left to deteriorate, formerly improved streetscapes will require greater private and public re-investment in order to help overcome that deterioration. Streets are not static and are subject to changes in use, trends and design. If a street is still a valued asset, timely renewal and eventual replacement of streetscape improvements is a requirement to continue to achieve the objectives of the community.

A dedicated source of funding is recommended to maintain and renew the streetscape improvements carried out under the 5 year campaign, and for the maintenance and replacement of improvements that are made beyond that time frame. This reserve funding is in addition to current maintenance funding in the urban core.

Properties in the urban core tend to attract a higher market value than properties in other areas of HRM. Based on this, it is recommended that 5% of the net proceeds from the sale of land in the urban core (excluding signature properties such as Cogswell Street) be dedicated to this fund.

FINANCIAL IMPLICATIONS

The public realm improvements under the recommendation are contingent upon funding from other levels of government. Depending on the amount required and the specific proposals, HRM's share of the projects would come from a combination of the Strategic Growth Reserve, reallocations within the existing Project Budget or issuance of debt outside of the current debt strategy targets.

The proposed Strategic Urban Reserve is designed to ensure that infrastructure and services in the Downtown Core are maintained to a visibly high standard and are upgraded or improved on a regular basis, beyond what would otherwise be required. Staff will prepare a business case outlining the types of services and costs that would be eligible under the reserve.

COMMUNITY ENGAGEMENT

The project team that proposed the 5 year plan and developed the evaluation matrix included members of the Strategic Urban Partnership. Individual projects may involve additional community engagement.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

ALTERNATIVES

Council may choose to prioritize projects other than those recommended.
Council may choose not to fund urban core public realm improvements.

ATTACHMENTS

Attachment 1 – Map of Regional Center and Urban Core Boundaries
Attachment 2 – Description of Urban Core Public Realm Improvement Projects
Attachment 3 – Detailed Scoring Matrix
Attachment 4 – Best Practice Examples
Attachment 5 – Glossary of Terms

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

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Attachment 1 – Urban Core

The urban core was described in the economic strategy and is shown in the map below and consists of the core business areas of downtown Halifax and Dartmouth, including Spring Garden Road, Agricola and Gottingen Streets north to Young, Quinpool to Connaught and the areas encompassing Saint Mary's, Dalhousie and King's College universities.

Attachment 2 – Descriptive of Urban Core Public Realm Improvement Projects

Candidate Project Descriptions:

Spring Gardens Road Streetscape – The project involves creating streetscape including undergrounding, sidewalk renewal, decorative brickwork, improvements to pedestrian crossings and streetscape amenities as a key regional commercial and residential street for public and private development.

George/Carmichael Street – In the Downtown Public Lands Plan, the George Carmichael Corridor is identified as an important spine for connecting the waterfront and lower town to the upper portions of downtown Halifax. It connects through important public spaces at Province House, Grand Parade and the foot of the Citadel. Creating a more pedestrian friendly experience along George Street right up to Brunswick Street is meant to encourage more commercial investment and public use along this corridor.

Kings Wharf – The project is aimed to improve connections to the public and semi-public spaces within the Kings Wharf Development. Improved connections involve making improvements to existing HRM public parks surrounding the development, as well as active transportation improvements.

Argyle Street – In association with long held desires to formalize Argyle Street as part of an entertainment district and with the current construction of the new convention centre, changes to the street would create permanent café areas, put traffic control measures in place to allow partial and full closure of the street for events and refresh the look of the street. Argyle is a key destination in the downtown as well as a key connection from Spring Garden to the Waterfront.

Barrington Street – Improved in the late 1970's/early 80's, Barrington Street is in need of a renewal. Streetscape improvements are meant to work in conjunction with Heritage District designations and changes to the Downtown Halifax MPS, to foster private investment and development on the street.

Granville Mall – HRM's sole "pedestrian only" street, Granville Mall was successfully developed in the early 1980's. It remained vital through to the early 2000's when business began to suffer and the public mall fell into disrepair. The Mall needs to be rethought to determine how it can contribute to bringing increased vitality back to the area.

University Ave – Dalhousie University's 2010 Campus Plan calls for the closure and improvements to the north side of University Ave from Robie to Lemarchant, to create an active transportation and park corridor. The concept is to use the street to contribute positively to the function and look of the University as a major economic component of HRM. The project would be part of an effort by the University to create an attractive advantage for attracting students.

Quinpool Road – A less ambitious and costly version of a previous plan would see trees, lighting, streetscape amenities added to Quinpool, in conjunction with its identification as an important downtown service area and corridor for potential commercial and residential intensification.

Portland Street – The project would see the continuation of the Portland streetscape treatments carried out in 2009 to the intersection of Prince Albert and Alderney. This would happen in conjunction with traffic improvements at that intersection and the Canal Greenway concept, as well as active transportation plans.

Ochterloney Street – Streetscape improvements, including undergrounding, of the street is meant to improve the street as a pedestrian corridor, image route and important connection between the waterfront and residential areas. Currently a good deal of development is happening on the street.

Wifi - Free Wifi is an initiative that will encourage people to gather in public spaces and more importantly stay in the public spaces. Defined wireless access points in designated areas (outdoor areas or inside public buildings) would provide residents and visitors with free, mobile, broadband access throughout the urban core and potentially beyond. This technology would allow mobile access to the Internet through Wi-Fi enabled devices such as smart phones, laptops and tablets.

Attachment 3

Project List			Spring Garden Road	George / Carmichael	King's Wharf Connector	Argyle Street	Barrington St	Granville Mall	University Ave	Quinpool Road Modified	Portland Street Extended	Octhterloney Street	WiFi
Aligns w/ Existing Council Direction:													
HRMbyDesign, Active Trans. Plan, HRM Cultural Plan, Capital Ideas Paper, Public Lands Plan, Economic Strategy, etc.		*Yes or No*	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y
Strategic Criteria		Multiplier											
Public Benefit: - improves economic outcomes (retail, commercial, tourism, clustering of economic activity) - promotes active & healthy lifestyles, improves accessibility & connectivity - promotes social cohesion &/or improves access to public realm for a diverse group of users - improves environmental outcomes (emmissions, improved public buildings, trees, noise levels, air quality) - makes core safer (reduce accidents, crime reduction, more eyes on the street, reduce broken window effect) - creates a positive identity, pride of place, enhances heritage (natural and cultural), attracts people to visit	**1-5 pts**	*x 4*	5	5	4	5	5	3		5	5	4	3
Maximizes Impact of New Investment: - Leverages other public or private investment - makes core relevant/usable to all residents & visitors - improves the attractiveness of core	**1-5 pts**	*x 3*	5	3	4	5	5	5		3	4	4	4
Capitalizes on Existing Strengths & Assets: - inherited assets: improves or builds upon image & brand - enhances previous strategic investment	**1-5 pts**	*x 2*	5	5	5	5	5	4		3	4	3	4
SUB-TOTAL:			**45**	**39**	**38**	**45**	**45**	**35**		**35**	**40**	**34**	**32**
Tactical Criteria													
Readiness - Idea phase (1) - Concept design complete (2) - Tender ready (3) - Tender complete/shovel ready (4)	**1-4 pts**		2	2	1	2	2	1		3	2	1	1
Affordability/Reach - Value for money invested (2) - Magnitude of change/number of people effected (2)	**1-4 pts**		3	2	1	4	3	1		2	1	2	4
Private Funding Opportunities - funding support, synergies, private investment opportunities, cost sharing	**0-3 pts**		2	1	3	3	2	1		1	0	0	2
SUB-TOTAL:			**7**	**5**	**5**	**9**	**7**	**3**		**6**	**3**	**3**	**7**
TOTAL SCORE:			**52**	**44**	**43**	**54**	**52**	**38**		**41**	**43**	**37**	**39**
PROJECT RANKING:			**2**	**3**	**4**	**1**	**2**	**7**		**5**	**4**	**8**	**6**

Attachment 4 - BEST PRACTICES

- Transition of Brooklyn's working waterfront to Brooklyn Bridge Park

- Pueblo Urban Renewal Authority
  - Creates plan areas for 25 year plans
  - Assessment is done and a plan is developed
  - Renewal includes public investment including in beautification and incentive programs

- The Loring Greenway is a pedestrian walkway in Minneapolis that stretches from the Nicollet Mall near Peavey Plaza to the Berger Fountain in Loring Park. It is a landscaped urban passage used by thousands of people every day as they commute between Minneapolis' downtown and the residential areas surrounding Loring Park.
  - For many years residents worked on Greenway improvements as a committee of the Citizens for a Loring Park Community (CLPC), a neighborhood organization. Using a Minneapolis Neighborhood Revitalization Program (NRP) Phase I grant of $60,000 dollars, a new playground was constructed and lighting was improved to make the Greenway safer at night. The committee also sought to repair the Greenway's crumbling walkways and to renew its plantings and fountains. Much of this was accomplished during the summers of 2007 and 2008, at a cost to the city of over $2.8 million.

- Highline Garden New York

- Tel Aviv Port Project - Situated on one of Israel's most breathtaking waterfronts, the Tel Aviv Port was plagued with neglect since 1965, when its primary use as an operational docking port was abandoned. The recently completed public space development project managed to restore this unique part of the city, and turn it into a prominent, vivacious urban landmark.

- Fall Creek Place is located only two miles north of Downtown Indianapolis and has a unique blend of housing types over a wide range of prices.
  - As recently as 2000, the neighborhood was known as "Dodge City" because of its high crime rate. While many families continued to live in the area, vast portions of the neighborhood were comprised of vacant lots and boarded-up homes--the result of decades of disinvestment.
  - In July of 2001, with help from a $4 million Home Ownership Zone grant from the U.S. Department of Housing and Urban Development, the Fall Creek Place development began. Vacant lots, abandoned homes and dilapidated homes were acquired, new streets, sidewalks, lighting, utilities, and trees were installed, and special financing packages were assembled for homebuyers. Today, more than 400 new families join many long-time residents in calling the neighborhood home.
  - Revitalization efforts included public realm investments:
  - The neighborhood is much "greener" than before, with one new city park, three new neighborhood parks and a new linear greenway along Fall Creek.
  - $15 million of public infrastructure improvements brought completely new sidewalks, street and alley resurfacing, historic lighting, tree planting and buried utilities.

- The Province of Manitoba and the City of Winnipeg used tax increment financing support for CentreVenture's strategy to stimulate private and public investment downtown with a focus on the blocks surrounding Portage Avenue

ATTACHMENT 5 – GLOSSARY

Urban Core - As shown in the map in attachment 1, the urban core consists of the main business areas of downtown Halifax and Dartmouth, including Spring Garden Road, Agricola and Gottingen Streets north to Young, Quinpool to Connaught and the areas encompassing Saint Mary's, Dalhousie and King's College universities.

Public Realm - Public realm is defined as any publicly owned streets, pathways, right of ways, parks, publicly accessible open spaces and any public and civic building and facilities. It comprises the shared social spaces of a community, generally accessible to all. The Public Realm is where the bonds of community are formed at a neighbourhood and city level. The quality, function and experience of the public realm also help to convey the image of community to its citizens and visitors. Key to the idea of public realm is the objective of social cohesion and availability. When considering public realm investment, the direct contribution of the improvement towards creating positive image, relevant social spaces for people to be in and the degree to which it is realistically available to citizens and visitors should be used in the evaluation.

Streets - Streets play a diverse role by providing for movement of people and goods, conveying utilities, and providing access to private property, parking, delivery, view corridors and sunlight access. Streets are also recognized as one of the primary public realm resources available for achieving social objectives by creating desirable public spaces for people to be in and interact as a community.

Streetscape - The Streetscape is the combination of vehicle and pedestrian travel ways, public and private buildings faces and adjacent open spaces which create a positive or negative sense of place for a street. It is one of the assessments people use to determine how often and how long they wish to partake in the social interaction of a street.

Streetscaping - Streetscaping is the making of physical improvements made both within the street right of way and properties facing onto the street to improve the sense of place and the social function of the street, thus increasing the public's desire to be there. Streetscaping must seek to balance all social and utilitarian functions of the street.

Private and Public Streetscape Investment - Streetscaping involves both private investment (private property improvements, building facades, entrances, private open space such as patios and landscaping) and public investment (sidewalks, lighting, street furniture, trees and landscaping, adjacent park spaces and public squares). Private investment is often driven by pride in ownership and/or creating an economic advantage through attraction. Often, private interests are also permitted to make improvements to the public realm if it provides a benefit for all to enjoy and helps achieve the social function of the street (e.g. sidewalk patios, street vendors, tree lawn gardens). The public space component of streetscape (public street right of way and adjacent parks and town squares) represents the largest singly controlled properties for improvement and impact. Private properties along streets are generally many with different owners. Improvements to the public street right of ways provide positive signals to citizens and

to private land owners. Individual private landowners will often respond with improvements to their private property which adds to the overall streetscape improvement. However, left on their own, it is more difficult for the average private landowner making a streetscape improvement to create an overall impact. This offers two strategies to the municipality as the owner of the public street;

1. provide leadership and make the initial investment to increase the value of a street and foster private investment
2. or support initial private investment with public streetscape investment to foster additional investment from other landowners. Both are not overnight solutions and require the right conditions for success.

Option 1 more often takes a longer period for return. In successful streetscape programs, municipal leadership as the street owner is often accompanied with municipal leadership as a regulator by providing regulatory or economic incentives which make it easier for private owners to participate in streetscape investment.

New Improvements versus Replacement of Existing Improvements – New streetscape improvements can offer the most dramatic impact for a previously under achieving street. However, once made, private and public streetscape improvements require maintenance to ensure continued functionality and to ensure that the full impact of the investment is realized. Eventually, at the end of an improvement's lifespan that maintenance translates into some form of replacement. Without timely replacement deterioration will occur to the degree that the impact of the enhancement and thus the improvement will fail to accomplish the initial objective. Instead it will signal abandonment. Left to deteriorate, formerly improved streetscapes will require greater private and public re- investment in order to help overcome that deterioration. Streets are not static and are subject to changes in use, trends and fashion. Streetscape re-newel is an opportunity to tailor the reinvestment to ensure that the streetscape is relevant to where the street, as a place, is heading. If a street is still a valued asset, timely replacement of streetscape improvements is a requirement if the street is to continue to achieve the objectives of the community.