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Halifax Regional Council
May 8, 2007

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: Cathie O'Toole
Cathie O'Toole, CGA Acting/Director, Finance

DATE: May 1, 2007

SUBJECT: **2007-08 Budget and Business Plan Questions from Committee of the Whole**

INFORMATION REPORT

ORIGIN

Inquiries by Councillors at the Committee of the Whole meetings between April 2nd and April 16th, 2007.

BACKGROUND

Beginning on April 2, 2007, business unit Directors presented their 2007/08 Business Plan, proposed service level changes and budget overview to members of Council. During these discussions, members of Council asked questions of staff that required additional research to ensure information was provided.

This report contains a list of the questions and the responses.

DISCUSSION

Office of the Chief Administrator (CAO):

CAO to provide an updated HRM organizational chart

See attached Appendix A - HRM Organizational Chart. In the event of future organizational changes, Council will be provided with an organization chart displaying the new structure.

Clarification on the cost savings for RCMP: 2.9% (actual cost) vs. 3.5% (estimated by Province)

When developing budget estimates, HRM projected a 3.5% increase in RCMP costs. The actual increase of 2.9% is \$105,876 less than planned.

Clarification from the Greater Halifax Partnership on the specific activities / accomplishments of the GHP over the past year / previous years. Specifically:

- **The immigration strategy: Means to facilitate the bureaucracy faced by immigrants who either want to invest or continue their profession in HRM.**
See Appendix B - Greater Halifax Partnership: Update on Activities.
- **Detail on the diversity approach/strategy.**
See Appendix B.
- **The relationship with schools.**
The Make Way for YOUth (MWFY) project is based on a collective goal to retain and attract young people for rural communities in HRM and Colchester who have completed or are in the process of completing some form of post secondary education or skilled trades training.

Three visits have been completed with rural high schools, including: Duncan MacMillan, Eastern Shore District High School and Musquodoboit Rural High School. Through these visits we were able to reach over 100 grade 12 students. Follow-up visits with these high schools will take place in May where MWFY will conduct Resume Writing and Job Search workshops in conjunction

with School Guidance Counsellors and Teachers. On May 11th, MWFY will visit Nova Scotia Community College for a "Leading Future in Nova Scotia" conference where we will speak to over 250 NSCC Business students from across the Province.

- **Total of what was spent by the four former competing municipal units (County, Halifax, Dartmouth, Bedford) and see where it matches with this budget**

The four predecessor municipality units (County of Halifax, Halifax, Dartmouth and Bedford) generally were spending on average in excess of \$4 million / year for economic development.

The amounts spent on economic development activities by the Halifax Regional Municipality for 2006/07 and 2007/08 are provided for reference:

	2006/07 Budget	2007/08 Budget
Funding to GHP	\$1,175,000	\$1,400,000 + \$100,000 Fiscal**
Funding to Destination Halifax*	\$1,564,161	\$1,484,161
Funding to Business Parks	Gross Exp: \$328,104 Revenue: \$1,010,000 Net Budget: \$(681,896)	Gross Exp: \$1,010,000 Revenue: \$655,000 Net Budget: \$(279,300)
Funding to Econ. Development Cost Centre	\$108,908	\$116,000
Total Expenditures	\$2,166,173	\$5,595,861

GHP - In order to be comparable, GHP (900,000) and HRDP (Halifax Regional Development Partnership) (275,000) are combined. In 2006/07.

Destination Halifax - 2006 Grant (174,161) and Marketing Levy (1,390,000)
 2007 Grant (174,161) and Marketing Levy (1,310,000)

* The funding formula has changed from 2/3 (2006/07) to 60% (2007/08) as approved by Council.

** This is one-time funding to cover merger costs

Clarification on the number of events that Halifax has had to turn away from hosting

With the exception of the 2014 Commonwealth Games, HRM has approved all events requested to be held in the Municipality.

Community Development:

List of Rooming Houses in the HRM

See attached Appendix C - Rooming Houses in HRM

Breakdown of costs for all recreation facilities across HRM - \$ cost per facility / explanation for the cost changes

See Appendix D - Facility Breakdown by District

See Appendix E - Facility Budget Breakdown Notes

Explanation for the change in costs (reductions / increases)

- Cost Centre D300- overall there is no new operating money for this cost centre, the following reflects realignments within budget and adherence to actual costs.
- 6201 (Telephone) - \$16,800 increase reflects actual costs and realignment of 06 budget
- 6399 (Contract Services) \$24,300 is reflective of current operations and proposed programming for 2007
- 6903 (Travel) \$15,000 - result of increase in mileage/km and increased claims due to changes in geographic area
- 6911 (Facility Rental) - reduced due to maximizing and realigning program space at Lebrun and non-school sites

Staff to return to Council with a report on the number of vacancies within Community Development

FTE's - 256.5

Current vacancies - 20 (7.7%)

- (1) Development Engineer (West End Mall) - job fair and executive search firm underway
- (1) CCC Project Engineer (Alderney) - job fair and executive search firm underway
- (2) Planner 1's (Alderney/West End Mall) - job fair underway
- (1) Senior Planner * term position (Alderney) - job fair underway
- (1) Administrative Support Planning (West End Mall) - competition underway
- (2) Supervisors, Planning Applications (West End Mall/Alderney & Acadia* term position, maternity leave) - competition underway
- (1) Staff Assistant (Capital District) - temp in place to fill short term reception/admin needs Following approval of the budget the position description will be revised and posted
- (1) Landscape Architect (Capital District) - in addition to the job fair we have a 90 day secondment in place to cover off short term work demands
- (3) Building Officials (West End Mall/Acadia/Alderney)- recruitment to commence Spring 2007
- (1) Community Standards Officer (West End Mall) - incumbent returning within 90 days
- (1) Cultural Officer - review of position underway
- (1) Customer Database Coordinator - recruitment to commence Fall 2007
- (2) Community Developers - recruitment to commence Spring 2007
- (2) Community Recreation Programmers - recruitment underway

Cole Harbour Road District Association application displacement of recreation programs

The property owner has indicated that the proposal for commercial development will not impact the delivery of recreation programs from the current facility. This geographical area will be considered for an in-depth assessment when the indoor facility master plan is updated.

Feasibility of washroom facilities at Chocolate Lake, Stanley Park (Stoneridge) and J. Albert Walker field, and that a fence be placed around the washroom area for safety

The order of priority for washroom facilities based on usage is (1) J. Albert Walker sports field and ball diamond, (2) Stanley Park sports field and (3) Chocolate Lake ball diamond.

Permanent outdoor washroom facilities cost approx \$200-\$250K/site to construct and maintain. Based on feasibility staff do not recommend this approach. As an alternative, rental of temporary outdoor portable washroom facilities is a more feasible approach at \$7500/unit/per field/per season. This cost assumes no vandalism or security issues which can increase costs. There will be budget implications should either option be selected.

Request to the Downtown Business Commission for proactive clean up of the Capital District (downtown core) before Apr 14th (arrival of first cruise ship to Halifax)

TPW work crews have been cleaning the Capital District since March 15th. Focus will continue on the litter and graffiti cleanup in the Capital District with deployment of the sidewalk sweepers and additional seasonal work crews for beginning of May. Plans are underway for the business commission graffiti cleanups to occur during the second week in April to coincide with the commencement of the cruise ship schedule. New waste and recycling receptacles have been ordered for installation late May/early June.

Feasibility of a skateboard park as part of the upgrades to the Captain William Spry Centre

Public Consultation undertaken as part of the Herring Cove Streetscape Plan identified various locations for a Skate Park in the Herring Cove Road area, including a potential site at the Captain Spry Centre. Staff are developing a master plan to enhance the function of indoor and outdoor recreation facilities for the Captain Spry Centre. A further site suitability and needs analysis is needed to confirm the location of the Skate Park.

Plans for the indoor and outdoor site will be developed and finalized by Fall 2007. Alternative funding sources will be determined during the site selection process.

Staff to provide Council with the funding amount for public art

Approximately \$96,000 is allocated in the heritage reserve budget for public art including various restoration projects and new commissions. Another \$90K is committed in the Capital District budget for a new public art commission for the Gottingen North Memorial Library. As noted in the Parking Lot report, staff will realign their priorities to fund an additional \$25,000 for public art programs for 2007/08.

Status of overpass for Highfield Park - Burnside (including status of funds, interest accrual)

An engineering consultant has been hired to investigate the feasibility of modifying the Burnside Drive overpass structure to accommodate pedestrians. If it is determined that it is feasible, staff will assess if there are sufficient funds to carry out detailed design and construction. Approval of the project by the NS Dept of Transportation and Public Works is required. The province will also be approached to consider joint funding opportunities.

A report is expected in 4 to 6 weeks.

Staff to provide an update on the Hurricane Juan Tree Restoration Project

- Street Tree Inventory is complete
- Approximately 50% planting complete
- Experiencing continued damage-related maintenance (die-back) and post-Juan tree death in street trees due to Juan damage
- Current plan consists of planting 400 trees Spring 2007 and an additional 400 trees Fall 2007

Status of the Herring Cove Widening Project

The widening of Herring Cove Rd (4 lanes between Old Sambro Rd and Armdale Rotary) is a planned project in the Regional Plan anticipated to be built within the next 25 years. A review of all planned projects outlined in the Regional Plan will occur every five years.

Environmental Management Services:

None

Finance:

Feasibility of moving Licensing out of Finance to By-Law (Police)

Discussions are underway between Halifax Regional Police, Finance and BPIM to identify issues and address enforcement/awareness, service delivery and licensing and the financial management of the dog licensing program. Staff will return to Council with a proposed plan of action

Staff to provide a report to Council on TPW surpluses and their uses

At present, TPW is currently projecting to be in a deficit position at the end of the 2006/07 Fiscal year. Business unit directors are responsible to manage all resources within their respective business units. As such, some departments within a business unit may operate at a surplus, while others at a deficit.

From a corporate perspective, business unit directors work with the Executive Management Team to ensure that HRM as a whole meets the approved budget each year. This approach supports our senior leadership team in taking a holistic approach in working toward achieving our corporate goals and objectives as determined by Regional Council.

Status of Parkland Development Reserve (Q-107)

On approval of a subdivision development, the developer is required to set aside at least 10% of the assessed value of lots for parkland (5% prior to the approval and implementation of the Regional Plan). If land is not set aside, the developer may pay cash in lieu equivalent to the same value. Where Council determines that any land transferred pursuant to the above is no longer needed for parks, playgrounds or similar public purposes, Council may sell the land after notification to the lot owners in the sub division and the proceeds shall be used for parks, playgrounds and similar public purposes.

It is Council's intention that the reserve be used for the acquisition and/or development of parkland, park and active recreation facilities, buildings and similar fixed assets.

The current balance in the reserve (as at March 31, 2007) is \$894,970. There are several outstanding items that have yet to be charged to that balance however, so this number is not the final balance for 06/07. Interest accumulated on the balance is credited back to the reserve.

Status of the Kingswood Water Reserve (Q-108)

The Kingswood Water Reserve (Q108) originated from the former County of Halifax. There has been no activity (contributions/withdrawals) other than interest applied since January 2002. The current balance includes the miscellaneous revenue entry of \$3,000 on January 28, 2002 and \$485 in interest income. This reserve will be further researched as part of the WW-HRWC merger to determine if this reserve is still required, and if so, whether it should be managed by the Water Commission.

Fire & Emergency Services:

None

Human Resources:

None

Legal and Risk Management Services:

Clarification outlining the case-load of HRM matters delegated to in-house counsel vs. external counsel

Legal Services has transferred increased work from external to internal counsel. Currently, the files being sent to external legal counsel are primarily conflict situations and motor vehicle prosecutions (bylaw offences are prosecuted internally). Legal services contracts out night-time Summary Offence Ticket (SOT) and parking ticket prosecutions as well, however the vast majority of work is now being performed by in-house counsel.

Halifax Regional Libraries:

Detail and status of individual maintenance and repair items to public libraries included in the budget (2005-2007)

For 2005/06, \$60,000 was budgeted for an elevator and mechanical upgrades at the Halifax North Branch. Additionally, \$30,000 was committed to stonework and an oil tank for the Spring Garden Road location. This work has been completed.

For 2006/07, \$194,000 in Capital funds was committed to a bundle of upgrades to Library facilities. Specifically:

Halifax Main Branch (Spring Garden Rd.) - Repointing of stonework on Brunswick Street (to be completed 07/08).

Halifax North Branch - Engineering study for air conditioning and associated design fees (currently underway). Repair work to walkways (complete).

The Captain William Spry Centre capital project is a joint project between TPW, Community Development and the Library. Last year (06/07) \$100,000 was budgeted for consultants/design of a reconfiguration of the Captain William Spry Centre to be more conducive to recreation, library and youth programming. In addition TPW has budgeted \$29,300 for the Captain William Spry Centre renovations that is being applied to the program room renovations.

The Library's capital budget for 2006/07 in the amount of \$49,000 (CBW00481) was also for renovations to the Captain William Spry Centre. Work has begun in the library with the renovation of the program room. The approved capital budget for CWS Library for 2007/08 is \$350,000 (out of CBU00949) for the recapitalization of the Captain William Spry Centre Library.

Currently there is an architect involved in doing the preliminary programming work for the CWS renovations and HRM will use that info as the background for the RFP for the design consulting services. This will determine how the changes to the Centre will affect the Library before the major renovations of the Library can take place.

The Library plan is to renovate the whole branch with new flooring, painting, lighting, furniture and equipment, redesign the circulation desk and workroom.

Approved expenditures for 2007-08 are found in the Community Facilities section of the Capital Budget book.

Status of Bookmobile operations, including hours of operation in rural areas

See attachment Appendix F - Mobile Library Schedule.

The Library provides Mobile Library service from Tuesday to Saturday with daytime and evening hours to a number of communities throughout the HRM. Bi-weekly service is provided to Dutch Settlement, Enfield, Upper Musquodoboit, Dean, North and East Preston, Seaforth, West Chezzetcook, Lake Echo, Fall River, Eastern Passage, Terence Bay, Brookside and White's

Lake. A full day Saturday visit is made biweekly to Porters Lake. Weekly visits are made to Middle Musquodoboit, alternating Thursday evening and Saturday visits.

Current fees and fines schedule in use by the libraries

See attachment Appendix G - Halifax Public Libraries Fines and Fees.

Fines are levied for **overdue materials** and are applied according to the type of material and age of the borrower. The fine structure/policy was last reviewed in 2003 with minor adjustments since that time.

The Library rents **meeting rooms** in a number of its facilities; rates are based on the 'non-profit/for-profit' status of the renting group. Rental fees were last reviewed in 2006 and an increased rate schedule became effective on July 2, 2006.

Recently the Library participated in a survey of Canadian libraries conducted by the Canadian Urban Library Council which will provide a comparison of both overdue materials fines and meeting room rental rates across the country.

Discussion on sharing library facilities between schools and public libraries

For information, the following 2 documents are attached:

Appendix H: Public Library - School Library - Shared Facilities Report, Judith Hare, 2004

Appendix I: Saskatchewan Library Trustees Association - Recommendations on School/Public Library Cooperation

Summary of the literacy partnerships / programs provided by the Halifax Public Library

See attachment Appendix J: Halifax Public Libraries - Literacy Partners

Halifax Regional Municipality Police (HRP & RCMP):

Halifax Regional Police continue to urge the provincial government to move on responsible legislation in regard to photo radar initiatives. Further, that this matter be referred to the Union of Nova Scotia Municipalities for their support and review

See attached Appendix K: Draft letter to Province of Nova Scotia - MVA Photo Radar

Clarification of the Halifax Regional Police budget and expenditure process

Council has ultimate authority over the global budget for the Halifax Regional Municipality and the envelope allocations to Business Units and partners, but the Police Commission determines how the budget for Police is spent. This is the process that is followed with the Library Board as well.

As per HRM By-Law P-100: Respecting the Board of Police Commissioners for the Halifax Regional Municipality:

8. (1) The Board shall provide civilian governance in regards to strategic policy planning and

policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and shall carry out an advisory role in respect of police matters within the communities serviced by the Provincial Police Service.

(2) The Board in accordance with the Police Act and HRM Bylaws may carry out any of the following roles and responsibilities:

(a) co-ordinate public planning process as it relates to community oriented police response to community issues;

(b) provide civilian governance on behalf of the Council in relation to enforcement of the law, the maintenance of law and order and the prevention of crime within the municipality;

(c) in consultation with the Chief of Police, review priorities, goals and objectives of the municipal police service;

(d) over see and ensure the provisioning of the Halifax Regional Police in the areas of accommodation and material as deemed necessary;

(e) prepare and submit in consultation with the Chief of Police and the Chief Administrative Officer or delegate, to Council an annual budget for the municipal police service. The municipal council shall only exercise global budget approval and shall only accept the police service budget submitted to it by the board or refer back to the board with instructions that it be altered upward or downward by a specific dollar amount or percentage;

Explanation for the increase in the Police Administration budget by \$543,300 for 2007/08

Transfer of Community Projects Fleet to Police Fleet	\$178,800
Salaries and benefits including staff transfers	\$238,000
Other (including Legal, Patrol Equipment Supplies, Office Supplies, Fleet Gasoline & Parts, Travel/Training)	<u>\$126,200</u>
Total:	\$543,000

Salary and benefits are the result of internal staff transfers and are not specific to Community Projects.

Status of the Nuisance By-law

Chief Beazley has reviewed the By-Law and a final copy for sign off has been sent to HRM Directors. It is anticipated that this By-Law will be brought forward to Council within the next 4-5 months.

Transportation and Public Works:

Feasibility of providing port-a-potties, with advance notice, for tournaments at sports fields throughout HRM

With appropriate advance notice port-a-potties can be provided for tournaments. It must be noted that there are over 80 tournaments on average per season and to provide port-a-potties to meet all of those tournaments needs will cost in the area of \$120,000 to \$140,000. If it expected that port-a-potties be provided for each tournament, additional funding will be required, however a small number of requests can be absorbed within the TPW envelope.

Request for the resurfacing of the Springvale Elementary School and Cunard Junior High School tennis courts to be a priority

Based on budget capacity, assessed condition and program requirements of the courts currently recommended for resurfacing in 2007/08, staff cannot recommend these courts move ahead on the priority list. Even if Council were to increase the budget by adding two more courts to the list, it would still be difficult to include these based on the overall condition of several others which are not even playable at this time.

Feasibility of bus service to Stoneridge Subdivision

If and when the connection to Kelly Drive is completed, staff will investigate opportunities to service Stoneridge, in the context of the overall Regional Plan and Transit service priorities for the Municipality.

Feasibility of eliminating the area rate for sidewalks for Fall River / Waverley

There are currently sufficient funds set aside in a balance sheet account to retire the remaining Principal and Interest (P&I) payments on the debenture required to debt finance the sidewalks built along Lockview Rd. That debenture will be retired in 2011/12 and there should still be approximately \$46,800 in area rate revenue remaining (\$271,500 in the balance sheet account and \$224,700 in outstanding P+I payments over the next 5 years). The balance remaining would remain on the balance sheet until it is spent, but would not earn interest. It could be used to finance maintenance work or extensions to existing sidewalks within Fall River.

In the future if there is to be any new sidewalk construction in Fall River, the abutters would be required to pay a Local Improvement Charge (LIC) for 100% of the cost. With the area rate in place, 50% of the cost is funded from the area rate and 50% from LICs.

Either way, the community pays 100%. In the urban area, 50% is from LICs and 50% from the general tax rate.

TPW staff advised that they will review safety issues regarding washroom facilities at Maybank Field

This is currently being reviewed by Peter Verge - Superintendent Sport Fields, Playgrounds and Greenbelts. Staff met with Councillor McCluskey to discuss concerns and will be examining the issue from a CPTED perspective. Staff will also address a traffic safety issue for pedestrians crossing Mic Mac Boulevard to access the washrooms, and will address this through a development opportunity.

Information on the tender information for furnace oil

The current supplier is Esso, the price changes based on market and regulatory measures and currently sits at \$0.60/l. The current contract is a three year term ending in August 2007. The negotiated terms include an option for an additional 3 one year terms.

Staff provide an update on the amount of money required to repair bus shelters damaged due to vandalism

CBS is the contracted vendor responsible to take care of all shelter vandalism. This company purchases advertising space in the shelters from HRM and pays for the repairs to any damaged shelters.

Staff to provide a report on the 2006 traffic counts for construction in Beaver Bank

In response to the COW request for the latest counts for Beaver Bank Rd and Beaver Bank Windsor Junction Cross Rd the six hour counts conducted in June/July and October 2006 were provided to Councillor Snow on April 11.

See Appendix L - Traffic Counts - Beaver Bank June 2006

See Appendix M - Traffic Counts - Beaver Bank October 2006

Who provides the trees for the Hurricane Juan Restoration Project

Municipal Operations Park division develops the specifications for the trees with the request tendered by Procurement. The requirement at the time and the budgeted cost, determines whether we go to quotation or tender.

Successful suppliers are Springvale Nurseries (local) and Sheridan Nurseries (Ontario) as well as Blomiden Nurseries (local).

Cost comparison of in-house flower growing compared with industry

The majority of the flowers used within HRM are grown within our own greenhouses which are operating at full capacity. HRM also supplies approximately 100 hanging baskets through internal resources and supplements the needs for the Capital District through the purchase of approximately 130 hanging baskets from Atlantic Gardens for a cost of \$65 to 70 per basket. These purchases account of less than 10% of the overall supply of flowers.

Information regarding Metro Transit revenue, expenditures and shortfalls

The finalized numbers for 2006/07 are not complete; utilizing 05/06 data for conventional and ferry services combined as a demonstration:

Revenue was \$25,530,297;

Expenditures were \$41,255,270

Farebox recovery of 65%

TPW commits to provide information on what is being carried through the fare box, in a service context, with their year end review.

Status of the Leaf-Compost pile at Turner Drive

This is not a leaf composting pile. This is a temporary leaf storage area that handles the overflow. The pile gets checked and diminished in size over time.

Will Maureen Cullen have extra help this year?

Yes, Maureen Cullen's staff complement will be augmented with 10 additional seasonal and student labourers.

BUDGET IMPLICATIONS

As this report is for information only, there are no budget implications.

Should Regional Council wish to implement the use of temporary portable washrooms, the budget implications are:

- Temporary outdoor portable washroom facilities: \$7500 per unit/per field/per season.
- To provide temporary washroom facilities for all tournaments at sports-fields throughout HRM: \$120,000 - \$140,000.

A funding source has not been identified and would have to be managed within the current approved budget.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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

ALTERNATIVES

None - information only

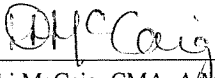
ATTACHMENTS

- Appendix A - HRM Organizational Chart
- Appendix B - Greater Halifax Partnership: Update on Activities
- Appendix C - Rooming Houses in HRM
- Appendix D - Facility Breakdown by District
- Appendix E - Facility Budget Breakdown Notes
- Appendix F - Mobile Library Schedule
- Appendix G - Halifax Public Libraries Fines and Fees
- Appendix H - Public Library - School Library - Shared Facilities Report, Judith Hare, 2004
- Appendix I - Saskatchewan Library Trustees Association - Recommendations on School/Public Library Cooperation
- Appendix J - Halifax Public Libraries - Literacy Partners
- Appendix K - Draft letter to Province of Nova Scotia
- Appendix L- Traffic Counts- Beaver Bank June 2006
- Appendix M - Traffic Counts- Beaver Bank October 2006

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

Report Prepared by: Michael Pappas, Business Planning Coordinator (490-5534)

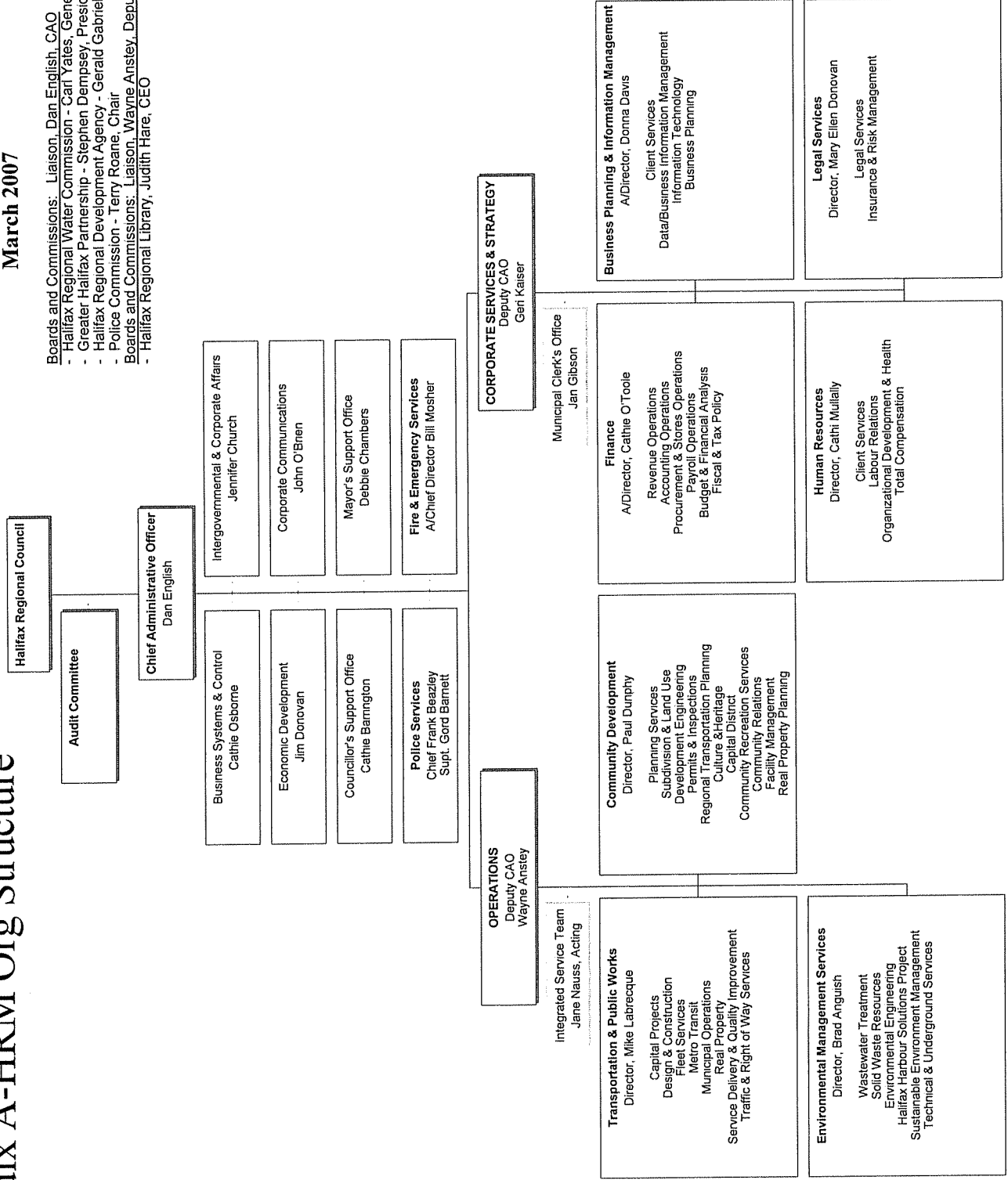
Approved by:


Debbi McCaig, CMA, A/Manager of Budget and Financial Analysis (490-7203)

Appendix A-HRM Org Structure

HALIFAX REGIONAL MUNICIPALITY March 2007

- Boards and Commissions:** Liaison, Dan English, CAO
- Halifax Regional Water Commission - Carl Yates, General Manager
 - Greater Halifax Partnership - Stephen Dempsey, President & CEO
 - Halifax Regional Development Agency - Gerald Gabriel, General Manager
 - Police Commission - Terry Roane, Chair
- Boards and Commissions:** Liaison, Wayne Anstey, Deputy CAO
- Halifax Regional Library, Judith Hare, CEO



Appendix B

To: Halifax Regional Council

From: Stephen Dempsey
President and CEO, Greater Halifax Partnership

Date: April 3, 2007

Re: **UPDATE ON ACTIVITIES**

As a follow-up to the Committee of the Whole session earlier today, I wanted to provide members of Council with a written update on the 2006 activities of both the Greater Halifax Partnership and the Halifax RDA. I hope that I will also have an opportunity in the near future to provide Council with a formal presentation. What follows is a recap of 2006 activity, ordered around the five goals of HRMs Economic Strategy. As always, if you have any questions or require any assistance, do not hesitate to contact me (490-6005).

This past year was a year of opportunity for the Halifax Regional Municipality—and a year of opportunities seized. We began 2006 at a pivotal point in our community's history, with two major initiatives guiding the growth of Greater Halifax. HRM's regional plan gave us a framework for the continued growth of our region over the next 20 years, showing us where we would live and the resources we would need to live successfully and productively in our communities.

The Halifax Region Economic Strategy, unanimously endorsed by HRM Council, outlined the path and the passion that must infuse economic development work in our community. The Strategy's vision seeks to empower and enrich the lives of all our citizens and lights the road that's ahead of us as we continue to grow into a city that's prosperous, dynamic, creative and globally competitive—a city that's the envy of the world.

This year, we've taken a bold new step that will lead us well along on that road.

As I mentioned earlier today, the Greater Halifax Partnership and the Halifax Regional Development Agency no longer operate as two separate economic development organizations. The new organization has one board, one mission and one goal: to deliver economic growth that serves our community—the whole community—of HRM.

The merger is built upon the established, core strengths of each organization and pool the knowledge of the people who have helped drive the Partnership and the Halifax Regional Development Agency to excellence in the past. Joining together as one organization will ensure a central contact point for economic development issues. It means we can offer one-stop access for the local, national and international communities and offer a single point of contact for doing business in HRM.

This consolidation will allow us to deliver the kind of economic growth envisioned in the Halifax Region Economic Strategy. Joining forces, we bring together the core values and capabilities of both organizations, keeping in line with the central principles of the Strategy: to build on private-

SMART BUSINESS. STRONG COMMUNITY.

public approaches; avoid new bureaucracies; make use of existing structures; eliminate duplication; and develop networks and partnerships.

To have two separate organizations delivering on the elements of the Strategy would have meant increased activities and costs for both organizations. In fact, the cost to implement the Economic Strategy for HRM by the two separate organizations was \$1,850,000. Reducing those costs while enhancing efficiencies makes sound fiscal sense. As a result of the merger, the cost has been reduced to \$1,500,000 representing an efficiency savings of \$350,000. Smart business for a Smart City.

Since the creation of the Greater Halifax Partnership and the Halifax RDA, the Halifax community has experienced more economic growth and realized more opportunities than in almost any other period in its history. We're proud of our commitment to the fiscal health and long-term growth of our community.

In the following pages, you'll read about a number of Greater Halifax Partnership and Halifax RDA major projects and initiatives. You'll learn about the actions we've taken to address everything from business retention and expansion to trade development to job-readiness training for youth, and how we're working to open new doors for our community's immigrant entrepreneurs and employees. You'll read about our innovative approach to help create sustainable prosperity, a vibrant culture and a diverse society in the Halifax Regional Municipality.

One decade of economic growth. One bold new organization. One new vision for HRM.

Strategy 1: Supercharge Our Labour Force

Goal: By 2010, HRM's bustling job market will compel our young and ambitious to stay and make our community a magnet for highly trained immigrants and expatriates.

Rolling out the welcome mat

Led by the Greater Halifax Partnership and the Metropolitan Immigrant Settlement Association, the Halifax Region Immigration Leadership Council is made up of public, private, university and not-for-profit sector representatives. Individual Task Forces on Employer Engagement, International Students and Skilled Trades have been created since the Council's inception. The Council works to implement the strategies and activities identified in the Halifax Region Immigration Strategy and to help us reach our goal: To attract **2,800 immigrants a year** to our community and to retain at least 70 percent of newcomers.

The Halifax Region Immigration Strategy identifies three key components on the road to success:

- *First* – build on the foundation elements of federal legislation and Nova Scotia's Immigration Strategy;
- *Second* – concentrate on more fully integrating into our community those immigrants already living in the Greater Halifax region so they remain here with opportunities for future growth; and, then,
- *Third* – work with our Francophone and international communities to identify and attract to Greater Halifax immigrants who will be able to integrate quickly and effectively into productive effective lives in the community.

A hundred thousand welcomes

Halifax RDA's *Welcoming Communities* program has continued its efforts in the field of immigration. Last year:

- International student workshops were offered at Saint Mary's University.
- A Student-to-Business Networking Lunch was held.
- A *Welcoming Communities* Summer Barbeque got fired up in July at Lewis Lake Provincial Park with **165 people participating**.

Best Practices in Industry

The Greater Halifax Partnership believes that Nova Scotia's future economic growth depends on a successful development strategy for industry sectors. That's why we continue to work with these sectors and with companies to attracting skilled workers, focusing on those with economic, educational or family ties to Nova Scotia. One example: A Best Practices report in *IT Labour Recruitment* was developed to provide support to Nova Scotia Business Inc., the Office

of Economic Development, and the Partnership as they develop their strategy to attract IT workers to the province.

Make Way for Youth!

HRDA has been chosen as the lead agency to deliver a two-year pilot project called *Make Way for Youth*. The project, based upon a well-established model from Quebec, aims to attract and retain skilled young adults (aged 18-35) to the Halifax Regional Municipality. HRDA is overseeing the project in two locations: one in the rural areas of HRM and the other in Colchester County. Eleven young people participated in the program's first Exploratory Weekend held in October.

Olla to International Post-secondary Students

With the number of high school graduates projected to decline by more than 20 percent within the next 10 years, the supply of young people within Atlantic Canada available to come to Halifax to complete post-secondary studies and to work will decline.

This year the HRDA undertook a special initiative focusing on the needs of international post-secondary students. The following was achieved:

- Three focus groups were held on the campuses of Saint Mary's, Dalhousie and Mount St. Vincent Universities with a total of **45 international students** participating. Discussions focused on the kinds of employment-seeking training these students identified as their first priority.
- More than **60 students** received training in a series of workshops and practice interviews.
- Representatives from four businesses and more than **50 youths** enjoyed a luncheon together that allowed would-be corporate employers to meet with soon-to-be international graduates.

Reaching Out to Youth at Risk

The Halifax RDA Youth Counselling initiative continued its outstanding work with disadvantaged youth, helping them develop effective résumés, secure employment and successfully return to school for further training and education.

The following was accomplished:

- **21** Youth engaged in employment
- **5** Youth returned to school
- **88** employer contacts
- **94** one-on-one sessions with youth to provide job search help including interview preparation, job leads, job development prospects, resume, cover letter writing assistance, and other job search activities
- **30** youth clients cases managed
- **33** youth needs assessments

A new initiative, *Eastern Action: Youth at Work*, will enable 10 young people to access a job placement with local businesses for a 26-week period. Work-readiness and orientation to the labour market will be provided for each candidate before their job placement.

Linking Up: MOU with Nova Scotia Community College

The Nova Scotia Community College (NSCC) and the Greater Halifax Partnership signed a Memorandum of Understanding, enhancing the link between the well-educated, highly skilled NSCC population and the Partnership's business knowledge and expertise. The result: a collaborative effort to gain ground on labour shortages and increase economic growth in Greater Halifax.

This is not the first time NSCC and Greater Halifax Partnership have joined together to tackle job market demands. After conducting *SmartBusiness* meetings with the building supplies industry, industry officials revealed a need for skilled salespersons. The Partnership took the issue to the NSCC, which responded by developing, with members of the building supply industry, a 20-week course, including a month-long practical work-experience component.

Real Answers in Real Time

Responding to business with real answers in real-time is what *SmartBusiness* is all about. More than 25 business, government, and existing community organizations make up the *SmartBusiness Action Team*. The task: tackle obstacles to business growth and clear the way for a dynamic and growing economy in Greater Halifax.

The Greater Halifax Partnership has **visited over 1,100 businesses**, including more than 260 manufacturers in Greater Halifax through *SmartBusiness*. These consultations have shown that some sectors face special difficulties. Manufacturing is one of them.

The Partnership integrated information relative to recruitment and retention that Canadian Manufacturers & Exporters (CME) Nova Scotia gathered through its Manufacturing 20/20 campaign and consulted with CME Nova Scotia in identifying and assessing best practices that work for manufacturers in our community.

The end product? A working guide and easy-to-use assessment tool for staffing needs that will be made available free of charge to NS manufacturers.

Strategy 2: Leverage our Creative Community

Goal: By 2010, HRM's investments in social and cultural infrastructure will enhance the city's persona as one of the most vibrant and unique communities on the continent.

Inspiration by the Seawall

This year, NSCAD University announced plans to expand its campus and programming into the Halifax Port Authority's Seawall Redevelopment.

From the NSCAD main Granville Street campus, the new site is a 15-minute walk along one of Canada's most beautiful waterfront boardwalks. The expansion of approximately 70,000 square feet of space will enable the university to develop facilities for large-scale and semi-industrial activities such as sculpture, ceramics, the foundry, metal shop, plastics studio, and workshop, as well as studios and teaching space for students at all level of study. As part of the Halifax Port Authority's Seawall redevelopment, NSCAD will be an anchor for a new arts and culture district.

At the Greater Halifax Partnership we know that cities that attract, embrace and encourage creative people are at the centre of economic prosperity. Areas rich with artisans, street musicians, integrated diversity and a lively cultural scene are the cities that flourish.

At Home in the Community

There were a number of *Community Economic Development* initiatives that Halifax Regional Development Agency's community economic developers actively advanced in 2006. Some of these projects are strategic planning in nature; others aim to help communities access necessary funding to advance infrastructural projects. Here's is a sample of what we accomplished:

- St. Margaret's Bay Regional Tourism Association Destination Area ("Bluenose Coast");
- SS Atlantic Interpretive Centre Expansion (i.e., Heritage Gallery Addition);
- Resources Opportunities Centre Community Networking Project;
- Mosher River Community Museum Development (McMann House);
- A series of Strategic Initiatives to be undertaken by the Sheet Harbour Chamber of Commerce;
- Middle Musquodoboit C@P Association, Tourism Association and Youth Association Joint Initiative;
- Under the auspices of the Eastern HRM Community Partnership Council a number of initiatives are being pursued, e.g., Eastern HRM Bus Service, Rural Summit, continued advocacy for rural broadband expansion;
- Eastern Preston Board of Trade Streetscape Project;
- Lucasville / Upper Hammonds Plains Strategic Planning Initiative;

- Collaboration with the Office of African Nova Scotian Affairs to develop a Community Network;
- Ethiopian Society Initiative; and,
- Community Cultural Activity (Art therapy with Jacqueline Steudler, a recent immigrant from Switzerland).

A New Vision for Culture

The Greater Halifax Partnership contributed to the development of the Halifax Regional Municipality's first Cultural Plan. The Plan puts in place a solid policy framework and implementation strategy to build on Halifax Regional Municipality's cultural identity.

The goal? To place Halifax on the world stage culturally through support and investment in its creative capital. The Partnership is proud to play an active role as this exciting new Plan unfolds.

Hosting Leaders and Visions: *Building Our Future* Luncheon Series

As the economic organization for Greater Halifax, the Partnership is committed to stimulating discussion and debate on leading issues. Our *Building Our Future* luncheon series invited visionary thinkers and leaders to share their passion, research and insights, including:

- *Rebecca Ryan*—Founder of Next Generation Consulting, Rebecca is helping employers attract and retain a whole new generation of young professionals for whom "Live first, work second is the new work ethic." Says Ms. Ryan, "We can transform our communities into truly great places to live for today's generation—we just need to understand the ingredients to success." Ms. Ryan, who was named Entrepreneur of the Year by the U.S. Association for Small Businesses and Entrepreneurship, shared highlights of her firm's research and insights, a first step towards building a cultural strategy for HRM.
- *Larry Beasley*—Co-Director of Planning and Director of Current Planning for the City of Vancouver, Mr. Beasley believes that the world's best cities all have a healthy heart where people live and work in a vibrant downtown core. Widely recognized for the "Living First Strategy," a plan that helped revitalize Vancouver's inner city, Mr. Beasley maintains that people are looking not so much for economic wealth, attractions or infrastructure but for the indefinable magic that great cities exude. He shared his experience in how to make a city go from average to great. As a result, his insight and vision sparked further urban design initiatives.

Last year, Partnership events drew over 1,400 attendees, representing a cross section of business, community and government.

Strategy #3 Create a Gung-Ho Business Culture

Goal: By 2010, HRM will possess the best business climate in Canada, one able to kick-start and grow ambitious new enterprises and attract exiting companies from anywhere on the globe.

SmartBusiness Referrals

The *SmartBusiness* program, led by the Greater Halifax Business Partnership, is HRM's business retention and expansion initiative. The program is designed to work with businesses to identify and overcome barriers to growth. *SmartBusiness* continues to educate the business community about current and upcoming trends. Take a look:

- **1,153 consultations** have taken place since June 2004.
- 724 referrals have been sent to the Action Team; 567, close to 80% of these files have been closed.
- 159 files are currently open and acted upon by an Action Team member
- **1,289 jobs have been created and 1,426 jobs have been retained** as a result of *SmartBusiness*

Investment Attraction

Over the past year, the Greater Halifax Partnership has played a key role as a partner with NSBI in the attraction of the Financial Services players to our community. With the Team Nova Scotia approach, we played an integral role of presenting the Halifax business case to **Olympia Capital, Butterfield Bank, CITCO and Marsh** – these companies will **add over 1,000 new jobs** all with salaries above \$40,000 per annum. As well, the Greater Halifax Partnership played lead role in the **attraction of Admiral Insurance (UK Based), expansion of ADP financial services and Consolidated Fastfrate.**

Well informed

- The Greater Halifax Partnership is HRM's primary resource for economic and labour market research. As such, our information fulfillment program responded to **200 requests** for information.
- As of December 2006, there have been a total of 175 information requests from businesses and people looking to locate to Halifax.

Commercial competitiveness research

The Partnership undertakes important research into commercial competitiveness and benchmarking. This past year, research areas included:

- Benchmarking our competitiveness
- The economic impact of commercial taxation
- Reviewing the cost of providing services to commercial and other sectors

World-Wide Linkages

The Partnership actively fosters business development opportunities by collaborating with organizations world-wide. We have, for example, developed close ties with world city organizations that, like us, are members of the World Energy Cities Partnership.

The World Energy Cities Partnership provides opportunities for multi-sector growth by creating links to other sectors through the initial energy relationships. Ultimately, an opportunity is created to build the profile of Halifax and Nova Scotia, and develop trade relationships that expand into multi-sectors.

We've also developed trade linkages with a number of organizations through our participation in the Organization for Economic Co-operation and Development's LEED Forum in Vienna, Austria, which brought together representatives from over 70 member countries.

Trade Team Nova Scotia

Trade Team Nova Scotia is a federal, provincial, and private sector partnership that's committed to helping Nova Scotian companies access information and support to successfully export their goods and services globally.

The Partnership supports Nova Scotia Business Inc. in its trade initiatives by posting information on upcoming business trade missions on our website. Visitors will find information on upcoming trade missions as well as a link back to NSBI's site for more detailed information.

SmartBusiness Trade referrals to partner organizations

From the period April 1, 2004 - February 2, 2007 a total of **156 referrals related to exporting** have been sent to organizations who assist businesses with exporting (ACOA, NSBI, Canada Nova Scotia Business Service Centre, Export Development Canada, Foreign Affairs & International Trade). This represents 21% of all referrals generated through SmartBusiness.

Let's Talk Exports

Stephen Poloz, Senior Vice-president of Corporate Affairs and Chief Economist with Export Development Canada spoke at our *Building Our Future* Luncheon Series on how companies can enhance their export potential. Mr. Poloz, who was on a cross-Canada tour called *Let's Talk Exports*, pointed out that while steady improvements in global conditions since 2001 cannot continue in an ever-expanding upward spiral, export growth is a reality and is still an achievable goal for many companies.

Halifax enjoys several inherent advantages to reaching the global market. Our Port of Halifax—on the Great Circle Route—is one such advantage. Another advantage comes in the form of partners and advocates such as the Halifax Gateway Council, which effectively creates export opportunities.

Tackling Barriers to Success

The objective of the Halifax Regional Development Agency's *Business Development Services* is to provide businesses in HRM with a wide range of opportunities for management and entrepreneurship training. We also work hard to ensure that availability

of capital is not a barrier to success. During the past year, the Business Development Team successfully aided clients and exceeded targets:

- **23** businesses started or expanded
- over **\$580,000** was generated in new business investment
- **40 jobs** were created
- **3** Department of Community Services clients were helped to start businesses

Strategy 4: Capitalize on Our Reputation

Goal: By 2010, HRM's renown as one of the continent's great cities—a beautiful, immensely livable place that teems with history and creativity—will draw top-drawer companies and people to our community.

Award-Winning Marketing

On September 19, 2006, the Partnership received the Paid Publication Advertising Campaign Award at the International Economic Development Council's Annual Conference in New York. This international award recognizes the Halifax Region Immigration Strategy's Advertising Campaign for its strong call to action, outlining the benefits of hiring immigrants. The campaign, created by Partnership investor MT&L, launched in October 2005.

The Partnership has maintained a steady presence in the community with new and existing ads.

- *in Print:* Our *See Growth* ads continue to appear in various publications along with our Investor ads. The Investor ad includes a listing of all Partnership investors and contact information on how to get involved with the Partnership. Our full-length *Investing in Our Future* series continues to run in The Chronicle Herald.
- *on Radio:* Ads promoting upcoming *Building our Future* events air on both News 97.5 and NewCap stations. Our *See Growth* radio spots ran on 97.9 Information Radio.
- *on Television:* Our *See Growth* television commercials aired on CTV.

Last year, the Partnership generated in excess of **30 million media impressions**, locally, nationally and internationally.

Getting the Good Word Out

Communicating with our stakeholders is very important to the Greater Halifax Partnership. This year we've continued to produce distinctive newsletters including *Investor Relations Quarterly*, *Smart City News* and *Focus Halifax*. We've also developed quarterly publications like our *Focus Halifax* newsletter and *Economic Snapshot*.

The Halifax Regional Development Agency's informative newsletter *The Connector* continued to appear both in print and online offering important information and insight.

At Home on the Web

The Greater Halifax Partnership's website offers a rich source of information, facts, figures, and news stories about Greater Halifax and is successfully reaching local, national and international audiences. In 2006, the site was host to more than **290,000 visitors and over 4.6 million hits**.

Strategy 5: Convert Rivalries into Partnerships

Goal: By 2010, each partner in HRM's future will work in sync to propel our economy forward in a way that improves the quality of life for every citizen.

Partnering for Growth

Creating and nurturing partnerships is a central feature of the Partnership's overall vision, a strategy we use to build investment and growth in Greater Halifax. In addition to working with local private-sector companies, we also partner with local, national and international organizations. These partnerships allow us to work co-operatively to enhance the business community in Greater Halifax towards the same goal: *maintaining and strengthening the Greater Halifax economy.*

Now That's SmartBusiness!

Through the *SmartBusiness* Action team—a group of more than 25 senior business people and government officials—the Greater Halifax Partnership works with employers to develop immediate solutions and long-term tactics that keep and grow businesses in Greater Halifax. Made up of organizations already in our community, Action Team members have the resources and experience to effectively identify, review, and act on issues affecting local business in areas such as:

- Accessing new markets
- Recruiting skilled workers
- Addressing training needs
- Addressing business location and relocation needs
- Accessing financing information
- Assisting with local government

Opening the Gate

The recent formation of the Halifax Gateway Council, an organization made up of stakeholders in the transportation and logistics industry, aims to address several issues in the transportation community. The first initiatives of the Gateway Council will be to develop a three-to-five-year strategic plan and determine the economic impact of the Gateway on the Greater Halifax region.

Council Members include:

- Atlantic Container Line
- Air Canada Jazz
- CanJet
- CN Rail
- Destination Halifax
- Halifax International Airport Authority
- Halifax Port Authority
- Greater Halifax Partnership

- Halifax Chamber of Commerce
- Halifax Regional Municipality
- Nova Scotia Business Inc.
- Province of Nova Scotia
- Transport Canada

Over the past year, the Greater Halifax Partnership has maintained its support for the Halifax Gateway Council and has participated as a member of the Air Cargo Study for the Halifax International Airport and is completing the Trans-load study for Halifax which is built upon our original Port Distribution Study undertaken in 2003 which acted as the impetus for Consolidated Fastfrate building its new location in Burnside Industrial Park.

Broadening our horizons

The HRDA has been involved in promoting the expansion of broadband services within rural HRM. A Request for Proposals was issued soliciting proposals to help address the high-speed Internet deficiency in rural areas. HRDA continues to advocate for infrastructure investment in broadband services, which are essential for sustained economic growth.

The Military: An Essential Part of Who We Are

For 250 years, the armed forces have played a critical role building and sustaining the city of Halifax and from here, offering peacekeeping and military support to nations around the world. But the armed forces play another critical role: they are a major economic force. Overall, the department of National Defence contributes \$925 million to our provincial economy each year. This works out to spending of \$979 per capita.

There are nearly 9,000 Canadian Forces members in Nova Scotia, more than 3,500 reservists, and almost 3,000 civilian employees with the Department of National Defence. Many of these people are located here in Greater Halifax.

Their contribution is significant. They pay taxes. They get involved in charity work, local issues and business-related initiatives. They share their expertise. Our armed forces personnel are a specialized, diverse and highly bilingual workforce. They are ambassadors for Halifax, carrying forward our traditions and our values to the rest of the world.

Over the past year, the Greater Halifax Partnership has advanced the DND file by putting together the business case/value proposition to retain and grow DND. This business case also is an inventory of the assets belonging to DND that would be considered selling features for supply chain opportunities for the defence sector. This business case has had DND's involvement and sign-off.

Romania, Ukraine, Winnipeg - CED Project Brings Ukrainians to NS

From September 22nd to October 3rd, the Greater Halifax Partnership and Halifax Regional Development Agency played host to a **group of 12 individuals** from the Ukraine. This was part of a Community Economic Development (CED) project that shared Canadian expertise in community economic development with partner organizations in the Ukraine.

The visit was designed to help communities strengthen their capacity to mobilize their own resources, start community initiatives, and work together as a community with local authorities. The CED Project works in three regions of Ukraine (Lviv Oblast, Cherkasy

Oblast and Transcarpathia Oblast) in small towns and villages that have already shown their will to improve their economy and living environment.

Although most of the time was spent in the Halifax region, various presentations and activities were held all over the province. For nearly two weeks the participants met with local regional development authorities, universities, and economic development groups in Truro, Antigonish, Sydney and HRM.

Appendix C - Rooming Houses

List of Rooming Houses

Agricola St 2605, Halifax
Almon Street 6030, Halifax
Apollo Court 38, Halifax
Bald Eagle Place 12, Halifax
Barrington St 1056, Halifax
Barrington St 1058, Halifax
Barrington St 1265, Halifax
Barrington St 1269, Halifax
Barrington St 1234, Halifax
Bellevue Ave 1030, Halifax
Bilby St 5530, Halifax
Blowers Street 5211, Halifax
Brule St 15, Dartmouth
Carlton Street 1456, Halifax
Cherry Street 6019, Halifax
Cherry Street 602, Halifax
Church Street 1248, Halifax
Coburg Road 6053/57, Halifax
Dundas Street 1, Dartmouth
Edinburgh St 6312, Halifax
Edward St 1341, Dartmouth
Edward St 1405, Dartmouth
Edward St 1268, Dartmouth
Fairbanks St 21, Dartmouth
Fairbanks St 79, Dartmouth
Fairbanks St 81, Dartmouth
Fenwick St 5667/71, Halifax
Gateway Rd 53, Halifax
Henry St 1403, Halifax
Henry St 1389, Halifax
Henry St 1391, Halifax
Henry St 1395, Halifax
Inglis St 5538, Halifax
Jackson Rd 19, Dartmouth
Jackson Rd 21, Dartmouth
Kent St 5254, Halifax
Larch St 1597/99, Halifax
LeMarchant St 1429, Halifax
Main Street 249, Dartmouth
Main Street 251, Dartmouth
Market Street 1593, Halifax

Melton Avenue 2769, Halifax
Mitchell 967, Halifax
Mitchell 969, Halifax
Mitchell 975A, Halifax
Morris St 5578, Halifax
Morris Street 5588, Halifax
Morris Street 5611, Halifax
Morris Street 5654, Halifax
North Street 2719, Halifax
North Street 6273, Halifax
Pleasant St 253, Dartmouth
Pleasant St 719, Dartmouth
Poplar Street 2548, Halifax
Portland St 118, Dartmouth
Portland St 214, Dartmouth
Portland St 341, Dartmouth
Portland St 353, Dartmouth
Preston St 1918, Halifax
Prince Albert Rd 146, Dartmouth
Quinn Street 2491, Halifax
Quinpool Road 6188, Halifax
Robie Street 1328, Halifax
Robie Street 1370, Halifax
Robie Street 1770, Halifax
Sackville Street 5268, Halifax
Seymour St 1470, Halifax
Seymour Street 1378, Halifax
South Bland Street 958, Halifax
South Park Street 1135, Halifax
South Park Street 1136, Halifax
South St 5236, Halifax
South Street 6033, Halifax
South Street 6093, Halifax
Tower Road 1161, Halifax
Vernon Street 1945, Halifax
Victoria Road 6, Dartmouth
Waterloo Street 1172, Halifax
Wellington Street 1061, Halifax
Wellington Street 1105, Halifax
Wellington St 1188, Halifax
Windmill Rd 313, Dartmouth
Windmill Road 318, Dartmouth
Windmill Road 63, Dartmouth
Windmill Road 98, Dartmouth

Appendix D - Facility Breakdown by District

Categories	2	Sport Facilities
1	Multi-District	Community Centres
4	Events	

District	Category (RRF-MP)	Operated By:	Facility	Tax Boundary	Sq. Ft.	Annual Maintenance Budget	Annual Program Budget	Total Budget 2007-08	Assistance from Contribution Fund	Assistance from other HRM budgets	Assistance from Area Rate	Total Subsidy	Revenue	Net	Notes
District 1 - Eastern Shore - Musquodoboit Valley; Councillor Steve Streatch	1	VO	Eastern Shore Community Centre	Rural	27,000		\$600,000 *								
	2	HRM	Musquodoboit Harbour Fitness/Lifestyle Centre includes Offices & Program for Musquodoboit Harbour and Musquodoboit Valley	Rural	7,960	in Program Budget	\$426,512					\$15,000	\$122,850	\$303,662	HRM owned & operated, includes program for fitness centre Musquodoboit Harbour and Musquodoboit Valley.
	4	VO	Musquodoboit Valley Bicentennial Theatre & Community Centre	Rural	<15,000		\$74,000 *		\$15,000		\$10,100	\$10,100			based on 2006/07 figures
	4	VO	Riverline Community Centre	Rural	<15,000		<\$15,000 *					\$15,000			based on 2006/07 figures
	4	VO	Sheet Harbour Lions Centre (former pool)	Rural	<15,000		\$86,590 *		\$15,000			\$15,000			did not request assistance
	4	VO	Samuel R. Balcorn Community Centre (Port Dufferin)	Rural	4,320		<\$20,000 *					\$7,556			based on 2006/07 figures
	4	VO	Carroll's Corner Community Centre	Rural	<10,000		\$23,486 *								
	4	VO	Meagher's Grant Fire Hall (part of Fire Station)	Rural	3,900		<\$15,000 *								Includes the lease payment
	4	HRM	Seaside Fitness Centre (Leased building)	Rural		\$23,841	\$32,959	\$56,800							
	4	HRM	Sheet Harbour St. James United Church Hall (rented building)	Rural		\$10,800	\$133,315	\$144,115							
District 2 - Waverley - Fall River - Beaver Bank; Councillor Krista Snow	1	HRM	Fall River Recreation Centre	Suburban		\$42,092	\$245,354	\$287,446							HRM owned & operated; will close 2008
	2	HRM	Beaver Bank Kinsac Community Centre	Suburban	>10,000		\$199,440 *		\$15,509		\$166,500	\$182,009			HRM owned & operated. Not Tendered yet, Opening 2008. Projected Budget for 2008 \$363,000
	4	HRM	Gordon Ross Snow Community Centre	Suburban	26,000										
District 3 - Preston - Lawrencetown - Clizetcook; Councillor David Hendesbee	3	HRM	North Preston Community Centre	Urban	20,000	\$93,930	\$390,099		\$26,314			\$26,314	\$68,000	\$322,099	HRM owned & operated
	4	VO	Lake Echo Community Centre	Rural	>15,000		\$65,000 *		\$5,000			\$5,000			based on 06/07 figures
	4	VO	Porters Lake Community Centre	Rural	6,200		\$42,300 *		\$11,140			\$11,140			based on 06/07 figures
	4	VO	East Preston Recreation Centre	Rural	15,500		\$58,000 *								
	4	VO	St. Theresa's Community Centre	Rural	10,000		\$19,400 *								based on 06/07 figures
	4	VO	West Clizetcook / Grand Desert Rec Centre	Rural	5,375										
District 4 - Cole Harbour; Councillor Barry McInroy	4	VO	Cole Harbour Place	Urban	200,000		\$3,425,087 *								
	4	HRM	Cole Harbour Activity Centre	Urban	4,020	\$18,370	\$18,370		\$5,000			\$5,000		\$18,370	Leased building, includes program budget for East Preston, Lawrencetown, Lake Echo and Cole Harbour.
	4	VO	Cole Harbour Outdoor Pool	Urban			\$46,000 *								
	4	HRM	Cole Harbour Community Centre - Leased Building	Urban		\$20,581	\$405,922						\$163,600	\$242,322	
District 5 - Dartmouth Centre; Councillor Gloria McCluskey	5	VO	Aldermey Landing	Urban	22,230		\$797,000 *			\$175,000		\$175,000			
	4	VO	Crichton Centre	Urban	8,780		\$30,000 *								
	4	HRM	Findley Centre	Urban	20,410	\$103,496	\$716,562						\$207,961	\$508,601	
District 6 - East Dartmouth - The Lakes; Councillor Andrew Younger															
	4	VO	East Dartmouth Community Centre	Urban	16,000										HRM owned & Boys & Girls Club operated. Not Tendered yet, Opening 2008; Projected operating Assistance for 2008 \$55,000
District 7 - Portland - East Woodlawn; Councillor Bill Karsten															
District 8 - Woodside - Eastern Passage; Councillor Becky Kent	8	HRM	Bowles Arena	Urban	27,340	\$285,495	\$285,495						\$270,000	\$15,495	
	4	VO	North Woodside Community Centre	Urban	19,070		\$86,900 *		\$20,985			\$20,985			based on 06/07 figures
	4	VO	South Woodside Community Centre (Part of the South Woodside Elementary School)	Urban											
	4	HRM	Tallahassee Community School	Urban	16,281	\$82,306	\$295,743						\$107,000	\$188,743	Joint Use Agreement with HRSB
District 9 - Albro Lake - Harbourview; Councillor Jim Smith	9	VO	Dartmouth Sportsplex	Urban	115,900		\$4,676,100 *								
	2	HRM	Grey Arena	Urban	27,810	\$226,365	\$226,365			\$190,000+		\$190,000	\$280,000	-\$53,635	
	4	VO	Dartmouth North Community Centre	Urban	13,175		<\$10,000 *		\$5,421			\$5,421			
	4	VO	Northbrook Community Centre (part of former school)	Urban	<10,000										
District 10 - Chayton Park West; Councillor Mary Wile															
District 11 - Halifax North End; Councillor Patrick Murphy	11	2	Devonshire Arena	Urban	20,120	\$153,566	\$153,566						\$183,600	-\$30,034	
	4	HRM	Needham Centre (Peninsula Programs) includes Iserville (Pool Program)	Urban	19,830	\$157,970	\$157,970						\$108,400	\$399,716	
	4	HRM	St. Andrews Centre	Urban	22,880	\$91,488	\$262,291	\$333,779					\$110,600	\$243,179	

* - Not part of HRM Budgets

District	Category	Operated By:	Facility	Tax Boundary	Sq. Ft.	Annual Maintenance Budget	Annual Program Budget	Total Budget 2007-08	Assistance from Contribution Fund	Assistance from other HRM budgets	Assistance from Area Rate	Total Subsidy	Revenue	Net	Notes	
11	4	HRM	Bloomfield Centre	Urban	86,990	\$335,000	\$111,539	\$446,539					\$45,000	\$401,539	\$20,000 CD & \$25,000 TPW	
12	1	VO	Metro Centre	Urban	205,000			\$6,497,500 *								Leased to external group/all ages music venue
12	1	VO	Pavilion (Central Commons Building)	Urban	6,200											
12	2	VO	Bengal Lancers Building	Urban												
12	2	VO	Centennial Pool	Urban	17,430			\$450,000 *		\$140,000		\$140,000				based on 06/07 figures includes 1 staff and programs offered in geographic area
12	4	HRM	George Dixon Centre	Urban	11,720	\$83,274	\$281,104	\$364,378					\$75,590	\$288,788	Joint Use Agreement with HRSB	
12	4	HRM	Citadel Community Centre	Urban	15,000	\$110,000	\$215,000	\$325,000					\$75,000	\$250,000		
13	2	HRM	St. Mary's Boat Club	Urban	11,400	\$31,370	\$143,883	\$175,253					\$84,250	\$91,003		
14	1	VO	Halifax Forum	Urban	71,500			\$3,212,500 *								
14	4	HRM	Larry O'Connell Playground Building	Urban	1,325	in TPW Budget	\$11,000	\$11,000						\$11,000		Program budget included (\$11,000) in St. Andrew's budget
15	2	VO	Centennial Arena	Urban	28,000			\$435,000 *								
15	4	HRM	Northcliffe Centre (Area Programs)	Urban	19,690	\$252,300 included	\$490,574	\$742,874					\$198,900	\$543,974	includes programming for geographical area	
15	4	HRM	Northcliffe Centre (Pool Program)	Urban			\$358,095	\$358,095					\$417,400	-\$59,305		
16	4	VO	Rockingham Community Centre	Urban	3,750			\$55,000 *	\$5,600	utilities		\$5,600				based on 06/07 figures
17	4	HRM	Fleming Park (Outdoor Centre or Adventure Earth)	Urban	1,590	in TPW Budget	\$351,782	\$351,782					\$108,000	\$243,782	serves building & HRM wide programs including camps	
17	4	HRM	Chocolate Lake Centre	Urban	26,290	\$107,289	\$485,467	\$592,756					\$219,250	\$373,506	includes programming for geographical area	
18	2	VO	Spryfield Lions Arena	Urban	39,200			\$300,000 *								
18	4	HRM	Captain William Spry Centre (Programs)	Urban	47,800	\$417,897	\$173,774	\$591,671					\$233,212	\$358,459	Includes building & area, plus Herring Cove Programs.	
18	4	HRM	Captain William Spry Centre (Fitness Centre)	Urban			\$47,854	\$47,854					\$86,228	-\$38,374		
18	4	HRM	Captain William Spry Centre (Pool)	Urban			\$289,736	\$289,736					\$224,716	\$65,020		
18	4	HRM	Captain William Spry Centre (Herring Cove)	Urban			\$149,024	\$149,024					\$39,500	\$109,524		
18	4	VO	Harristfield / Williamswood Community Centre	Rural	<10,000			\$104,000 *	\$14,423			\$22,587	\$37,010			based on 06/07 figures
19	4	VO	Spryfield Lake	Suburban	10,000			\$261,510 *	\$15,000	park maint.	landfill funds	\$15,000				
19	4	VO	Sackville Heights Community Centre	Urban	20,000			\$192,400 *								based on 06/07 figures
19	4	VO	Wallace Lucas Community Centre	Suburban	<10,000			<\$10,000 *								
20	1	VO	Sackville Sports Stadium	Urban	118,300			\$3,000,000 *		\$200,000		\$200,000				
20	4	HRM	Acadia Centre	Urban			\$386,711	\$386,711					\$109,800	\$276,911		
21	4	HRM	Bedford Youth Centre (former fire station)	Urban	8,150			\$61,019					\$44,400	\$16,619		
21	4	HRM	Bedford Outdoor Pool	Urban			\$394,080	\$876,824					\$213,100	\$663,724		
21	4	HRM	LeBrun Centre (Community Centre)	Urban	41,390			\$876,824					\$338,500	-\$338,500		
21	4	HRM	LeBrun Centre (Bedford Arena)	Urban												Included in LeBrun Programming; Joint Use Agreement with HRSB
22	4	HRM	Basinview Drive Community Elementary	Urban												
22	4	HRM	Prospect; Councilor Reg Rankin	Urban	14,930	\$82,400	\$163,525	\$245,925					\$66,300	\$179,625		
23	1	VO	St. Margaret's Centre Community Centre	Rural	100,000			\$1,232,350 *								includes programming for geographical area
23	4	VO	Upper Hammonds Plains Community Centre	Rural	6,420			\$17,553 *	\$7,818		\$21,826	\$29,644				area rate to start 07/08 based on 06/07 figures
23	4	HRM	Hubbards Rec Centre	Rural	15,000	in TPW Budget										
23	4	VO	Head of St. Margaret's Bay/Bouilliers Point Centre	Rural	<10,000			\$10,450 *	\$7,229			\$7,229				
23	4	VO	Bouilliers Point Elementary School	Rural												

Appendix E - Facility Budget Breakdown

Table : Breakdown of each recreational building (pools/gyms etc.) and the amount of funding that goes to each

This table is provided in reply to a COW 2007/08 Budget Deliberation question. Please see accompanying notes below.

Notes:

1. The attached table contains raw data and any attempts to make straight comparisons between facilities or districts is cautioned. Many facilities may reside in one district but actually serve other districts. As well, other factors such as location, type and number of programs offered, population densities, demographics, and other site specific characteristics will skew any attempts of comparisons of district to district and facility to facility.
 2. The attached table includes all HRM owned facilities, both those directly operated by HRM and those operated by community groups delivering programs as an extension of HRM mandates under Management Agreements. It also includes facilities under agreements such as most Joint Usage Agreements and significantly sized leased facilities used by HRM staff to deliver programs.
 3. Not included are any related outdoor infrastructure (example - beach facilities, playgrounds, etc), most school classrooms and gym rentals outside of the Joint Usage Agreements, church hall rentals, ice rentals for skating instructional classes, and any other rental spaces that may be used to support the recreation program delivery system.
 4. The table does not reflect any service delivery impacts of other major non-municipal amenities such as universities, YMCAs, private clubs and facilities, etc. These are especially significant in some districts. Generally, municipal recreation services and facilities are intended to act as “gap fillers”.
 5. Operating budgets for HRM facilities often include staff and programming costs for the geographical area as well as the facility itself. These were broken down by program and maintenance budgets wherever possible. In some volunteer operated facilities this level of detail was not available at this time.
- ★ Not part of HRM budgets. For volunteer operated facilities, these figures are gross expenditures. They are required to generate their own revenues to net out their budgets. Those that have required financial assistance through grants, area rates, etc have been detailed in the table.

Your Library on the Move... Look at Us Now!

The Mobile Library visits scheduled communities every two weeks. To check the schedule online, visit halifaxpubliclibraries.ca and click on the Mobile Public Library branch under *About the Library*.

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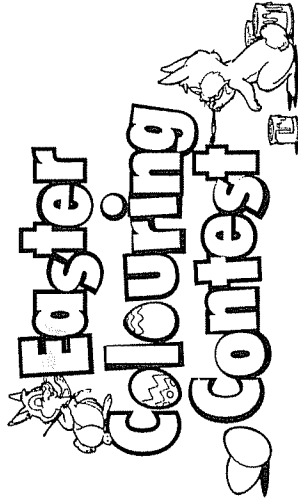
Do you have a computer at home? It's easy and fun to search the Library's catalogue and place holds yourself.



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And, of course, friendly Mobile Library staff are always happy to place holds and find materials that are just right for you!

★ Annual ★



Contest begins March 9.



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Important Notice

Please note that the Mobile Public Library will be closed to observe the following holiday:
April 9 (Good Friday)



halifaxpubliclibraries.ca

Mobile Public Library

**JANUARY - JUNE 2007
SCHEDULE**

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Nova Scotia
B4C 3M1

**869-4464
1-800-565-4414**

BOOKS, VIDEOS, MUSIC, & MORE



The Mobile Public Library normally returns every two weeks to all stops listed for each day. These dates may vary due to holidays, etc.
Please consult the schedule.



halifaxpubliclibraries.ca

APPENDIX

DAY 1: Tuesday

January 2, January 16, January 30, February 13, February 27,
March 13, March 27, April 10, April 24, May 8, May 22,
June 5, June 19

2:15 - 4:30 p.m. White's Lake - Royal Canadian Legion
6:00 - 8:00 p.m. White's Lake - Royal Canadian Legion

DAY 2: Wednesday

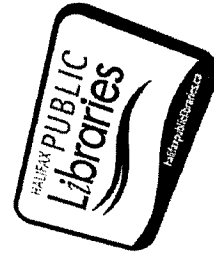
January 3, January 17, January 31, February 14, February 28,
March 14, March 28, April 11, April 25, May 9, May 23, June 6,
June 20

10:15 - 11:30 a.m. Dutch Settlement School parking lot
12:00 - 1:00 p.m. Enfield - Oldfield School parking lot
2:35 - 3:15 pm Enfield - trailer court
3:35 - 4:45 p.m. Fall River - Sobeys' parking lot
6:00 - 8:15 p.m. Fall River - Sobeys' parking lot

DAY 3: Thursday

January 4, January 18, February 1, February 15, March 1,
March 15, March 29, April 12, April 26, May 10, May 24,
June 7, June 21

11:00 am - 12:15 p.m. Upper Musquodoboit - school
parking lot
2:10 - 4:00 p.m. Dean - Sharon Presbyterian Church
5:30 - 7:15 p.m. Upper Musquodoboit - Fire Hall



DAY 4: Friday

January 5, January 19, February 2, February 16, March 2,
March 16, March 30, April 13, April 27, May 11, May 25,
June 8, June 22

10:30 - 11:30 a.m. North Preston - Nelson Whynder School
parking lot
1:15 - 2:15 p.m. Seaforth - Community Centre
2:50 - 3:50 p.m. Lake Echo - Mountain View Trailer

DAY 5: Saturday

January 6, January 20, February 3, February 17, March 3,
March 17, March 31, April 14, April 28, May 12, May 26,
June 9, June 23

10:45 a.m. - 12:00 p.m. Middle Musquodoboit - Haverstock
Pharmasave
1:30 - 3:30 p.m. Middle Musquodoboit - Haverstock
Pharmasave

DAY 6: Tuesday

January 9, January 23, February 6, February 20, March 6,
March 20, April 3, April 17, May 1, May 15, May 29,
June 12, June 26

2:20 - 3:15 p.m. Eastern Passage - 14 Romkey Dr.
3:45 - 5:00 p.m. Eastern Passage - Shoreview & Ainslie
6:30 - 8:00 p.m. Eastern Passage - 94 Briarwood Dr.

DAY 7: Wednesday

January 10, January 24, February 7, February 21, March 7,
March 21, April 4, April 18, May 2, May 16, May 30, June 13,
June 27

10:30 - 11:45 a.m. Terence Bay - school parking lot
1:30 - 4:30 p.m. Brookside - Community Pharmacy
6:00 - 8:00 p.m. Brookside - Community Pharmacy



DAY 8: Thursday

January 11, January 25, February 8, February 22, March 8,
March 22, April 5, April 19, May 3, May 17, May 31, June 14,
June 28

10:45 a.m. - 12:30 p.m. Middle Musquodoboit - Musquodoboit
Valley Education Centre - school
parking lot
2:00 - 3:30 p.m. Middle Musquodoboit - Valley View Villa
4:50 - 7:30 p.m. Middle Musquodoboit - Haverstock
Pharmasave

DAY 9: Friday

January 12, January 26, February 9, February 23, March 9,
March 23, April 20, May 4, May 18, June 1, June 15, June 29

10:30 - 11:45 a.m. West Chezzetcook - school parking lot
1:30 - 2:30 p.m. East Preston Recreation Centre
3:00 - 3:50 p.m. North Preston Recreation Centre

DAY 10: Saturday

January 13, January 27, February 10, February 24,
March 10, March 24, April 7, April 21, May 5, May 19,
June 2, June 16, June 30

10:30 a.m. - 12:30 p.m. Porter's Lake - Superstore parking lot
2:00 - 3:50 p.m. Porter's Lake - Superstore parking lot

Appendix G - Halifax Public Libraries Fines and Fees

Borrowing Materials

Item	Loan Period	Renewals	Daily Fine per Item	Maximum Fine per item
Adult Books	21 days	2	25¢	\$10
Children's Books	21 days	2	10¢	\$4
Rapid Reads	7 days	0	\$2	\$10
High Demand	7 days	0	25¢	\$10
Adult CD / Audio tapes	21 days	2	25¢	\$10
Children's CD / Audio tapes	21 days	2	10¢	\$4
Adult Video / DVDs	3 or 7 days	2	\$2	\$10
Children's Video / DVDs	7 days	2	\$1	\$4
InterLibrary Loans *	21 days	0	\$2	\$10

* Borrowing period and renewals for InterLibrary Loans vary depending on the lending library.

Fine-Free Borrowers:

The following borrowers are not charged fines on overdue items: Seniors (age 65 and older), Home Delivery Service Clients **and registered** Talking Book Users.

Overdue Notices and Bills

Overdue fine are charged for each day materials are late. Fines may be paid when the item is returned, or may be entered on patron accounts for later payment. Fines are based on the type of materials borrowed and not the type of borrower card used. For example, children's books borrowed on an adult card will always be charged at the children's fine rate.

Halifax Public Libraries' Tele-Access notifies patrons when their library materials are overdue.

If a patron has 20 or more items overdue at one time or have more than \$10 in unpaid fines or replacement costs, borrowing privileges are suspended, and patrons are unable to place holds. Renewals are permitted if renewal limit has not been reached. Outstanding balances must be paid annually. Outstanding accounts of \$100 or more are sent to a collection agency.

Replacement/Repair Costs

An item 30 days or more overdue is considered lost and the replacement cost plus a \$5 service fee is charged to the borrower's file. If the item is returned, the replacement cost is cancelled and the borrower is charged the maximum fine. If a paid-for item is later returned in good condition, a refund for the cost of the item only will be mailed, provided the item is returned with the receipt. Refunds will only be issued within 30 days of payment. There is a \$5 charge for any repairs to Library materials.

Borrowers are charged the replacement costs plus processing fees for any items that are returned in a severely damaged or incomplete condition i.e. a/v materials returned with missing cases or contents

Seniors and Home Delivery Services clients are fine-free borrowers, but they are still liable for the replacement costs of lost or damaged materials.

Meeting Rooms

Location		Half Day Rate *	Full Day Rate *
Alderney Gate	Helen Creighton Room	\$120.00 (\$50.00)	\$170.00 (\$75.00)
	Tynes Room	\$75.00 (\$25.00)	\$110.00 (\$40.00)
	Starr Room	\$45.00 (\$20.00)	\$75.00 (\$30.00)
Bedford Cole Harbour Musquodoboit Harbour Sheet Harbour Tantallon Woodlawn		\$75.00 (\$25.00)	\$110.00 (\$35.00)
Halifax North		\$120.00 (\$25.00)	\$170.00 (\$35.00)
Keshen Goodman	T. Raddall Room	\$120.00 (\$50.00)	\$170.00 (\$75.00)
	Meeting Room C	\$75.00 (\$25.00)	\$110.00 (\$35.00)
Sackville	Double room	\$120.00 (\$40.00)	\$170.00 (\$50.00)
	Puppet Theatre Front Meeting Rm	\$75.00 (\$25.00)	\$110.00 (\$35.00)

* Amount in brackets is the non-profit rate; rates do not include HST.

Fee Structure

- The fee structure for room rentals is structured according to whether an organization is Not-For-Profit or For-Profit.
- Halifax Regional Municipality may book rooms at no charge during Library open hours.
- Security charges for after hours use apply equally to all types of organizations and bookings.
- Rental fees and other costs will be paid by one week prior to the rental date(s) and no later than the day of use.
- Federal and Provincial departments or agencies will be permitted to rent meeting rooms without paying in advance.
- The current fee structure is attached as an Appendix to this Policy.
- Groups whose meeting room use is co-sponsored by the Library will not be charged room rental fees. The decision to co-sponsor an event is made in consultation with the Branch Manager. Approval is based on whether the Library will have an active and appropriate role in the event. Rooms are booked for co-sponsored use by Library staff and not by the group/organization.

“Not-For-Profit” Definition

A Not-For-Profit organization is one whose purpose is service to the community rather than financial gain. It may be registered as a charitable organization which can issue tax receipts for contributions made to the organization. The Libraries’ Clubs and Organizations database lists a wide range of Not-for-Profit groups in HRM.

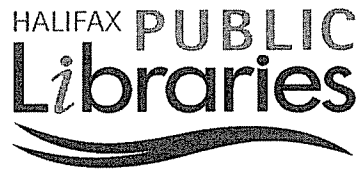
Examples: Churches and religious groups
Cultural organizations
Public educational institutions
Governments and government agencies (provincial, federal)
Multicultural groups and associations
Registered Political parties
Residents / Taxpayers associations
Service clubs and organizations
Youth groups

If a ‘Not For Profit’ group is charging for attendance, then the ‘For Profit’ room rental fee will apply.

“For-Profit” Definition:

A For-Profit organization is one whose purpose is to conduct its operations in order to realize financial profit.

APPENDIX H



Public Library - School Library Shared Facilities Report

Judith Hare
CEO

Revised: November 26, 2004

Introduction

Public libraries and school libraries, at a conceptual level, share common goals. Both institutions exist to promote education, literacy, lifelong learning, library use and the well-being and success of youth. Consequently, the desirability of combining school and public libraries in shared facilities frequently arises.

Among the factors accounting for the interest in combining facilities is the pressure on public institutions to use tax funds responsibly. Library boards and school boards are publicly funded and have a duty to explore cost-saving options and to avoid duplication in service delivery. There is no question that partnering and communication between the bodies is beneficial.

At first glance, combining school and public libraries seems a logical and reasonable idea. However, there are significant obstacles to establishing joint facilities which are effective as school libraries as well as effective in meeting the broad mandate of the public library. This is evidenced by the fact that across Canada and the United States there are just a handful of shared facilities. Although the possibility of sharing facilities often arises, most communities have rejected the idea after study has shown it to be neither feasible nor desirable.

This report provides an outline of the principal advantages and disadvantages of shared facilities, and provides recommendations for school board - library board cooperation and consultation.

Within the report, shared facilities, are defined as actual physical buildings (including land, parking and infrastructure) and the library space and collections within the buildings.

School Libraries in Canada and the Impact on Public Libraries

There is general consensus that school libraries in Canada are in critical condition. This fact has fuelled interest, particularly in government circles, for establishing shared facilities.

Trends indicate:

- cutting school library staff and resources to transfer funds to other areas
- reliance on providing internet access in schools as a replacement for collection resources
- reliance on the public library to attend to the needs of students.
- restricting access to school libraries to school hour use only.
- funding formula discrepancies between rural and urban areas
- school funding cuts in many provinces
- requirement for public libraries to allocate more resources to school support or to amend policies (eg. collection policy, internet policy) to reflect school use.

In Ontario, a Summit Conference on School Libraries was sponsored by the Ontario Library Association in May 2002 which called for research into best practices and the creation of models for service excellence.

Roch Carrier, during his tenure as National Librarian, was outspoken on the declining condition of school libraries and characterized it as “a Canadian issue” important to all areas of the country.

There is a consensus as well among public librarians that the public library bears the brunt of the impact of school library decline. This concern was well summarized in a report prepared for the Chief Executives of Large Public Libraries of Ontario:

“Public libraries are being put in the position to fill the gap. Although public libraries provide excellent services, this is an extra burden on them, when they are already overworked. Although they do their best, public library staff can’t replace the teacher-librarian relationship and knowledge of the curriculum. Ideally, all youth are better served at the first step by the school library and teacher-librarian. This is not a criticism of public libraries - they do their best to help. However, if in fact public libraries are going to be forced to take on this extra responsibility in the absence of school librarians and staff, they will need an improved budget, more staff, and a means of knowing the school curriculum.”

At its bottom line, the shifting of responsibility from school libraries to public libraries cannot be accomplished without a dramatic increase in operating budget for public libraries. For Provincial government, this means either raising funding in the form of a conditional grant to school libraries or increasing public library funding well in excess of current funding formula allocations.

School Libraries and Public Libraries: A Comparison

At the outset, it was noted that school libraries and public libraries share common goals. This section of the report compares and contrasts the mandate and operations of the institutions.

1. Governance

School boards are elected and directly accountable to the taxpayers and the general electorate; Library boards are appointed and accountable to municipal council. While both boards are regulated through the Department of Education, school boards have direct access to tax levies to fund operations and have the power to establish reserve accounts and debenture capital projects. Library boards are primarily dependent on council for funding, cannot establish reserve accounts without council approval or debenture capital projects.

Library board decisions can be reviewed by council; school board decisions are not reviewed.

2. **Mission**

(a) Public Library

Halifax Public Libraries is the life-long learning centre of the community and the place people turn to for the discovery of ideas, the joy of reading and the power of information.

To fulfil this mission, the public library:

- provides collections and access to collections to people of all ages in the community in a wide variety of formats to support and stimulate a diversity of individual interests and needs.
- promotes literacy and informal education and learning
- supplements the studies of individuals enrolled in formal education programs
- provides accessible facilities and community meeting spaces
- provides and supports cultural and recreational activities
- partners with a wide range of community and government agencies.
- assists individuals in adapting to and mastering new technologies

(b) School Library

The purpose of the school library is to:

- foster the development of life long learning and independent learners through the acquisition of skills and attitudes required to access, analyse, synthesize, evaluate and utilize information.
- promote and facilitate resource-based learning through staff collaboration in planning, teaching and evaluating.
- provide resources to meet the needs of staff and students
- foster an enthusiasm for and appreciation of learning.

3. Clients

Public Library	School Library
<ul style="list-style-type: none"> • pre-school children • elementary, secondary, college and university students enrolled in formal education programs • adults enrolled in formal continuing education/retraining programs. • adults pursuing self-directed learning programs • general public • seniors • shut-ins • disabled • municipal politicians and employers • business and industry • community associations and agencies. 	<ul style="list-style-type: none"> • elementary and secondary students enrolled in informal education programs • teachers • adults enrolled in continuing education or formal education programs offered by the school board.

4. Collections

Public Library	School Library
<ul style="list-style-type: none"> • Collections represent various points of view and a wide range of subjects reflecting the social, recreational, educational and cultural interest and needs of the community. • Collections in a wide variety of formats to meet present, potential expressed and anticipated needs • Does not acquire textbooks or other curriculum-related material for the purpose of supporting a formal curriculum. 	<ul style="list-style-type: none"> • Collections are curriculum based to support Department of Education, board and school objectives. • The collection is comprised of a variety of resource materials and formats which meet the educational needs of students and staff.

Shared Facilities: Benefits

1. Capital Cost Savings

One building is less expensive to construct than two separate buildings. Savings are particularly derived through shared mechanical systems and physical plant, joint land purchase and site preparation and parking lot construction. Savings may also be achieved through joint purchasing of supplies and computers. There may therefore be a greater return on tax dollars spent.

2. Community and Government Support

School board and Library board cooperation in a joint facility may provide a way to provide service in areas of a municipality where population is sparse, making construction of a library less feasible, or in areas of high growth served by an undersized existing branch. Community support can be expected in these situations.

Shared facilities are politically popular. The perception of fostering partnerships and making effective use of tax dollars strengthens support and may speed up the approval process for new facilities.

3. Improved Service to School Populations

Students in a school with a shared facility immediately benefit from having access to collections and services extending beyond school hours. With the additional staff assistance and expertise, students receive an enhanced level of service than usually provided by a school library. Collection access is broadened beyond curriculum material to supplemental resources and to fiction and recreational reading materials. The information technology infrastructure may also be of higher quality and there may be more computer stations than either library could provide if separate.

For the public library increased school population use may significantly increase use by youth.

Shared Facilities: Issues and Obstacles**1. Security**

The unfortunate events at Columbine High School have forever changed approaches to school safety and security. Schools have a responsibility to provide a secure learning environment and control access to schools. Public libraries provide open access to everyone in the community and cannot prevent individuals from entering or eject anyone unless legal restrictions are in place. This results in a fundamental conflict in a shared facility. Public libraries need to be open and welcoming; schools need to be controlled with restricted access for the protection of students.

2. School Environment

By their very purpose, schools present an environment where the focus is on the needs of youth. Public libraries are used by people of all ages and interests. In a shared facility, the dominating presence of youth (particularly in high schools) can be both intimidating and a deterrent to use for many people within the community. Seniors, mothers with small children and people seeking a quiet environment to do research or read are most likely to feel uncomfortable in a noisy youth environment.

In a shared facility access to public computers would also be significantly reduced during school hours as the stations are occupied by students and the library space is used by school classes. This ultimately results in a reduction of community service throughout the school day.

Clear policies and defined authorities would be required to address student behaviour in the library. Levels of monitoring, supervision, discipline and support from school authorities enter the administrative equation.

Finally, not everyone in the community is comfortable with the institutional image of schools. Once out of the formal education system, adults do not perceive schools to be places that have anything to offer them and some have negative perceptions based on personal experience. Promoting public library use is made more challenging in shared facilities.

3. Site Selection and Construction

Site selection criteria are very different for schools and public libraries. Public libraries are most successful when placed on busy, high traffic volume streets, with retail/community linkages, highly visible and with car, pedestrian and transit access.

Schools are preferably sited within quiet residential neighbourhoods with surrounding parkland for the safety of children walking to school and for easy drop-off by parents. There is a conflict in site selection dictated by the nature of the operation.

A local example is the siting of facilities on the Mainland Common. The Keshen Goodman Library, one of the most heavily used in the Halifax Public Libraries, is located on Lacewood Drive and very visible and accessible to motorists, transit riders and pedestrians. The high school is set back in the park, invisible from the street and accessed by a park road.

Standards and formulas used to calculate the size and need for a facility also differ. For example, in the Ontario community of Markham Centre with a projected population of 35,000, the Library Board would recommend one facility. Within this same area, the School Board would recommend 2 secondary schools and 5 elementary schools. Sharing facilities would consequently result in a huge increase in operating expenditures to the Library Board as well as duplicating resources in small ineffective outlets.

4. Parking

The ability to drive to and park at a public library is of prime importance to library users since time and saving time matters to busy people. In a shared facility, it is inevitable that public parking will be difficult during the day as spaces are occupied by teachers, and at high schools, by students. Congestion is also inevitable at the beginning and end of the school day with school bus line-ups and parents picking up students. In elementary schools, the safety of small children is also a concern in busy parking lots.

5. Public donations

Public libraries often receive private donations and bequests for construction of a new building or addition, for new services or for collection upgrades. Donors may be less likely to give to a public library that is seen as part of the school system.

6. Collections and Collection Access

Public libraries are predicated on the belief in free unrestricted access to information and the right of an individual to read on any subject. Collections are balanced to provide both sides on controversial subjects and materials are made available for all age groups. Materials in school libraries are selected to match the curriculum and, depending on board policy, some subjects may be not made available. Internet access in schools is generally filtered or otherwise restricted. In public libraries some internet stations are filtered providing a choice for parents, but adult stations are not filtered. For the general public

and the student population to use the same collection will naturally lead to disagreements. While it is rare for public libraries to “censor” collections, school boards in Canada have an unfortunate track record in this area.

Certainly in a shared facility, collection policies including selection, deselection and access would need to be clearly enunciated.

Additionally, in order to have library materials available for class use, teachers would prefer to withhold blocks of the collection from circulation, reducing public access to the same materials.

7. Service Hours

Schools close facilities at the end of the school day and during the summer, March break and for other extended holidays. Schools also frequently close on bad weather days (when buses are not running) and for professional development days. Public libraries generally operate from 9:00am (10:00 am in HRM) to (9:00pm), weekdays, Saturdays and Sundays for 12 months of the year.

In a shared facility, access must be possible to the library even if the school is closed and access roads and parking areas must be plowed. This also means that the library has to be located at the perimeter of the building and not within the centre of the school as preferred by teachers.

Since teachers do not work outside school hours, it also means that all undesirable work shifts have to be filled by public library employees.

8. Staffing

Certification differs for school and public librarians. Public librarians must hold a masters degree in library and information science; School librarians must have a bachelors degree in education and library certification (in some jurisdictions, a masters degree is required, in others a 6 week summer course in library management is required). While public libraries hire teachers to work in public libraries, school boards do not hire public librarians unless they have an education degree.

Staffing of school libraries varies across Canada. School libraries may be fully staffed by a teacher-librarian and library technicians, only by a library technician and, in some cases, only by volunteers.

Salaries are much higher for school librarians.

Teacher's union contracts and unionized librarian contracts are very different particularly in terms and conditions of employment.

Sharing staff is not possible and having staff perform the same or similar work in a shared space at different pay rates and with different working conditions provides a formula for resentment and conflict.

9. Governance

In order to share facilities two separate governing bodies with no legislative combined framework need to work in tandem. Any policy or decision made by one body will have ramifications for the other's operations. Consequently, in order to function effectively boards or their representatives would have to regularly jointly meet and be continuously aware of how decisions will affect both user groups and both administrative structures. All policies and procedures are a source of possible conflict. The degree to which one board is in control, who makes decisions and who pays would have to be determined in a legally binding agreement. Decision making, the speed of decision making, responsibility for maintenance and repair, priorities, the compatibility of technology, refreshing of technology and the degree of compromise required all become at issue.

In places where shared facilities have been tried, participants report that equality in cost sharing has been difficult to assess or maintain over time.

10. Cost

While there may be initial capital cost savings in developing shared facilities, the cost of sharing space and facilities is not always as good as it may seem. In order for the general public and the school population to use one space at the same time, the total amount of space required may need to be larger than in a separate facility. Programming space, sound separation to create quiet areas, additional staffing, furniture, computers, equipment and multiple copies of materials add to operating costs.

If the library is leased and not owned by the municipality, the library is vulnerable to increased leasing costs. Moving, expanding or closing a facility also is problematic.

In Oakville Ontario, the public library had to convert to a different materials security system than used at any of its other locations in order to be compatible with the existing high school system. Compromises in vendor selection can significantly affect operating costs.

Any reduction in the library budget, or failure to keep pace with inflation, would render the library incapable of fulfilling its role in a shared facility.

Conclusion

Shared facilities present an excellent option when provided in the right configuration. Public libraries when partnered with recreation facilities or with retail linkages are an appropriate fit providing customer convenience, complimenting similar client bases and reducing capital costs.

In sharing facilities with schools, the result is less successful. The advantage clearly tips in favour of school boards since sharing transfers responsibility to the public library for providing library service to students and provides school boards with an opportunity to redirect funds to other priorities.

There are however more mutually beneficial avenues for partnerships. Consultation and communication between both boards and administrations can only profit the communities they serve.

Finally, a concerted approach to community planning is universally needed, including school boards, library boards and municipalities. A more comprehensive evaluation of facilities needs than presently occurs could ensure better planned sustainable community development.

Judith Hare, CEO
Halifax Public Libraries

Bibliography

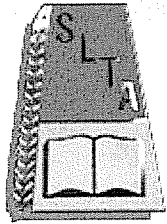
This report was not intended as a scholarly research paper and therefore sources have not been cited throughout.

Most of the information is drawn from the following sources:

Morden, Sandra. Cooperation Between Public Libraries and Schools in Canada.
Research report prepared for the Chief Executives of Large Public Libraries in Ontario,
January 2003.

Internal reports from:

Fraser Valley Regional Library System, B.C.
Markham Public Libraries
Mississauga Public Library
Oakville Public Library
Etobicoke Public Library
Nepean Public Library
Hamilton Wentworth Area Public Library/School Library Task Force
Wisconsin Department of Public Instruction
Illinois Libraries



Saskatchewan Library Trustees' Association

Documents

Recommendations on School/Public Library Cooperation

APPENDIX A

PRO'S AND CON'S OF SCHOOL/PUBLIC LIBRARY AMALGAMATION

PRO

- A small community may not have an appropriate space in which to house the public library except for the school.
- Lifelong education is a focus of many communities which means that the public library and school collections are both of interest to adults and children in the community.
- In communities where the school serves as a community centre, combining the school and public library can help develop the community centre as a focal point where, together, adults and children can learn and enrich themselves.
- Patrons may feel more comfortable in this atmosphere and therefore will utilize the library more.
- Because of fiscal restraints, government departments are encouraging cooperative projects that will benefit more than one sector of society, so funding possibilities for a joint operation may be more readily available.
- Collections, equipment, services (such as Internet and interlibrary loan) are more fully used by allowing longer hours of access and larger audiences.
- If the public library is in the school, then it may reduce

CON

- Public library collections, since they cover the entire spectrum of the reading public--from pre-school to senior adults--are much broader in scope than a children's school-age collection. This may lead to censorship issues when adult books, with adult language, are found in the school library.
- Adults, particularly those who do not have school age children, may not think of the school as the location of the public library or may be uncomfortable entering the school for that purpose.
- On the other hand, some parents and teachers may be uncomfortable with adults wandering around the school with the younger children.
- Security of school children from adults with ulterior motives, e.g. drug dealing, harassment, poses problems for library staff.
- When a school closes in a community, that has housed the public library, the community could lose its public library as well.
- When school boards begin cutting back on expenditures, one of the first areas to be cut back is the library. This puts an unfair burden on the public library budget. [Note: The opposite may also happen

SLTA Home

Constitution

Bylaws

Annual Meeting

Executive

Newsletters

Life Members

Trustees' Manual

Documents

Projects

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Libraries

the likelihood of the municipality withdrawing from the Region or may convince a municipality to join.

- Duplication of collection titles can be avoided (particularly high priced items such as encyclopedias, books-in-print, videos with public viewing rights), thereby allowing collection money to be allocated to a wider variety of items.
- School buildings are usually barrier free because they are on one level with ramps and often have ample parking.
- The combination may lead to larger budgets and possible staff sharing for the libraries.
- **More adult users may become exposed to the library through their children.**
- Use of the school library may be extended after school hours by programming.
- The hours of opening to the public might be higher in a joint facility than in separate facilities.
- Increased access for the students themselves will lead to better services for students and teachers.
- Increase in patronage will in turn increase community involvement and community funding.

if the council decides to cut back on expenditures.]

- Public libraries which are members of regions circulate books from branch to branch, with new books being added and old or noncirculating books being withdrawn from the system. School libraries do not usually circulate their collections.
- Schools close for Christmas, for Easter holidays, and for 2 months every summer. Who will pay the extra staff and occupancy costs during these periods?
- Schools, for safety reasons, should be located as far away as possible from the main business and traffic areas of a town. Public libraries need the high accessibility of being on the main street.
- The misperception that one library staff member can do both the school library and public library work usually means that not enough staff are hired to provide adequate service for the whole community.
- The library may not have an outside entrance for the public to use during and after school hours resulting in allowing unsupervised travel through the halls of the school and discouraging walk in traffic.
- Outside signage to identify the facility as a public library is often neglected because a library sign is already available in the school.
- Staff have problems sorting out who has supervisory authority over them and which policies or guidelines are in place-- those of the public library board, the principal, or those of the school board. Jurisdiction, authority, and supervisory issues tend to be resolved in the school's favour as the owner of the facility.
- Schools often limit the loan of materials required for

class use while public libraries provide materials to all patrons on a first come, first serve basis.

- If school enrolment increases, and the space used by the public library is required for school activities, the public library may be required to move.
- Overlapping hours may make it difficult to provide public programs during school hours.
- Teachers may sign out blocks of books which limits what materials are available to the public.
- If the joint school/public library serves a community where there is a non-participating municipality whose children attend the school, public library service may have to be denied to the those children. This could cause potential conflict between the delivery of public and school library services.
- If both groups are served equally as well as in separate facilities, there may be no cost savings.
- **It may be difficult for the local library board to negotiate on equal terms with the Board of Education of the School Division.**
- School and public libraries are governed by two separate pieces of legislation.

[Next](#)
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Appendix J - Halifax Public Libraries: Literacy Partners

Overview: Halifax Public Libraries partners with existing literacy networks throughout HRM to improve access to literacy services for residents. Programs reflect the priorities and service needs of the different community networks. Literacy and ESL programs are funded by the Nova Scotia Department of Education. Sheet Harbour Public Library has also initiated a youth literacy program (Leading Readers) with the local highschool. The program was very successful and will be launched at the Cole Harbour Public Library in September with financial support from South Eastern Community Health. Sheet Harbour Public Library also works closely with the Eastern Shore Family Resource Center and the Nova Scotia Department of Education, Adult Education Division to provide a family literacy program: Book Worms at Play. A similar program is being planned for the fall at the Captain William Spry Library in partnership with the Halifax Community Learning Network.

Halifax Community Learning Network

- This group works with central Halifax.
- Library staff (Erica Butler and Tracey Jones) sit on the board.
- This group funds the Adult Literacy programs housed at Halifax North, Keshen Goodman, Spring Garden Road, Captain William Spry.
- We work closely with HCLN in the development of tutor training programs.
- HCLN purchases the books that are used in our programs for the students (these would be non-circulating materials).
- The network has received funding from the NS Department of Education, Adult Education Division to pilot a family literacy initiative in the fall in partnership with the Captain William Spry Public Library.

Bedford Sackville Literacy Network

- This group covers the Bedford and Sackville areas.
- Library staff (Kathleen Peverill) sit on the board.
- We provide space in the Bedford and Sackville branches for their tutors and learners to meet.

Dartmouth And Area Learning Association

- Umbrella group that covers the Dartmouth Area.
- Library staff (Heather MacKenzie) attend meetings of this group.
- Library provides space at Alderney Gate and Woodlawn Public Libraries for tutors and students to meet.
- Library provides free meeting space for the organization general meetings.

Dartmouth Literacy Network

- Woodlawn Manager (Charby Slein) sits on the Board and participates in fund-raising for the group
- Woodlawn Public Library provides space for tutors and learners to meet.

Eastern Shore Musquodoboit Valley Literacy Network

- Musquodoboit Harbour/Sheet Harbour Public Library Manager (Helen Thexton) sits on the Board.
- Some tutor/learner pairs meet with learners in the Library at both Musquodoboit and Sheet Harbour.

Eastern Shore Family Resource Center

- The Sheet Harbour Public Library partners with the Center to provide a family literacy program: Book Worms at Play.

Western HRM Community Learning Network

- Tantallon/Shatford Memorial Public Library Manager (Elaine Murray) sits on the Board.
- Some tutor/learner pairs meet in the Library.

Note: Access to library public computers is provided to all of the literacy groups. In 2005 the Library ensured that every branch would have one or more computers with adult literacy software (Measure Up, The Alphabet and the Interactive Picture Dictionary)

ESL(English as a Second Language) Partners of the Halifax Public Libraries:

Overview: Halifax Public Libraries partners with government and community groups to provide ESL in communities where demand for the service exists. This is a growing service demand and programs have been expanded over the past few years, adding additional spaces and locations.

Office of Immigration

- Funds the ESL programs at Keshen Goodman, Halifax North, Spring Garden, Bedford, Alderney Gate, Captain William Spry.
- Provides support to programs and coordinators in the way of training sessions, e-news.

MISA (Metro Immigrant Settlement Association)

- Partners with library to develop and offer our ESL tutor training sessions (partnership includes in-kind resources and staffing support).

TESL (Teachers of English as a Second Language)

- The Library has a paid membership in this organization which allows us to offer our tutors an opportunity to attend their annual conference at a reduced rate. We send about 20 tutors each year and also send our program coordinators.
- Library Literacy Coordinator (Erica Butler) sits on the TESL board.

Appendix K

DRAFT

The Honourable Murray Scott
Minister of Justice
Province of Nova Scotia
5151 Terminal Road, 4th Floor
P.O. Box 7
Halifax, N.S. B3J 2L6

The Honourable Angus MacIsaac
Minister of Transportation and Public Works
Province of Nova Scotia
P.O. Box 186
Halifax, N.S. B3J 2N2

Gentlemen:

At the Committee of the Whole meeting on 3 April 2007, it was moved by Councillor Martin and seconded by Councillor Sloane that Halifax Regional Police continue to urge the provincial government to move on responsible legislation in regard to photo radar initiatives. Further, that this matter be referred to the Union of Nova Scotia Municipalities for their support and review. This motion was put and passed unanimously.

As a result of this motion, it is requested that the Province of Nova Scotia amend the Motor Vehicle Act to permit photo radar and photo red light cameras to be used within the Province of Nova Scotia. Also included in the amendments would be a change that would hold the owner of motor vehicles responsible for violating related sections of the Motor Vehicle Act.

Forwarded for your consideration.

Yours truly,

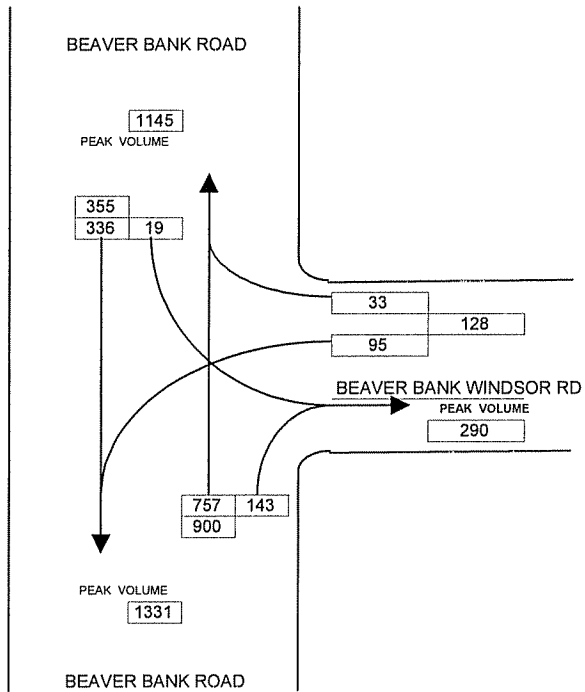
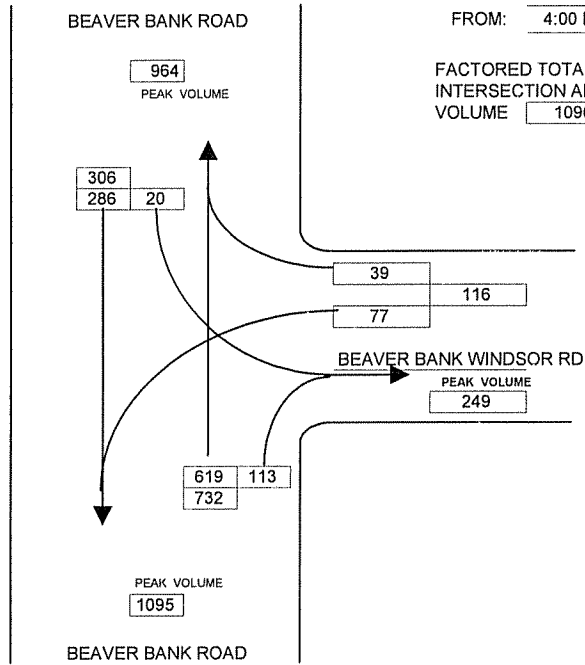
Mayor Peter Kelly
Mayor of Halifax

VEHICULAR GRAPHIC SUMMARY SHEET

INTERSECTION :

BEAVER BANK ROAD AT BEAVER BANK-WINDSOR JUNCTION CROSS ROAD

DATE: JUNE 15 2006
 TIME: 1 HOUR
 FROM: 4:00 PM TO 5:00 PM



DATE: JUNE 15 2006
 TIME: 1 HOUR
 FROM: 5:00 PM TO 6:00 PM

FACTORED TOTAL INTERSECTION APPROACH VOLUME 1314

APPENDIX L

HALIFAX REGIONAL MUNICIPALITY
TRANSPORTATION & PUBLIC WORKS
TRAFFIC & RIGHT OF WAY SERVICES

CODE NO

06-TM-080a

MANUAL TRAFFIC COUNTS

INTERSECTION:				BEAVER BANK ROAD AT BEAVER BANK-WINDSOR JUNCTION CROSS ROAD										WEATHER RECORDER		CLOUDY MS	
DAY	DATE	MONTH	YEAR														
FRI	16	JUNE	2006														

STREET:		BEAVER BANK WINDSOR RD			BEAVER BANK ROAD			BEAVER BANK ROAD			BEAVER BANK ROAD			TOTAL
TIME:		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			
15 MIN INTERVALS		L	S	R	L	S	R	L	S	R	L	S	R	
07:00 AM	07:15 AM	12	0	3	0	0	0	15	222	0	0	49	14	315
07:15 AM	07:30 AM	21	0	2	0	0	0	16	194	0	0	51	15	299
07:30 AM	07:45 AM	25	0	4	0	0	0	14	179	0	0	50	24	296
07:45 AM	8:00 AM	20	0	6	0	0	0	17	161	0	0	60	25	289

TOTAL	78	0	15	0	0	0	62	756	0	0	210	78	1199	
PEAK	93			0			818			288				
15 MIN PEAK	116			0			948			340				
PEAK HOUR FACTOR	0.8			0			0.86			0.85			PEAK HR FACTOR	
TWO WAY TOTALS	233			0			1043			1122			FACTOR	
														0.91
														1091

DAY	DATE	MONTH	YEAR
FRI	16	JUNE	2006

TIME:		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			TOTAL
15 MIN INTERVALS		L	S	R	L	S	R	L	S	R	L	S	R	
08:00 AM	08:15 AM	22	0	4	0	0	0	9	148	0	0	78	22	283
08:15 AM	08:30 AM	25	0	3	0	0	0	10	171	0	0	76	14	299
08:30 AM	08:45 AM	20	0	4	0	0	0	26	154	0	0	73	34	311
08:45 AM	09:00 AM	27	0	4	0	0	0	23	99	0	0	60	21	234

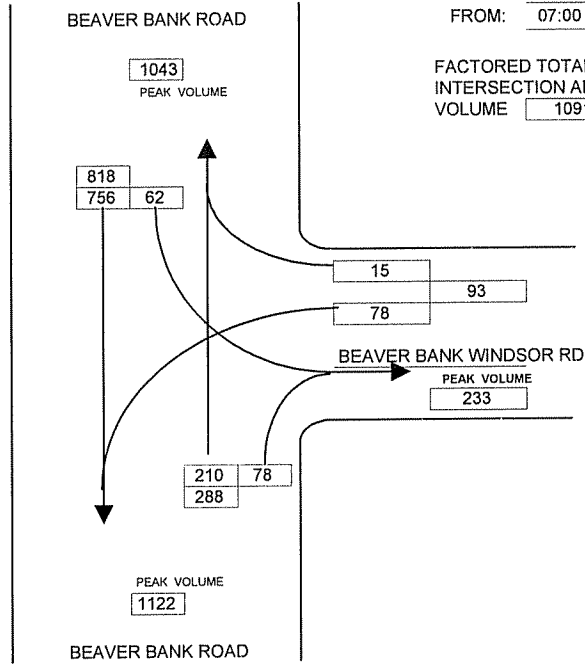
TOTAL	94	0	15	0	0	0	68	572	0	0	287	91	1127	
PEAK	109			0			640			378				
15 MIN PEAK	124			0			724			428				
PEAK HOUR FACTOR	0.88			0			0.88			0.88			PEAK HR FACTOR	
TWO WAY TOTALS	268			0			942			1044			FACTOR	
														0.91
														1026

VEHICULAR GRAPHIC SUMMARY SHEET

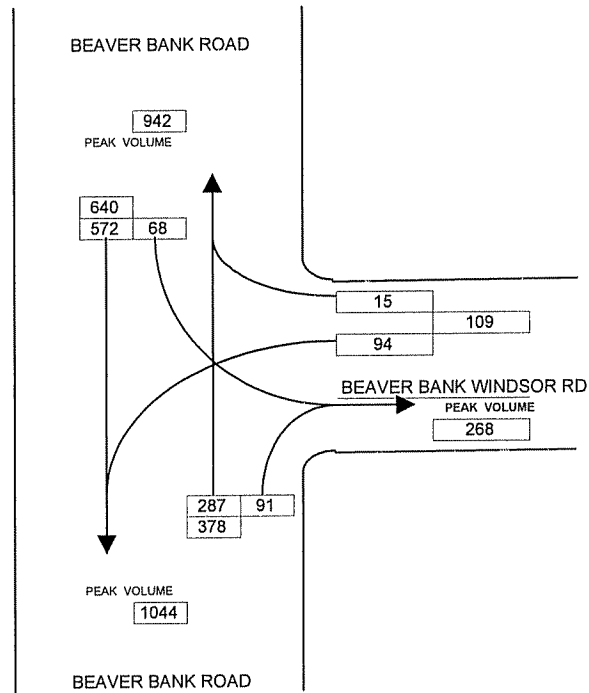
BEAVER BANK ROAD AT BEAVER BANK-WINDSOR JUNCTION CROSS ROAD

INTERSECTION :

DATE: JUNE 16 2006
 TIME: 1 HOUR
 FROM: 07:00 AM TO 8:00 AM



FACTORED TOTAL INTERSECTION APPROACH VOLUME 1091



DATE: JUNE 16 2006
 TIME: 1 HOUR
 FROM: 08:00 AM TO 09:00 AM

FACTORED TOTAL INTERSECTION APPROACH VOLUME 1026

MANUAL TRAFFIC COUNTS

INTERSECTION: BEAVER BANK ROAD AT BEAVER BANK-WINDSOR JUNCTION CROSS ROAD

WEATHER RECORDER: CLOUDY
MS

DAY	DATE	MONTH	YEAR
THURS	6	JULY	2006

TIME: 15 MIN INTERVALS		BEAVER BANK WINDSOR RD			BEAVER BANK ROAD			BEAVER BANK ROAD			TOTAL			
		FROM THE EAST			FROM THE WEST			FROM THE NORTH				FROM THE SOUTH		
		L	S	R	L	S	R	L	S	R		L	S	R
11:00 AM	11:15 AM	11	0	5	0	0	0	3	73	0	0	51	14	157
11:15 AM	11:30 AM	21	0	3	0	0	0	2	96	0	0	72	15	209
11:30 AM	11:45 AM	25	0	6	0	0	0	2	83	0	0	74	18	208
11:45 AM	12:00 PM	15	0	6	0	0	0	3	79	0	0	76	17	196
TOTAL		72	0	20	0	0	0	10	331	0	0	273	64	770
PEAK		92			0			341			337			
15 MIN PEAK		124			0			392			372			
PEAK HOUR FACTOR		0.74			0			0.87			0.91			PEAK HR FACTOR
TWO WAY TOTALS		166			0			634			740			FACTOR
														0.98
														755

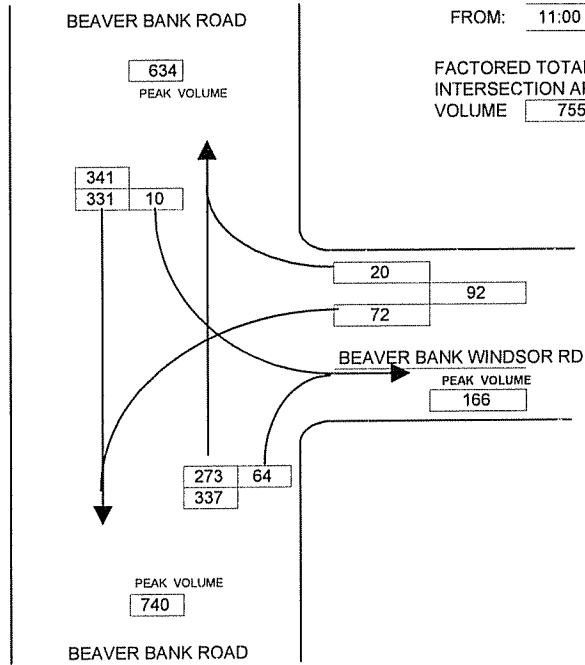
DAY	DATE	MONTH	YEAR
THURS	6	JULY	2006

TIME: 15 MIN INTERVALS		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			TOTAL
		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			
		L	S	R	L	S	R	L	S	R	L	S	R	
12:00 PM	12:15 PM	30	0	6	0	0	0	3	89	0	0	109	35	272
12:15 PM	12:30 PM	18	0	3	0	0	0	2	77	0	0	94	24	218
12:30 PM	12:45 PM	24	0	1	0	0	0	1	95	0	0	81	23	225
12:45 PM	1:00 PM	17	0	7	0	0	0	1	96	0	0	70	24	215
TOTAL		89	0	17	0	0	0	7	357	0	0	354	106	930
PEAK		106			0			364			460			
15 MIN PEAK		144			0			388			576			
PEAK HOUR FACTOR		0.74			0			0.94			0.8			PEAK HR FACTOR
TWO WAY TOTALS		219			0			735			906			FACTOR
														0.98
														911

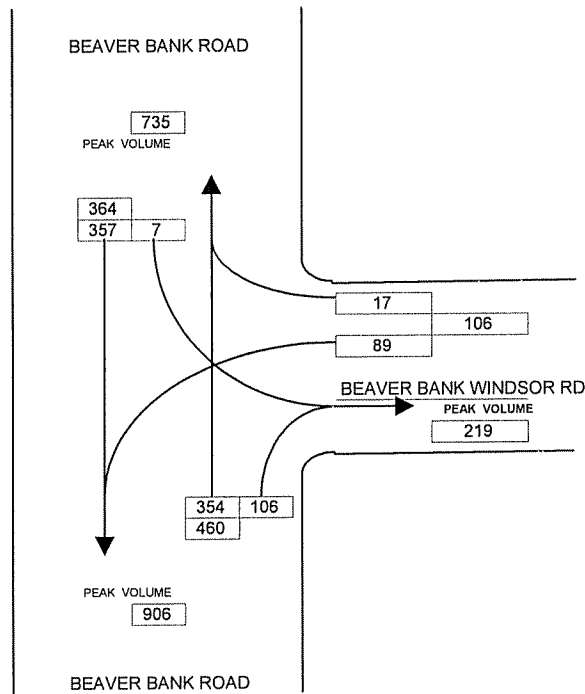
VEHICULAR GRAPHIC SUMMARY SHEET
BEAVER BANK ROAD AT BEAVER BANK-WINDSOR JUNCTION CROSS ROAD

INTERSECTION :

DATE: JULY 6 2006
 TIME: 1 HOUR
 FROM: 11:00 AM TO 12:00 PM



FACTORED TOTAL
 INTERSECTION APPROACH
 VOLUME 755



DATE: JULY 6 2006
 TIME: 1 HOUR
 FROM: 12:00 PM TO 1:00 PM

FACTORED TOTAL
 INTERSECTION APPROACH
 VOLUME 911

APPENDIX M

HALIFAX REGIONAL MUNICIPALITY
TRANSPORTATION & PUBLIC WORKS
TRAFFIC & RIGHT OF WAY SERVICES

CODE NO. 06-TM-212a

MANUAL TRAFFIC COUNTS

INTERSECTION: BEAVER BANK ROAD AT BEAVER BANK WINDSOR JUNCTION CROSS ROAD

DAY DATE MONTH YEAR WEATHER RECORDER

WED. 4 OCT 2006 SUNNY
MMG

STREET:		BEAVER BANK - WINDSOR JUNCTION CROSS RD						BEAVER BANK ROAD			BEAVER BANK ROAD			TOTAL
TIME:		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			
15 MIN INTERVALS		L	S	R	L	S	R	L	S	R	L	S	R	
07:00 AM	07:15 AM	19	0	2	0	0	0	9	216	0	0	67	19	332
07:15 AM	07:30 AM	19	0	4	0	0	0	13	198	0	0	63	19	316
07:30 AM	07:45 AM	29	0	2	0	0	0	15	202	0	0	60	18	326
07:45 AM	08:00 AM	17	0	7	0	0	0	15	167	0	0	55	21	282
TOTAL		84	0	15	0	0	0	52	783	0	0	245	77	1256
PEAK		99			0			835			322			PEAK HR FACTOR
15 MIN PEAK		124			0			900			344			
PEAK HOUR FACTOR		0.8			0			0.93			0.94			
TWO WAY TOTALS		228			0			1095			1189			
														1243

DAY DATE MONTH YEAR

WED. 4 OCT 2006

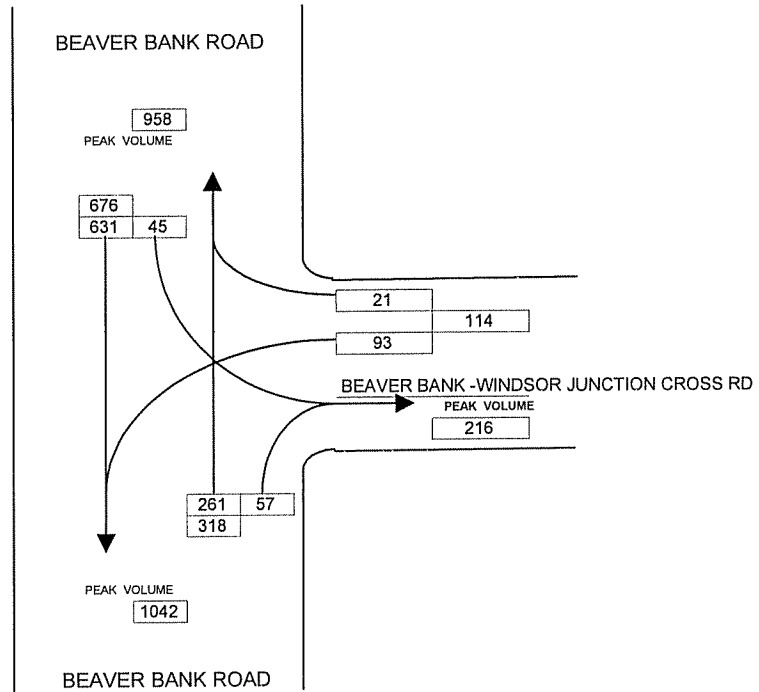
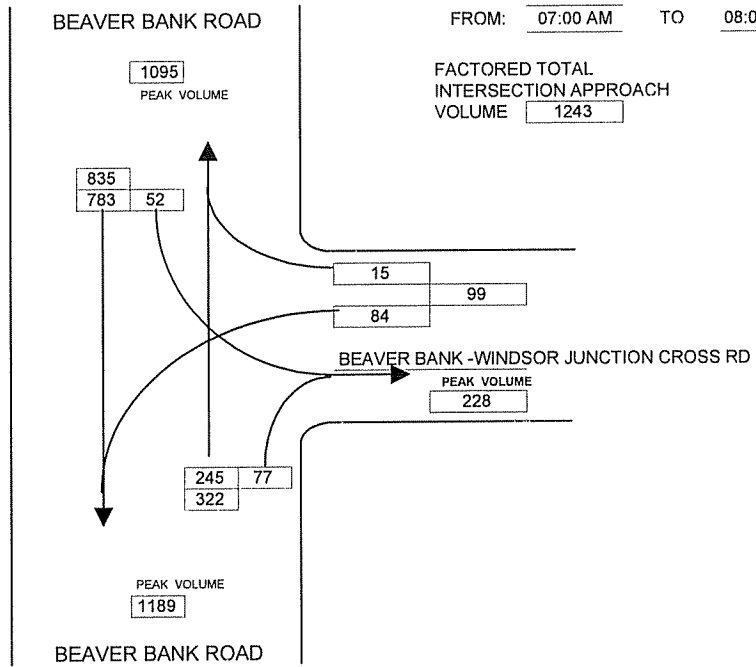
TIME:		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			TOTAL
15 MIN INTERVALS		L	S	R	L	S	R	L	S	R	L	S	R	
08:00 AM	08:15 AM	20	0	4	0	0	0	7	168	0	0	74	17	290
08:15 AM	08:30 AM	33	0	4	0	0	0	13	170	0	0	75	14	309
08:30 AM	08:45 AM	19	0	7	0	0	0	15	162	0	0	53	13	269
08:45 AM	09:00 AM	21	0	6	0	0	0	10	131	0	0	59	13	240
TOTAL		93	0	21	0	0	0	45	631	0	0	261	57	1108
PEAK		114			0			676			318			PEAK HR FACTOR
15 MIN PEAK		148			0			732			364			
PEAK HOUR FACTOR		0.77			0			0.92			0.87			
TWO WAY TOTALS		216			0			958			1042			
														1097

VEHICULAR GRAPHIC SUMMARY SHEET

INTERSECTION :

BEAVER BANK ROAD AT BEAVER BANK WINDSOR JUNCTION CROSS ROAD

DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 07:00 AM TO 08:00 AM



DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 08:00 AM TO 09:00 AM

FACTORED TOTAL INTERSECTION APPROACH VOLUME: 1097

MANUAL TRAFFIC COUNTS

INTERSECTION: BEAVER BANK ROAD AT BEAVER BANK WINDSOR JUNCTION CROSS ROAD

WEATHER	SUNNY
RECORDER	MMG

DAY	DATE	MONTH	YEAR
WED.	4	OCT	2006

STREET: TIME: 15 MIN INTERVALS		BEAVER BANK -WINDSOR JUNCTION CROSS RD						BEAVER BANK ROAD			BEAVER BANK ROAD			TOTAL
		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			
		L	S	R	L	S	R	L	S	R	L	S	R	
11:00 AM	11:15 AM	23	0	2	0	0	0	9	75	0	0	53	20	182
11:15 AM	11:30 AM	10	0	1	0	0	0	1	60	0	0	75	10	157
11:30 AM	11:45 AM	18	0	3	0	0	0	3	88	0	0	73	25	210
11:45 AM	12:00 PM	13	0	6	0	0	0	4	71	0	0	80	18	192

TOTAL	64	0	12	0	0	0	17	294	0	0	281	73	741
PEAK	76			0			311			354			
15 MIN PEAK	100			0			364			392			
PEAK HOUR FACTOR	0.76			0			0.85			0.9			PEAK HR
TWO WAY TOTALS	166			0			604			712			FACTOR
													0.99
													734

DAY	DATE	MONTH	YEAR
WED.	4	OCT	2006

TIME: 15 MIN INTERVALS		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			TOTAL
		L	S	R	L	S	R	L	S	R	L	S	R	
		12:00 PM	12:15 PM	18	0	3	0	0	0	5	80	0	0	
12:15 PM	12:30 PM	15	0	5	0	0	0	0	67	0	0	68	14	169
12:30 PM	12:45 PM	15	0	2	0	0	0	4	79	0	0	75	19	194
12:45 PM	01:00 PM	15	0	3	0	0	0	7	71	0	0	77	20	193

TOTAL	63	0	13	0	0	0	16	297	0	0	290	79	758
PEAK	76			0			313			369			
15 MIN PEAK	84			0			340			388			
PEAK HOUR FACTOR	0.9			0			0.92			0.95			PEAK HR
TWO WAY TOTALS	171			0			616			729			FACTOR
													0.99
													750

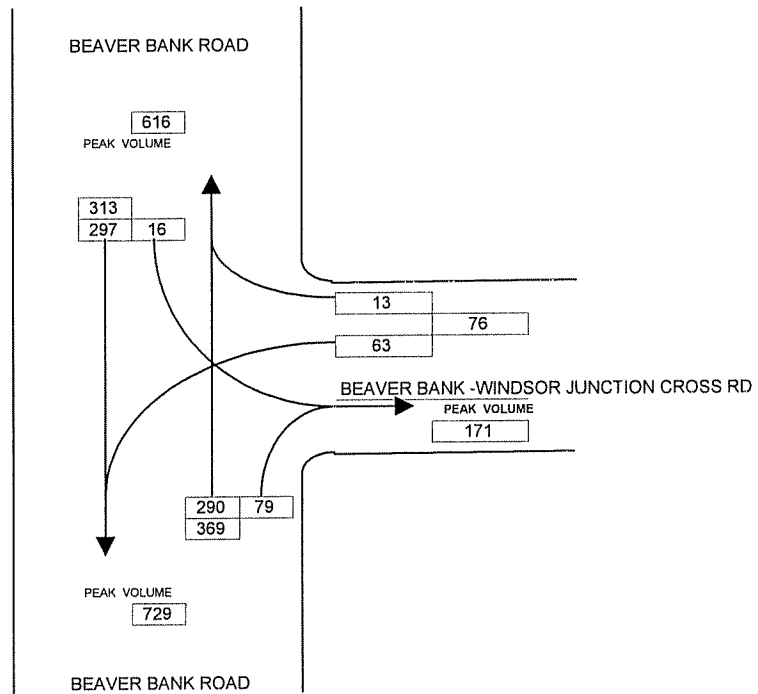
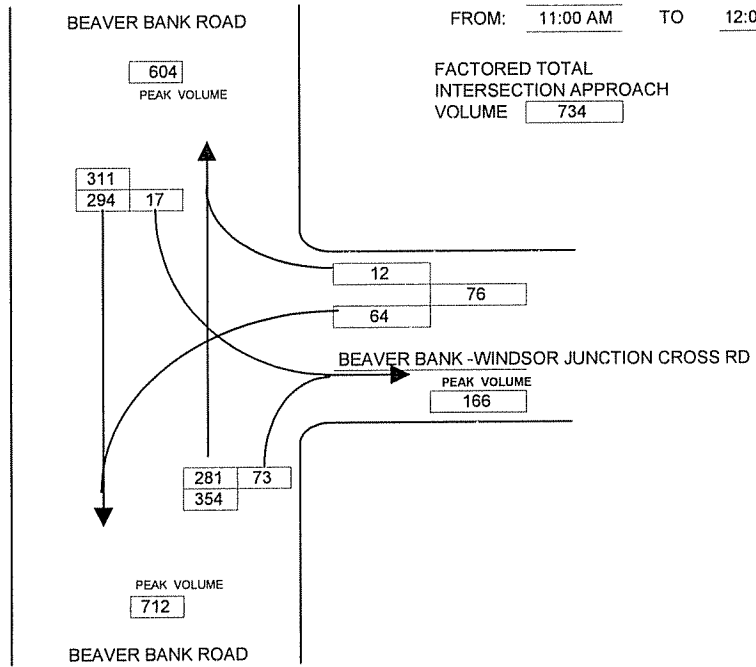
VEHICULAR GRAPHIC SUMMARY SHEET

INTERSECTION :

BEAVER BANK ROAD AT BEAVER BANK WINDSOR JUNCTION CROSS ROAD

DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 11:00 AM TO 12:00 PM

FACTORED TOTAL
 INTERSECTION APPROACH
 VOLUME 734



DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 12:00 PM TO 01:00 PM

FACTORED TOTAL
 INTERSECTION APPROACH
 VOLUME 750

MANUAL TRAFFIC COUNTS

INTERSECTION:

BEAVER BANK ROAD AT BEAVER BANK -WINDSOR JUNCTION CROSS ROAD

WEATHER
RECORDER

CLOUDY
MMG

DAY	DATE	MONTH	YEAR
WED.	4	OCT	2006

STREET: TIME: 15 MIN INTERVALS		BEAVER BANK - WINDSOR JUNCTION CROSS ROAD			BEAVER BANK ROAD			BEAVER BANK ROAD			TOTAL			
		FROM THE EAST			FROM THE WEST			FROM THE NORTH				FROM THE SOUTH		
		L	S	R	L	S	R	L	S	R		L	S	R
04:00 PM	04:15 PM	15	0	11	0	0	0	3	99	0	0	158	38	324
04:15 PM	04:30 PM	24	0	8	0	0	0	8	92	0	0	160	37	329
04:30 PM	04:45 PM	19	0	8	0	0	0	8	90	0	0	171	62	358
04:45 PM	05:00 PM	15	0	14	0	0	0	8	93	0	0	169	47	346

TOTAL	73	0	41	0	0	0	27	374	0	0	658	184	1357
PEAK	114			0			401			842			
15 MIN PEAK	128			0			408			932			
PEAK HOUR FACTOR	0.89			0			0.98			0.9			
TWO WAY TOTALS	325			0			1100			1289			
	PEAK HR FACTOR												
	0.99												
	1343												

DAY	DATE	MONTH	YEAR
WED.	4	OCT	2006

TIME: 15 MIN INTERVALS		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			TOTAL
		FROM THE EAST			FROM THE WEST			FROM THE NORTH			FROM THE SOUTH			
		L	S	R	L	S	R	L	S	R	L	S	R	
05:00 PM	05:15 PM	27	0	16	0	0	0	8	90	0	0	199	43	383
05:15 PM	05:30 PM	21	0	14	0	0	0	9	76	0	0	210	38	368
05:30 PM	05:45 PM	29	0	17	0	0	0	5	104	0	0	183	37	375
05:45 PM	06:00 PM	25	0	13	0	0	0	5	83	0	0	176	35	337

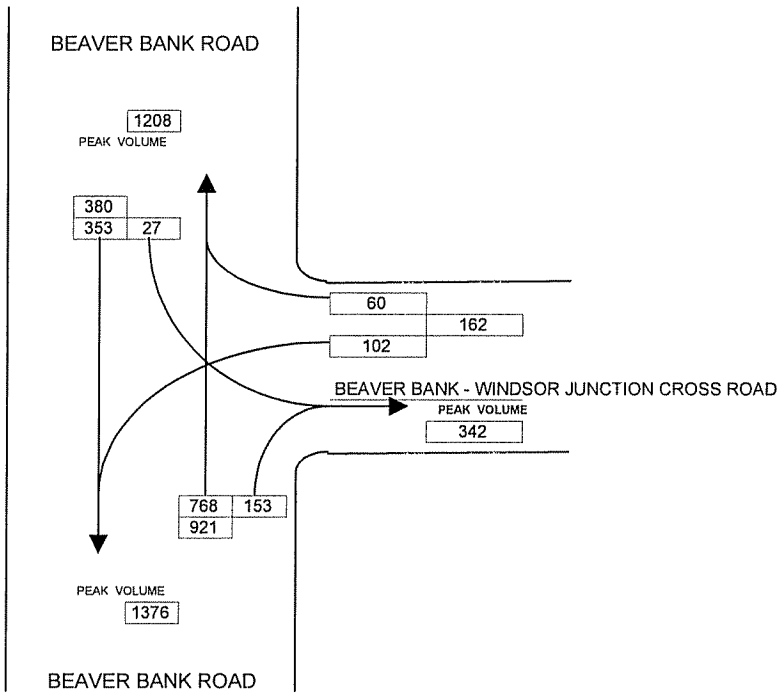
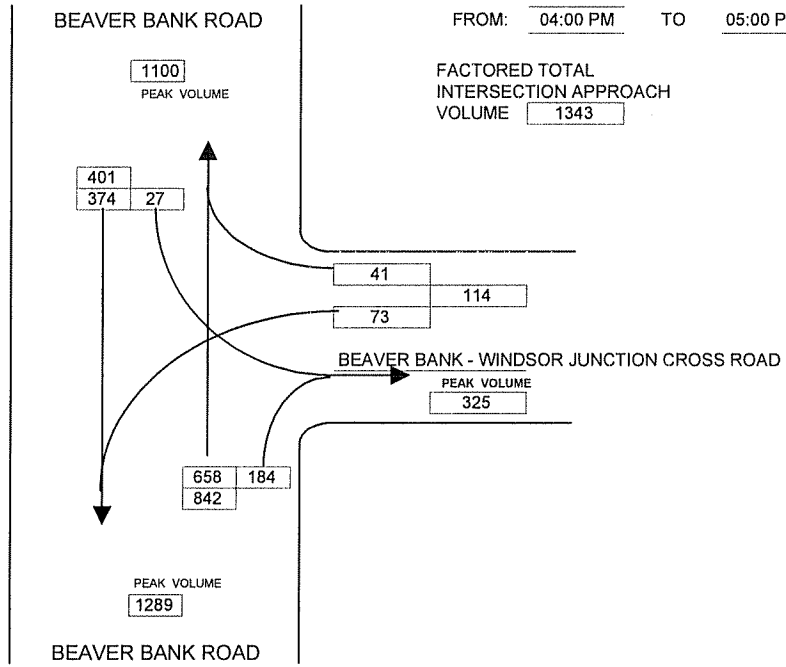
TOTAL	102	0	60	0	0	0	27	353	0	0	768	153	1463
PEAK	162			0			380			921			
15 MIN PEAK	184			0			436			992			
PEAK HOUR FACTOR	0.88			0			0.87			0.93			
TWO WAY TOTALS	342			0			1208			1376			
	PEAK HR FACTOR												
	0.99												
	1448												

VEHICULAR GRAPHIC SUMMARY SHEET

INTERSECTION :

BEAVER BANK ROAD AT BEAVER BANK -WINDSOR JUNCTION CROSS ROAD

DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 04:00 PM TO 05:00 PM



DATE: OCT 4 2006
 TIME: 1 HOUR
 FROM: 05:00 PM TO 06:00 PM

FACTORED TOTAL INTERSECTION APPROACH VOLUME: 1448