

**TO:** Mayor Savage and Members of Halifax Regional Council

Original Signed

**SUBMITTED BY:**

Councilor Walker, Chair, Audit and Finance Standing Committee

**DATE:** February 20, 2013

**SUBJECT:** Approval of NS Moves Funding

**ORIGIN**

The report, dated February 5, 2013, was before the Audit and Finance Standing Committee on February 20, 2013.

**LEGISLATIVE AUTHORITY**

Halifax Regional Municipality Council approved, Dec 11, 2012, that all budget increases are to be presented to the Audit and Finance Standing Committee, prior to submission to Council.

Halifax Charter, section 93(1) - The Council shall make estimates of the sums that are required by the Municipality for the fiscal year; Halifax Charter, section 79(1) - Specifies areas that the Council may expend money required by the Municipality; Halifax Charter, section 35(2)(d)(i) - The CAO can only authorize budgeted expenditures or within the amount determined by Council by policy; Halifax Charter, section 120(6) - The Municipality may maintain other reserve funds for such purposes as the Council may determine; Halifax Regional Municipality policy on Changes to Cost Sharing for Capital Projects - Changes requiring Council approval; and the Halifax Regional Municipality Reserve Policy - No reserve funds will be expended without the CAO's recommendation and Council approval.

**RECOMMENDATION**

The Audit and Finance Standing Committee recommends that Halifax Regional Council:

- (1) Authorize the Mayor and Clerk to enter into an agreement with the Province of Nova Scotia for the funding of projects WorkShift Halifax and Active Transportation Bridges Design;

**RECOMMENDATIONS CONTINUED ON PAGE 2**

**RECOMMENDATIONS CONTINUED**

- (2) Increase the 2012/13 Project No. CTU00420 - Active Transportation, by \$100,000 to accommodate external funding from the NS Moves Program; and
- (3) Increase the 2012/13 Project No. CTR00908 - Transportation Demand Management, by \$50,000 to accommodate external funding from the NS Moves Program.

**DISCUSSION**

Following a discussion in regard to bridge decking the members of the Audit and Finance Standing Committee passed a motion in support of the report's recommendations as outlined above.

**FINANCIAL IMPLICATIONS**

As outlined in the staff report dated February 5, 2013 to the Audit and Finance Committee – attached.

**COMMUNITY ENGAGEMENT**

The Audit and Finance Standing Committee is open to the public and agendas, reports and minutes are available on the web in advance of meetings.

**ENVIRONMENTAL IMPLICATIONS**

As outlined in the staff report dated February 5, 2013 to the Audit and Finance Committee - attached.

**ATTACHMENTS**

- 1. **Report dated February 5, 2013 to the Audit & Finance Committee - Approval of NS Moves Funding**

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

Report Prepared by: Matt Godwin, Legislative Assistant, 490-6521

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P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Audit & Finance Standing Committee  
February 27, 2013**

**TO:** Chair and Members of the Audit & Finance Standing Committee

**SUBMITTED BY:** Original Signed  
\_\_\_\_\_  
Jane Fraser, Director, Planning & Infrastructure

**DATE:** February 5, 2013

**SUBJECT:** Approval of NS Moves Funding

**ORIGIN**

Sustainable transportation initiatives for HRM are identified in the Active Transportation Plan and the Transportation Demand Management Plan, approved in principle by Halifax Regional Council in 2006 and 2011 respectively.

**LEGISLATIVE AUTHORITY**

HRM Charter section 74 (1) states: "The Municipality may agree with one or more municipalities, villages, service commissions, the Government of the Province or of Canada or a department or agency of either of them or a band council pursuant to the Indian Act (Canada) to provide or administer municipal or village services."

**RECOMMENDATION**

It is recommended that Halifax Regional Council:

- (1) Authorize the Mayor and Clerk to enter into an agreement with the Province of Nova Scotia for the funding of projects WorkShift Halifax and Active Transportation Bridges Design;
- (2) Increase the 2012/13 Project No. CTU00420 - Active Transportation, by \$100,000 to accommodate external funding from the NS Moves Program; and
- (3) Increase the 2012/13 Project No. CTR00908 - Transportation Demand Management, by \$50,000 to accommodate external funding from the NS Moves Program.

**BACKGROUND**

On November 16, 2012, the Province of Nova Scotia announced a funding program for sustainable transportation initiatives called NS Moves. A report to the Transportation Standing Committee at its meeting on December 13, 2012, advised of HRM staff's intent to submit three applications to the NS Moves funding program by the December 16, 2012, deadline as shown in the table below:

<b>Project</b>	<b>Detail</b>	<b>Council Endorsement (with approval date)</b>	<b>Project Cost</b>	<b>Funding Request</b>
Active Transportation (AT) Bridges Design	Five-year project plan includes construction of a number of AT bridges re-using panels salvaged from the Macdonald Bridge redecking in 2015. Design work will need to be undertaken in early 2013.	<ul style="list-style-type: none"> <li>• Active Transportation Plan (Nov 14, 2006)</li> <li>• Acquire Deck Panels for AT Bridges (Aug 7, 2012)</li> <li>• Five Big Ideas for AT</li> </ul>	\$200,000	\$100,000
Porter's Lake Park & Ride	This MetroX terminal is planned for construction in 2013. Additional funding could help increase AT connectivity.	<ul style="list-style-type: none"> <li>• HRM Regional Transit Plan – Park &amp; Ride, Express, and Rural Transportation Services (Mar 28, 2008)</li> <li>• 2012/13 Annual Service Plan</li> </ul>	\$400,000	\$200,000
WorkShift Halifax (telecommuting module for HRM's SmartTrip Program)	Encouraging and facilitating the application of telecommuting and flex hours at workplaces, can have a significant benefit in reducing commuting demands on roadway infrastructure.	<ul style="list-style-type: none"> <li>• Transportation Demand Management Functional Plan (Jan 27, 2011)</li> </ul>	\$100,000	\$50,000

**DISCUSSION**

A letter from the Province dated February 6, 2013, indicates that NS Moves program funding for WorkShift Halifax and the AT Bridges Design has been approved. These two projects are among 26 successful applications from a total of nearly fifty received province-wide for total funding of just under one million dollars.

HRM's share of the funding for both projects is available in the approved 2012/13 Project Budget. Regional Council approval is required at this time for the Municipality to enter into a funding agreement with the Province. The Province has asked for expedited approval of funding agreements so that monies may be disbursed prior to their March 31, 2013, fiscal year-end.

Funding approval of the Active Transportation Bridge Design Project is within the authority of the Chief Administrative Officer and is planned to be made shortly after a Request for Proposal

call, which ends February 12, 2013. Funding approval of WorkShift Halifax must be done by Halifax Regional Council and is covered under a separate staff report.

The third project, Porter's Lake Park & Ride, was not successful in receiving funding from the NS Moves program but has approved funding from the HRM Project Budget and is proceeding.

Further descriptions of the two funded projects can be found in the submitted project applications attached to this report.

**FINANCIAL IMPLICATIONS**

Approval of a funding agreement with the Province will have positive implications to HRM's Project Budget by adding external funding that was not anticipated when the Budget was drafted. The specific financial implications of funding each project will be identified when the project is awarded. Budget availability has been confirmed by Finance.

**Budget Summary: Project No. CTU00420 - Active Transportation**

Cumulative Unspent Budget	\$698,124.32
<b>Add: NS Moves Funding</b>	<b><u>\$100,000.00</u></b>
Balance	\$798,124.32

**Project No. CTR00908 - Transportation Demand Mgmt.**

Cumulative Unspent Budget	\$792,901.74
<b>Add: NS Moves Funding</b>	<b><u>\$ 50,000.00</u></b>
Balance	\$842,901.74

**COMMUNITY ENGAGEMENT**

Community engagement is an integral part of the Active Transportation Bridges project.

**ENVIRONMENTAL IMPLICATIONS**

The purpose of the NS Moves program is to make environmental improvements in the transportation sector. The fact that these two projects were selected through a competition, attests to their ability to address energy consumption and emissions from automobile traffic.

**ALTERNATIVES**

Regional Council may choose not to enter into an agreement with the Province to fund these projects.

**ATTACHMENTS**

Attachment 1: NS Moves Application: WorkShift Halifax

Attachment 2: NS Moves Application: Active Transportation Bridges Design

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

Report Prepared by: David McCusker, P.Eng., Manager, Strategic Transportation Planning, 490-6696

**Original Signed**

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

**Original Signed**

Financial Approval by: Greg Keefe, Director of Finance and Information Technology/CFO, 490-6308

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**ATTACHMENT ONE: WORKSHIFT PROGRAM**



Please see the program guidelines for a program description and information on eligibility.

Complete this form and submit it to [SABLEJL@gov.ns.ca](mailto:SABLEJL@gov.ns.ca) no later than noon on December 21, 2012. You are welcome to direct questions to Julia Sable, Policy Analyst, Department of Energy, at 424-8090. Please note, we may contact you for supplemental information during the evaluation process.

**1. YOUR INFORMATION**

<b>Organization Name:</b>	Halifax Regional Municipality		
<b>Contact Person &amp; Title:</b>	David McCusker Manger, Strategic Transportation Planning		
<b>Address:</b> HRM Strategic Transportation Planning PO Box 1749 Halifax, NS B3J 3A5	<b>Phone:</b>	902-490-6696	
	<b>Fax:</b>	902-490-6727	
	<b>E-mail:</b>	mccuskd@halifax.ca	
<b>Alternate Contact:</b> David Maclsaac	<b>Name, role:</b> TDM Supervisor	<b>Phone/ e-mail</b>	902-490-1665 <a href="mailto:macisad@halifax.ca">macisad@halifax.ca</a>

**2. PROJECT DESCRIPTION**

Please provide a brief description of the project. This should include information on: a) your objective(s), including learning objectives b) the need you are addressing c) how your solution will be effective in meeting this need and d) who your initiative will help and how. Ensure that your initiative relates to the objectives of Nova Scotia Moves as explained in the program guideline. (500 words or less)

**PROJECT TITLE:** SmartTrip - WORKshift Halifax

HRM's Regional Plan sets strategic direction for locating future growth and strives to ensure adequate infrastructure, programs and policy are in place to support that growth. In managing mobility demands, the Plan focuses on transit, active transportation and other transportation demand management measures. The **objective** of the SmartTrip WORKshift project is to pilot a fresh but tested approach to reducing single occupant commuting and to achieve the Regional Plan modal targets by shifting attitudes.

Imagine if 10% of the commuters who share the roads were suddenly working from their homes. Would this positively impact your day? Imagine the reduction in pollution and congestion.

*Fact - You don't have to go to work, to be at work.* A telework program enables employees to work where and when they are most effective; to think outside of the office. This may include working from home, a distributed work centre or client site, typically one to two days a week.

Halifax Regional Municipality is partnering with WORKshift to **address the need** to engage and inform HRM businesses and help facilitate an understanding and adoption of a culture of flexible and remote work. The WORKshift program promotes the adoption of formalized telecommuting programs with businesses and commuters by raising awareness, providing business and measurement tools, and assisting with the development of public policy.

WORKshift was first developed as a pilot project in Calgary, Alberta. The WORKshift team have worked for years to develop a solution to the challenges associated with adoption of flex work programs. They have created "WORKshift in a box": information, tools and access to best-in-class partners to assess organizational needs, build a business case, implement the program, measure results and ultimately "WORKshift Certify" businesses as WORKshift friendly. They are now ready to roll out their blueprint for success to other Canadian cities, and Halifax would like to replicate Calgary's success through a social franchise arrangement with WORKshift. The WORKshift resources **will be effective in meeting the need** by adapting a successful model in Nova Scotia.

This initiative is **designed to help Halifax employers**. A widely-adopted WORKshift culture would position Haligonians to reduce pressure on public infrastructure including roads and the transit system, and will further establish Halifax as one of the best places to live, work and play in the country. In the Calgary example, 2 new businesses chose to locate in Calgary based on the existence of the WORKshift culture.

Organizations that have embraced flexible work programs report marked return on investment through savings in real estate costs, increases in employee productivity, attraction and retention rates and significant reduction in the organization's carbon footprint. Telecommuting replaces unnecessary commutes with a commute on the information highway.

**Who else in your community or region is offering services or working in this area?**

Currently there are no other organizations or businesses providing this expertise to businesses and employers. WORKshift is the first program of its kind in North America and was created as the result of cooperation between three levels of government (municipal, provincial and federal). Launching nationally in January 2013, WORKshift is the first organization dedicated to a standards-based approach to flexible workplace practices, and provides clients a program for measureable implementation of company productivity.

We do recognize that teleworking and flex work is occurring within select organizations but there has



been little effort to formalize methods and mentor those wishing to implement this approach.

**Have you engaged with other members of the your community, and if so, how? Note: You will be asked to discuss your partnerships in the section below.**

We are presently working with a number of other employer partners within the municipality on other sustainable transportation options as part of our SmartTrip program. They would be the first group to be approached with the WORKshift option.

SmartTrip partners include: Dalhousie University, Admiral Insurance, McInnes Cooper, DND, Halifax Regional Municipality, Mountain Equipment Coop, Efficiency Nova Scotia, drugstore.com and the list is growing.

SmartTrip is continually building new business relationships and has met with over 15 different organizations to present our program offerings last year. This included one on one meetings, lunch and learns workshops, and classroom presentations. In addition SmartTrip launched a pilot community initiative with Portland Estates/Hills in the fall of 2012.

**What inspires you about this initiative? (200 words or less)**

**Innovative:** Revolutionizing the way we “go” to the office, HRM could reduce their commuter congestion and businesses can realize major operational savings. WORKshift is the first program of its kind anywhere.

**Business Plan:** WORKshift has a tested business plan that they will share. This includes a take-to-market strategy, a media relations and PR strategy and tools and resources as part of the package.

**Charismatic Leadership:** Robyn Bews, creator and curator of the WORKshift program has been with the program since the start and is known for her passion and dedication.

**Experience:** First conceived of in Calgary Alberta, Canada, WORKshift has worked with over 27 companies to help them understand the benefits of flexible work and more importantly, to adopt customized programs that work for their organizations.

**Risk Mitigation:** Calgary Economic Development and WORKshift have spent the past four years on a steep learning curve, overcoming obstacles to adoption, testing their framing, and their positioning for flexible work resulting in a program with accolades and a track record of success.

**Canadian:** WORKshift is a Canadian-born initiative that will allow cities to come together over a cause that will positively impact the livability and mobility in their cities, the health and happiness of their citizens and the productivity of their businesses.

### 3. IMPACT

**If applicable, what has been the impact of your work to date in this area? (200 words or less)**

SmartTrip has been working on building and developing our suite of options available to encourage behavioral change with HRM commuters. Our current work has focused mainly on commuting options that involve encouraging the use of “sustainable transportation” modes including:

**Guaranteed Ride Home** programs - 10 different employers participating in Guaranteed Ride Home over 550 individual employees registered. Between 2009 and 2011 participating HRM employers helped to reduce vehicle kilometers of travel by 4,836,000 km and had Greenhouse Gas reduction of 328,000 kg/year.

**SmartCycle Lunch and Learn** sessions were held at 12 different employer locations focusing on recreational and utilitarian use of the bicycle.

**EPass** implementation - (discounted annual MetroTransit pass) pilot for 2013 with four employers and includes registration of almost 500 participants. There is increasing interest in this discount pass from other HRM employers. Preliminary analysis has shown that at least 10% of EPass holders are new transit users or are significantly increasing their transit use.

The workshifting component provides another option to our business partners focusing on “travel avoidance”. Not all options are applicable to all partners and we need to build flexibility and innovative ideas into SmartTrip. WORKshift is a natural extension of our TDM work and is a fresh, new approach. It’s a shift in attitude and culture as much as it is a shift in behavior.

**What impact are you hoping to have in one year? Five years?**

**One Year:**

- Halifax Regional Municipality to be first out of the gate as a “social franchise” of WORKshift
- Create widespread brand and behavior awareness of WORKshift with HRM commuters and employers. We will “normalize” the concept of WORKshifting as a business strategy
- Model the behavioral change by implementing WORKshift within municipal worksites. Lead by example
- Educate the HRM workforce and more importantly the decision makers in the business community on the benefits of flexible work

**Five Years:**

- Significant number of HRM employers to be “WORKshift Certified”. WORKshift will do for the workforce – what LEED did for buildings
- Economic development opportunities: WORKshift Calgary had 2 business attraction success stories – decision to locate in Calgary attributed to WORKshift

- Reduce traffic stress to peninsular Halifax
- Increase the life of infrastructure including roads and transit
- People attraction – employees want to live where employers embrace WORKshift

**Identify a) one or two six-month milestones and b) one or two 12-month milestones. These can serve as benchmarks for determining whether you are heading in the direction you originally envisioned.**

**Six month milestones:**

- Approved and signed “social franchise” agreement
- Development of WORKshift communication plan
- Development, customization and printing of collateral for launch
- Launch Event – creating awareness and availability of resources
- Pre-Surveys completed
- Website –customized with WORKshift Halifax content (primary communication forum) [workshiftcanada.com/Halifax](http://workshiftcanada.com/Halifax)

**Twelve month milestones:**

- WORKshift employee on-site, dedicated to building a WORKshift culture within HRM businesses
- Media engagement – media onboard with program promotion (unpaid media attention)
- Leadership Summit and Call to Action – Host conference for HRM business leaders on telework
- Roll out of: WORKshift App, and Web-based Tool: Employer Quick Start and Booster Kits, and policy templates for WORKshift implementation

**How will you assess your progress? (250 words or less)**

***Note: It is recognized that especially for new projects, adjustments to your approach and even objectives may be necessary as time passes. You are encouraged to reflect on the results of your actions and readjust if necessary – and to capture the learning in this process.***

Evaluation of project results is central to the SmartTrip implementation model. The program conducts a baseline survey on employee travel behavior with every new employer and then conducts annual surveys to assess progress. The surveys also collect information on where employees live, barriers and opportunities to sustainable transportation for each employee, and demographic information. From this information, HRM is able to calculate modal shifts and the resulting environmental, health and even some economic benefits.

The program has commuting information from over ten employers in HRM, representing approximately 20,000 employees. The program has conducted result assessments for the Guaranteed Ride Home Program, SmartTrip Portland Hills/Portland Estates and the EPASS program.

WORKshift would be incorporated into this evaluation approach. The WORKshift App that has been created will be instrumental in the measurement of ROI for businesses and reporting long term impacts: including CO2 emission offsets, km avoided, time saved and # cars off the roads. Pre and post change surveys will be conducted. The website [workshiftcanada.com/Halifax](http://workshiftcanada.com/Halifax) will also be utilized to run reports on hits, usage, etc.

### Screen Shot of WORKshift App for calculating cost savings and results



**How will your project benefit others outside your geographic area of focus and/or advance sustainable transportation in Nova Scotia as a whole?**

WORKshift is designed to create a model for a regional telework program that can be easily and readily replicated across other jurisdictions. The program seeks to accelerate the adoption of alternative work styles, specifically telework within business communities. It is particularly innovative as it utilizes government funding to provide the business community with specific tools and resources to enable the adoption of a sought-after practice that has either been cost or time prohibitive. Additionally, this single comprehensive program addresses common issues including transportation and congestion, public infrastructure challenges, business competitiveness, talent attraction and pollution in a way that is measurable and reportable.

The program also has the potential to make living in rural areas of Nova Scotia more feasible. It will provide an option for employees who work in Halifax to continue to live in rural areas and thus help provincial goals for rural development.

#### **4. SUSTAINABILITY**

**Identify any partnering organizations and their contributions, and note if this is a new or established partnership. Specific details can be given in the next section on finances. Provide supporting documentation of contributions where possible.**

The partners in this project will be SmartTrip (Halifax Regional Municipality), Calgary Economic Development (WORKshift) and Nova Scotia Moves. These all would be new partnerships. (see attached financials)

While not part of this proposal, there is strong potential during implementation to partner with industry sectors that cater to the telework environment, particularly telecommunications and technology.

In addition, we would look forward to continuing and expanding our current positive relationship with the Halifax Chamber of Commerce. WORKshift will provide an excellent opportunity to develop new relationships with The Greater Halifax Partnership, Nova Scotia Business Inc. and Fusion Halifax, all economic leaders in our community with vested interests in thinking outside of the office.

**How will this initiative be managed and staffed? What expertise will project staff bring?**

Julie Wynn is HRM's SmartTrip Program Coordinator and will play a hands-on role in blending the WORKshift program into the growing SmartTrip toolkit for developing a sustainable transportation culture in the workplace. Julie will work closely with WORKshift in all aspects of the program development.

David McCusker will direct the overall project, manage the budgeting, and ensure continuity through to the implementation stage. David has 32 years of experience in the transportation field and is currently Manager, Strategic Transportation Planning with HRM.

Robyn Bews, WORKshift is the creator, curator and chief strategist of WORKshift. She remains the Executive of the organization today.

What started out as a passion for finding a better way to work, has morphed into transforming the way people and organizations operate. By challenging conventional thinking, Robyn Bews has become the leader in what can only be described as the revolution of the traditional workplace.

As a result of Robyn's leadership, advocacy and management, WORKshift has grown from Canada's first regional telework initiative to the defacto brand for all things related to flexible work in Canada.

Through the guidance of WORKshift, Calgary hosted of the first-ever Canadian Telework Work Week; over 30 Calgary-based companies are actively engaged in flexible work initiatives with proven ROI models; and Calgary based head offices cite WORKshift as a driver in their decision to move to Alberta.

It is not just Calgary groups recognizing WORKshift. The program and Robyn have received numerous accolades from both Canadian and international organizations including the Royal Bank of Canada award for "Most Innovative Economic Development Program", a Landmark Projects designation, an Economic Development Achievement of the year award and the International Economic Development Council Gold award for Sustainable and Green initiatives, in addition to five international marketing awards.

In her work, Robyn has advised hundreds of private and not-for-profit organizations across North America and municipalities around the world by offering a holistic ecosystem approach for organizations to make their WORKshift program a reality.

Robyn is dedicated to enhancing the quality of the discussions about the future of work. To that end, she oversaw Canada's first national white paper detailing the bottom line benefits of telework and has undertaken numerous media interviews with the likes of The Globe and Mail, CBC's The National, The National Post, Avenue Magazine, CTV, Canadian Business Magazine, Shaw, and Global News.

Robyn is sought after to tell the story about how companies who shift to this new reality will eventually win. Some of her recent presentations include:

- Telework Summit, Indianapolis: Keynote address - WORKshift (October, 2012)
- Canadian Association of Petroleum Land Administrators Annual Conference, Calgary: Keynote address- WORKshift: The Future of Work is NOW. (May 2012)
- International Economic Development Institute, San Diego: "WORKshift: an Economic Development Strategy" (January 2011)
- Telework Symposium, San Francisco: "WORKshift: The Leadership Track"- (September 2011,)
- Association of Commuter Transportation Annual Conference, Toronto: "WORKshift: The Most

**Sustainable Mode of Transportation” (November 2010)**

Robyn has a commerce degree from Acadia University and has worked as a marketer for multinational organizations including Calgary Economic Development, TELUS Communications and the United Nations.

**What factors in your community or organization will support this work continuing over time? Please note here if this work aligns with any existing plans, such as an Active Transportation Plan or Integrated Community Sustainability Plan.**

The Halifax Regional Municipality Transportation Demand Management Functional Plan clearly encourages the use of education, marketing and outreach to influence travel behavior. WORKshift is an example of “soft” infrastructure and no physical infrastructure is required. Set up with WORKshift is measurable and reportable.

**What potential barriers do you foresee in moving towards your goals (short and long term)?**

- Lack of management buy-in is the most commonly cited obstacle to the adoption of telecommuting programs. It’s clear managers fear that left unmonitored, employees will not work as hard as they otherwise would. Overcoming these myths is the primary objective of the WORKshift program in the early stages.
- Organizations may feel that they are not able to commit the time and resources to pilot a telework program.

**5. BUDGET AND FINANCES**

Provide a summary of the project expenses using the following table, creating new rows as necessary. You can request funding for fiscal year 2012-2013 and 2013-2014. If requesting funding for both years, provide one table per year requested. Review the program guideline for details on eligible costs. This table is also available in spreadsheet format for your convenience.

**Year One**

Expense Category	Details	Nova Scotia Moves Request (\$) 50,000	Contributor 1 Halifax Regional Municipality		Contributor 2 WORKshift		Total \$
			Cash \$50,000	In Kind \$	Cash \$	In Kind \$15,000	
Personnel (salary/wages, etc.)	WORKshift staff		15,000				\$15,000
Professional Fees (technical, consulting, legal, contracting, etc.)		50,000				7,500	\$57,500
Equipment/Supplies	Event Launch – development of collateral and communication pieces		20,000				\$20,000
Equipment Rental							
Administration Costs	Social Franchise Fee, Application, WORKshift methods, Brand name, WORKshift App, Website and other available WORKshift tools		15,000				\$15,000
Travel Costs						7,500	\$7,500
Other (please specify)							
<b>TOTAL</b>		\$50,000	\$50,000			\$15,000	\$115,000



### Funding Source Details

Summarize the total amount to be contributed to the project from each partnering institution or source, including requested funding from Nova Scotia Moves. Note that projects should have at least 25% funding from local or municipal sources.

Indicate if this funding has been confirmed and provide proof (e.g., letter of support or contribution agreement). Include funding history for earlier phases of the project (if applicable). Create new rows for additional funding sources if necessary.

Contributor	Contact Name & Information	Funding Phase	Contribution (\$)			% of overall total	Confirmed? (Y/N)
			Cash	In-kind	Total		
HRM **	D McCusker 902-490-6696 <a href="mailto:mccuskd@halifax.ca">mccuskd@halifax.ca</a>	1st	50,000		50,000	43	**
NS Moves	Julia Sable 902-424-8090 <a href="mailto:sablej@gov.ns.ca">sablej@gov.ns.ca</a>	1st	50,000		50,000	43	N
WORKshift	Robyn Bews 403-221-7895 <a href="mailto:rbews@calgaryeconomicdevelopment.com">rbews@calgaryeconomicdevelopment.com</a>	1st		15,000	15,000	14	Y
<b>Total</b>	---	----	100,000	15,000	115,000	100%	----

Provide explanatory notes, if necessary.

\*\* Although HRM funds are available for this project through approved capital budgets, authorization to initiate this project or to enter into an agreement for external funding is subject to final approval of Halifax Regional Council.

## 6. ATTACHMENTS

If you would like to attach supporting materials, please list them here. Community groups are strongly encouraged to provide a letter of support from their municipality.

You are also invited to provide a short video (approximately 2 minutes) or other creative material to help communicate your project to the public. This is optional at the application stage, but will be requested if you are selected for funding.

File Name	Description
WORKshift	Memory stick - 4.30 min video -overview of the WORKshift program
WORKShift	Brochure – Think outside of the office Brochure – is there a better way to go?
WORKshift Canada	Whitepaper - WORKshift Canada: The Bottom Line on Telework

***Thank you for your contribution to supporting sustainable transportation in Nova Scotia!***

***You will receive an e-mail confirming receipt of your application.***

### CONFIDENTIALITY STATEMENT

***All information submitted to the Government of Nova Scotia as part of an application to the Nova Scotia Moves program will be governed by the provisions of the Freedom of Information and Protection of Privacy Act (<http://www.gov.ns.ca/legislature/leqc/statutes/freedom.htm>). Any information submitted will be retained by the Government of Nova Scotia.***

**ATTACHMENT TWO: ACTIVE TRANSPORTATION BRIDGES DESIGN**

Nova Scotia Moves:



Pilot Program Application

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Please see the program guidelines for a program description and information on eligibility.

Complete this form and submit it to [SABLEJL@gov.ns.ca](mailto:SABLEJL@gov.ns.ca) no later than noon on December 21, 2012. You are welcome to direct questions to Julia Sable, Policy Analyst, Department of Energy, at 424-8090. Please note, we may contact you for supplemental information during the evaluation process.

**1. YOUR INFORMATION**

<b>Organization Name:</b>	Halifax Regional Municipality		
<b>Contact Person &amp; Title:</b>	David McCusker Manager, Strategic Transportation Planning		
<b>Address:</b>  P.O. Box 1749 Halifax, NS B3J 3A5	<b>Phone:</b>	490-6696	
	<b>Fax:</b>	490-6727	
	<b>E-mail:</b>	mccuskd@halifax.ca	
<b>Alternate Contact:</b>  David MacIsaac	<b>Name, role:</b>  TDM Supervisor	<b>Phone/e-mail</b>	490-1665 macisad@halifax.ca

## 2. PROJECT DESCRIPTION

Please provide a brief description of the project. This should include information on: a) your objective(s), including learning objectives b) the need you are addressing c) how your solution will be effective in meeting this need and d) who your initiative will help and how. Ensure that your initiative relates to the objectives of Nova Scotia Moves as explained in the program guideline. (500 words or less)

### PROJECT TITLE: DESIGNING ACTIVE TRANSPORTATION BRIDGES

HRM's Regional Plan sets strategic direction for locating future growth and strives to ensure adequate infrastructure, programs and policy are in place to support that growth. In managing mobility demands, the Plan focuses on transit, active transportation and other transportation demand management measures. The objective of Designing Active Transportation Bridges project is to enhance the contribution of active transportation (AT) towards achieving the Regional Plan goal.

The intent of this project is to hire an engineering consultant to design five AT bridges of varying lengths and one at-grade rail crossing. These bridges will help to overcome barriers that currently limit AT access to the Regional Centre as well as improving the regional trail network. The locations and a description of the setting and important connections associated with those proposed bridges/crossing are provided as an attachment to this document.

The Circumferential Highway and the CN Main Line define the boundary of the Regional Centre but, by their nature, have a limited number of locations where they can be crossed. HRM's Regional Plan relies heavily on connectivity to the Regional Centre, but this results in the few entry points becoming congested and a hindrance to AT. Creating separate AT crossing locations, well connected to the regional AT network, can greatly improve the safety and effectiveness, not to mention the visibility of the AT travel choice.

In addition to three bridges and one rail crossing connecting to the Regional Centre, two short bridge crossings within the urban area of the regional trails network will be designed. There are many potential locations for such bridges and we expect that these designs will act as a template for future projects. These are bridges within existing trails networks that help to connect residential areas to community destinations and employment.

Earlier this year, HRM commissioned an engineering assessment and determined that bikeway deck panels and safety rails that will be removed from the Macdonald Bridge in 2015 can be reused in new AT bridges to reduce their cost in certain cases. The Designing AT Bridges project will strive to optimize the use of these salvaged materials in the design of the new bridges.

**Who else in your community or region is offering services or working in this area?**

Community trails groups belonging to the Halifax Regional Trails Association (HRTA) work hand-in-hand with HRM in developing and maintaining the regional AT network.

**Have you engaged with other members of the your community, and if so, how? *Note: You will be asked to discuss your partnerships in the section below.***

We have engaged with members of HRTA in identifying priority locations for new AT bridges and our acquisition of salvaged bikeway panels from the Macdonald Bridge includes sufficient stock to provide panels to individual trails groups for what we anticipate to be their needs for the next ten years. Engagement with the AT Advisory Committee has also helped us to shape this proposal.

**What inspires you about this initiative? (200 words or less)**

We are inspired by this initiative for several reasons.

The first is that we will be making a very visible statement that we are investing in infrastructure specifically intended for AT and physically separated from motor vehicle traffic. We have little doubt that the presence of these facilities will inspire a switch to AT for many of the people who cross into the Regional Centre by motor vehicle (because of the perception that there is little other choice) will be inspired by the presence of these facilities to switch to AT. Removing barriers to pedestrian movement in the urban core is about making a community and a region active, sustainable and most important of all, affordable. All these qualities are reduced as our reliance on the personable automobile increases.

We believe that these facilities can optimize access to key transit facilities and result in increases in transit ridership.

Finally, we are encouraged by the opportunity to reuse salvaged material in building new structures.

### 3. IMPACT

**If applicable, what has been the impact of your work to date in this area? (200 words or less)**

A Regional AT Plan was prepared and adopted in 2006. This document guides the expansion of the AT network for the next 25 years. Since adoption of the plan, over 60 km of bicycle lanes have been added to the network and over 40 km of trail.

We have three existing AT bridges that make effective connections into the Regional Centre and across the Halifax Harbour. These bridges span the Circumferential Highway at the Micmac Parclo (opened in 1992) and at Burnside Drive (opened in 2010) as well as the Macdonald Bridge bikeway/pedway (opened in 2000). The Macdonald Bridge bikeway, in particular, has been well used with an average of 145 one-way crossings in the morning commuter peak during an average day and up to 800 daily crossings on high usage days.

Many other urban components of the AT network have shown high usage. The Chain of Lakes Trail Association reported a one-year count of 10,000 users. Although no counts have yet been taken, the AT bridge at Burnside Drive appears to have increased AT trips into Burnside.

**What impact are you hoping to have in one year? Five years?**

In one year, the bridges will be designed but not yet built. Nevertheless, in the public mind we hope to tie these bridges into the impending removal of the bikeway from the Macdonald Bridge to demonstrate that even with the temporary closure of the bridge crossing for AT, new AT investments are being made.

In five years, we expect all five bridge crossings to be open and in operation for at least two years. We expect that the three bridges into the Regional Centre will be well used in addition to being accepted and appreciated by the adjacent residents and businesses and viewed as a positive investment by the general public.

**Identify a) one or two six-month milestones and b) one or two 12-month milestones. These can serve as benchmarks for determining whether you are heading in the direction you originally envisioned.**

Six months

- Bridge designs completed, approved and ready for tender
- Public consultation on bridges completed

Twelve months

- Tenders issued for five AT bridge projects

**How will you assess your progress? (250 words or less)**

***Note: It is recognized that especially for new projects, adjustments to your approach and even objectives may be necessary as time passes. You are encouraged to reflect on the results of your actions and readjust if necessary – and to capture the learning in this process.***

The success of the AT bridges will be gauged on the number of crossings. HRM undertakes cordon line counts into and out of the Regional Centre twice a year and currently the percentage of person-trips crossing the Regional Centre cordon line is about 0.3% by bicycle and 5.2% on foot. Our target is to increase the combined percentage to 10% within five years.

We will assess the progress towards achieving our milestones listed above by checking in with key stakeholders and other HRM staff. Measurement of cordon line crossings will be expanded to include the new dedicated AT crossings.

**How will your project benefit others outside your geographic area of focus and/or advance sustainable transportation in Nova Scotia as a whole?**

The intent of our project is to show that crossing major barriers with AT-specific infrastructure can result in measurable increases to AT commuting. We believe this success can be used to justify further investment not only locally, but in other urban regions of the province.

#### **4. SUSTAINABILITY**

**Identify any partnering organizations and their contributions, and note if this is a new or established partnership. Specific details can be given in the next section on finances. Provide supporting documentation of contributions where possible.**

Halifax Harbour Bridges has agreed to donate deck panels and safety railing for the construction of new AT bridges. The estimated salvage value of these materials is \$52,000. While we see this as a valuable in-kind contribution to the ultimate project, we have not considered it as such in the proposed project which deals only with the design phase.

The AT Advisory Committee is an advisory committee to the Transportation Standing Committee of HRM and is comprised of a wide range of stakeholders in the AT field. The committee will be used to review the project at key milestones and provide input and direction. The Halifax Regional Trails Association is the coordinating body for 20 trails groups within HRM. These groups promote AT and build and maintain key components to the regional AT network. This group will also provide input into the design process and some individual groups will become stewards of bridges.

The Halifax Urban Greenway Association (HUGA) is a small but committed community trail group which has been partnering with HRM in community liaison, planning and design review since 2000. HUGA is responsible for ongoing maintenance of the Halifax Urban Greenway, has developed a new community park at the Phase One trailhead, and is a member of Our HRM Alliance. HUGA will be stewards of the two bridges and one at-grade crossing of the CN main line.

**How will this initiative be managed and staffed? What expertise will project staff bring?**

The project will be managed by HRM staff using the following key personnel:

Anne Sherwood, P.Eng. – Anne will manage the design project. She is a professional engineer with over nine years of experience and has led the delivery of a number of key capital projects for HRM. Specific to the requirements of this project, she was project manager for the AT bridge across Highway 111 at Burnside Drive and was involved in the design and construction administration of an AT bridge across Highway 417 in Kanata, ON.

Hanita Koblents – Hanita will assist in steering the design work and will provide expertise in AT functionality and safety. She will provide coordination between the project and the two advisory groups. Hanita is HRM's AT Coordinator and is a landscape architect and planner with over 10 years of experience.

David McCusker, P.Eng. – David will direct the overall project and ensure continuity through to the tendering, construction and operation phases. David has 32 years of experience in the transportation field and is currently Manager, Strategic Transportation Planning with HRM.

**What factors in your community or organization will support this work continuing over time? Please note here if this work aligns with any existing plans, such as an Active Transportation Plan or Integrated Community Sustainability Plan.**

This project aligns well with HRM's Active Transportation Plan (approved by Regional Council in 2006) and with the AT Advisory Committee's Five Big Ideas for AT (approved by Regional Council in 2012).

While some or all of the bridges that ultimately get constructed will become part of a trail system managed and maintained by a trails group, HRM is in the process of developing policy that place on us the responsibility for maintenance and capital upgrading of AT bridges. The monitoring and general upkeep of the bridge would be a responsibility jointly shared by HRM and the trails group.



**What potential barriers do you foresee in moving towards your goals (short and long term)?**

- Objections to bridge location from residents in the nearby area threatens the project
- Approval and coordination with CN (crossing their main line) and NSTIR (crossing Highway 111) becomes problematic
- Regional Council does not approve funding for construction
- Utilization of these bridges does not meet expectations and political appetite for further investment lessens

**5. BUDGET AND FINANCES**

*Provide a summary of the project expenses using the following table, creating new rows as necessary. You can request funding for fiscal year 2012-2013 and 2013-2014. If requesting funding for both years, provide one table per year requested. Review the program guideline for details on eligible costs. This table is also available in spreadsheet format for your convenience.*

**Year One**

Expense Category	Details	Nova Scotia Moves Request (\$)	Contributor 1 (HRM)		Contributor 2 (name)		Total \$
			Cash \$	In Kind \$	Cash \$	In Kind \$	
Personnel (salary/wages, etc.)							
Professional Fees (technical, consulting, legal, contracting, etc.)	Engineering Design Consultant	\$100,000	\$100,000				\$200,000
Equipment/Supplies							
Equipment Rental							
Administration Costs							
Travel Costs							
Other (please specify)							
<b>TOTAL</b>		\$100,000	\$100,000				\$200,000

### Funding Source Details

Summarize the total amount to be contributed to the project from each partnering institution or source, including requested funding from Nova Scotia Moves. Note that projects should have at least 25% funding from local or municipal sources.

Indicate if this funding has been confirmed and provide proof (e.g., letter of support or contribution agreement). Include funding history for earlier phases of the project (if applicable). Create new rows for additional funding sources if necessary.

Contributor	Contact Name & Information	Funding Phase	Contribution (\$)			Percent of overall total	Confirmed? (Y/N)
			Cash	In-kind	Total		
HRM	D. McCusker	Approved 2012/13 Budget	\$100,000		\$100,000	50	Yes see note
<b>Total</b>	---	----	\$100,000		\$100,000		----

Provide explanatory notes, if necessary.

Although HRM funds are available for this project through approved capital budgets, authorization to initiate this project, or to enter into an agreement for external funding is subject to final approval of Halifax Regional Council.

### 6. ATTACHMENTS

If you would like to attach supporting materials, please list them here. Community groups are strongly encouraged to provide a letter of support from their municipality.

You are also invited to provide a short video (approximately 2 minutes) or other creative material to help communicate your project to the public. This is optional at the application stage, but will be requested if you are selected for funding.

File Name	Description
HRM.ATbridges.pdf	Location of AT bridges/crossing proposed for engineering design

***Thank you for your contribution to supporting sustainable transportation in Nova Scotia!***

***You will receive an e-mail confirming receipt of your application.***

**CONFIDENTIALITY STATEMENT**

***All information submitted to the Government of Nova Scotia as part of an application to the Nova Scotia Moves program will be governed by the provisions of the Freedom of Information and Protection of Privacy Act (<http://www.gov.ns.ca/legislature/legc/statutes/freedom.htm>). Any information submitted will be retained by the Government of Nova Scotia.***