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**Item No. 11.2.1**  
**Halifax Regional Council**  
**February 11, 2013**

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

Original Signed

**SUBMITTED BY:** Councillor Lorelei Nicoll, Chair  
Community Planning and Economic Development Standing Committee

**DATE:** January 27, 2014

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

**ORIGIN**

A motion approved by the Community Planning and Economic Advisory Standing Committee at a meeting held on Thursday, January 23, 2014.

**LEGISLATIVE AUTHORITY**

Section 21 of the Halifax Charter regarding Standing, Special, and Advisory Committees.

Section 3.3 of the Committee's Terms of Reference – Oversight of HRM's community building initiatives in the areas of arts, culture, & recreation and related facilities strategies.

**RECOMMENDATION**

The Community Planning and Economic Development Standing Committee recommend Halifax Regional Council:

1. Endorse public realm improvement project list for eligibility under the 5 Year, \$50 Million Capital Improvement Campaign, as described in the Project identification and evaluation section of the January 23, 2014 supplementary staff report;
2. Commit to a \$50 million program, contingent upon other levels of government funding with one third municipal contribution of \$17 million spread evenly over the five years, beginning with \$3.4 million in fiscal year 2014/15;

*recommendations continued pg. 2*

3. Authorize staff to enter into negotiations with the federal and provincial governments on partnership agreements and funding of the public realm improvements identified in the report; and
4. Endorse the creation of a strategic urban reserve to fund the on-going maintenance and renewal of the projects proposed in the 5-year public realm improvement campaign and similar future projects, as well as urban core beautification, pole free area, public art and other streetscape improvements; and direct staff to bring a reserve fund business case as outlined in the staff report no later than spring 2015.

### **BACKGROUND**

At the December 12, 2013 meeting of the Community Planning and Economic Development Standing Committee, staff submitted a report in response to motion passed by the Standing Committee August 8, 2013 approving a draft decision making matrix that sets out criteria for which urban core public realm improvements projects can be assessed and prioritized between 2014/15 and 2018/19. A subsequent Supplementary staff report was submitted to the Standing Committee's January 23, 2014 meeting.

### **DISCUSSION**

At the December 12, 2013 meeting staff responded to a number of questions from the Committee. The Committee generally supported the staff recommendation, but referred the report back to staff for a supplementary report to consider the following items:

- to include completion of the Gottingen Street Capital District streetscaping project as well as the University Avenue Active Transportation Project in the matrix (project list).
- revise Recommendation 4 so that the Strategic Reserve's mandate includes and defines enhanced maintenance and renewal of projects proposed in the report as well as urban core beautification, pole free area, public art and infrastructure and similar projects.

Staff responded back to the Committee's January 23, 2014 meeting with a supplementary report. The Committee approved the staff recommendation with one minor revision to recommendation 4, to direct staff to bring a reserve fund business case as outlined in the staff report no later than spring 2015.

### **FINANCIAL IMPLICATIONS**

The financial implications are as outlined in the attached January 23, 2014 staff report.

**COMMUNITY ENGAGEMENT**

The Community Planning and Economic Development Standing Committee is a Committee of Regional Council comprised of six Councillors. The meetings are open to the public and the Committee's agendas, minutes, and reports can be viewed at Halifax.ca.

**ENVIRONMENTAL IMPLICATIONS**

No environmental implications have been identified.

**ALTERNATIVES**

No alternatives were provided by the Community Planning and Economic Development Standing Committee.

**ATTACHMENTS**

1. Supplementary staff report dated January 23, 2014 regarding 5 Year, \$50 Million Capital Improvement Campaign

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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:           Sheilagh Edmonds, Legislative Assistant

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**Community Planning & Economic Development  
January 23, 2014**

**TO:** Chair and Members of Community Planning & Economic Development

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

**DATE:** January 23, 2014

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

**SUPPLEMENTARY REPORT**

**ORIGIN**

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

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

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

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

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

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



December 12, 2013 Community Planning and Economic Development Standing Committee referred the 5 Year, \$50 Million Capital Improvement Campaign report back to:

1. Revise recommendation 2 to include completion of the Gottingen Street Capital District Streetscaping Project as well as the University Avenue active transportation project in the matrix; and
2. Revise recommendation 4 so that the Strategic Reserve's mandate includes and defines enhance maintenance and renewal of projects proposed in the report as well as urban core beautification, pole free area, public art and infrastructure and similar projects.

### **LEGISLATIVE AUTHORITY**

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

**79 (1)** The Council may expend money required by the Municipality for (aa) streets, culverts, retaining walls, sidewalks, curbs and gutters; (ab) private roads, culverts, retaining walls, sidewalks, curbs and gutters that are associated with private roads and are identified and approved for expenditure by the Council; (ac) placing underground the wiring and other parts of a system for the supply or distribution of electricity, gas, steam or other source of energy or a telecommunications system; (ah) playgrounds, trails, including trails developed, operated or maintained pursuant to an agreement made under clause 73(c), bicycle paths, swimming pools, ice arenas and other recreational facilities; (ai) public grounds, squares, halls, museums, parks, tourist information centres and community centres; (aj) public markets; (ak) property held by trustees for the use of the public.

### **RECOMMENDATIONS**

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

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

## **BACKGROUND**

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

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

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

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

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

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

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

## **DISCUSSION**

### **Importance of the Urban Core:**

HRM's urban core is representative of the broader community's economic health, culture, history, and community pride. Its function and appearance are important to the attraction and retention of commercial, retail and industrial businesses; as well as the recruitment and retention of what is one of the economy's most important assets – people. The urban core is the nucleus of

the hub city of the Atlantic Provinces and the showcase for greater Halifax because of its concentration of historic, cultural and economic assets.

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

The benefits of urban core improvements extend beyond the boundaries of the geography. Success throughout the municipality is connected to the economic strength of its urban core. While Halifax downtown occupies 0.0012% of the land area of HRM, and only 1% of the population (4,500 persons) lives downtown, this area has 46% of office floor space, 15% of jobs and generates 8% of HRM's property tax revenue.

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

Significant projects in the Urban Core in recent years include:

- The new central library, that is currently under construction, representing a municipal contribution of over \$20 million;
- Approximately \$3.9 million invested in the Emera speed skating oval to date;
- The major restoration of City Hall, representing over \$7.0 million; and
- The Dartmouth Transit Terminal represents a \$14 m investment
- Waterfront related work in Dartmouth is valued at \$1.2 m
- Active Transportation investment in both downtown Dartmouth and Halifax figures at \$450,000.

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

Staff are also working on a number of other significant future initiatives, at the direction of Council, including;

- Cogswell Interchange
- Canal Greenway
- Active Transportation Network connections
- Dartmouth Common

While strategically important, these projects are not seen as fitting the idea put forward in the Economic Strategy and by CPED that the expenditure of 50 million dollars in five years target a series of highly impactful, quick hit, public realm investments aimed at repairing and enhancing the public realm, signaling a meaningful commitment to downtown and be of potential interest to

other levels of government as funding partners in the near term. It was under this concept that the final list of projects was developed for further evaluation.

**Benefits of Public Realm Improvements:**

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

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

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

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

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

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

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

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

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

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

***Fiscal Benefits:*** Public and private realm beautification can increase property values. A study of public investments in the City of Philadelphia that examined the economic impact on property values of a range of place-based public investments, including: commercial-corridor improvements; vacant land management; neighborhood greening strategies such as green streetscapes; business improvements districts; and quality-of-life interventions (public safety, school improvements, and access to transit), showed significant correlation between public investment and property values. It also showed a negative impact from proximity to vacant lots and poorly maintained commercial corridors. The study showed that adjacency to a neglected vacant lot subtracts 20% of the value from a home, relative to comparable homes farther from the site, but that this negative effect can be reversed with cleaning and greening of vacant lots. The study also showed a 28% gain in value to homes in near proximity to streetscaping improvements such as tree plantings, container plantings, pocket parks, parking lot screens and median plantings.

#### **Measuring Success of Public Realm Improvements:**

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

Measures of success of urban core public realm improvements include increased use of the public realm and the increased use and valuation of adjacent private properties. Subject to data availability, areas surrounding public realm projects will be assessed before and after against a variety of indicators, such as pedestrian counts, retail vacancy data, assessment levels, and



business openings and closings. In addition, the Regional Centre measures for the Economic Strategy noted above (such as building permits and population growth), will provide a broader sense of the health of the urban core and regional centre.

**\$50 Million Public Realm Improvement Campaign:**

As articulated in the Economic Strategy, the objective of the \$50 million public realm improvement campaign is to further the liveability and attractiveness of our urban core. Public realm improvements are just one of the many tactics that can contribute to this objective by improving the appearance and function of the public realm and by spurring private sector investment in the urban core.

**Project Identification and Evaluation:**

A project team, which included staff from HRM, GHP and members of the SUP, worked toward the development of the \$50 million public realm improvement campaign. The team developed a decision making matrix, which described the criteria against which projects would be assessed, and set out a scoring mechanism to compare potential public realm improvement projects. The project team also generated a list of potential projects for consideration and evaluation. The project list included twelve projects that had been previously identified and broadly scoped either by the municipality or urban core stakeholders. This does not preclude other projects not included in the matrix from being considered. Additional projects can be funded through the regular capital budget process or the existing strategic growth reserve.

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

*Strategic criteria:*

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

*Tactical Criteria:*

- Readiness
- Affordability/Reach
- Private Funding Opportunities

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

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

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

#### **Partnership Opportunities:**

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

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

#### **Approach and Timing:**

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

#### **Strategic Urban Reserve:**

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

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

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

Properties in the urban core tend to attract a higher market value than properties in other areas of HRM. Based on this, it is recommended that 5% of the net proceeds from the sale of land in the urban core be dedicated to this fund. Over the past five years, the sale of land in the urban core has realized approximately \$30,000,000, with a potential over the next five years to generate approximately \$44,000,000. This includes St. Pats High School, Bloomfield, Red Cross Building, Lower Water and George Streets, Dartmouth Waterfront Lands, Lyle Street and 90 Alderney Drive, but excludes Cogswell and Queen Streets. These proceeds would fund the reserve approximately \$2,200,000. This would help augment the extraordinary lifecycle maintenance associated with downtown public realm improvements. Opportunities to fund other proposed reserve purposes (e.g additional future projects) will be explored as the Reserve Business Case is developed for Council approval. The reserve business case will come back to CPED for review before it is presented to Regional Council for approval.

### **FINANCIAL IMPLICATIONS**

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

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

### **COMMUNITY ENGAGEMENT**

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

### **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

### **ALTERNATIVES**

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



**ATTACHMENTS**

- Attachment 1 – Map of Regional Center and Urban Core Boundaries
  - Attachment 2 – Description of Urban Core Public Realm Improvement Projects
  - Attachment 3 – Detailed Scoring Matrix
  - Attachment 4 – Best Practice Examples
  - Attachment 5 – Glossary of Terms
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A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.html> then choose the appropriate Committee of Council and meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Report Approved by: \_\_\_\_\_  
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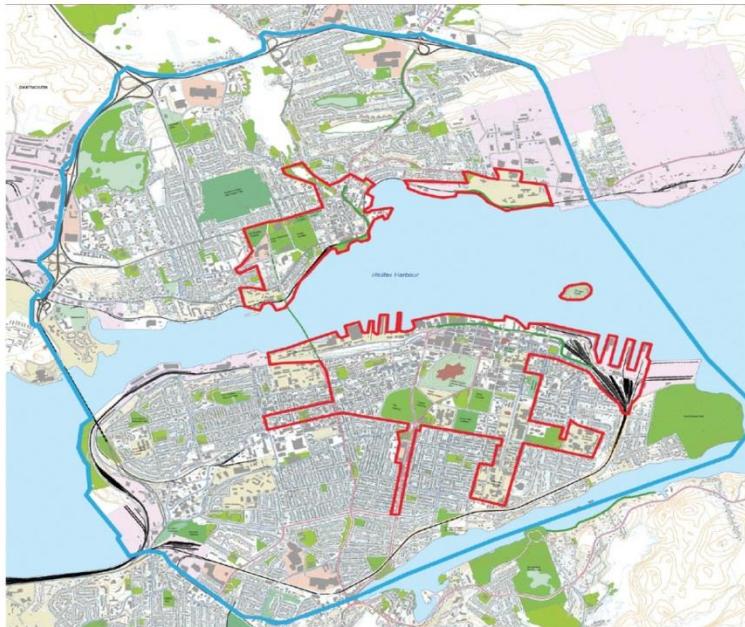
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Financial Approval by: \_\_\_\_\_  
Greg Keefe, Director of Finance & ICT/CFO, 490-6308

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**Attachment 1 – Urban Core**

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



HRM REGIONAL CENTRE AND URBAN CORE

REGIONAL CENTRE



URBAN CORE



**Attachment 2 – Descriptive of Urban Core Public Realm Improvement Projects**

**Candidate Project Descriptions:**

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

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

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

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

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

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

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

***Quinpool Road*** – A less ambitious and costly version of a previous plan would see trees, lighting, streetscape amenities added to Quinpool, in conjunction with its identification as an

important downtown service area and corridor for potential commercial and residential intensification.

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

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

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

***Gottingen Street*** – A streetscape concept was developed for Gottingen Street in 2003 and implemented from Cogswell Street up to, and including, the George Dixon Centre. As part of HRM by Design Gottingen Street was identified for its importance as both a major entrance for commuter traffic into the downtown and as an eclectic local service centre. Any additional improvements would be meant to build upon this and foster additional investment in the area.

Project List		Spring Garden Road	George / Carmichael	King's Wharf Connector	Argyle Street	Barrington St	Granville Mall	University Ave Active Transportation	Quinpool Road Modified	Portland Street Extended	Ochterloney Street	WiFi in Urgan Core	Gottingen Street Streetscaping		
<b>Aligns w/ Existing Council Direction:</b>															
HRMbyDesign, Active Trans. Plan, HRM Cultural Plan, Capital Ideas Paper, Public Lands Plan, Economic Strategy, etc.		Yes or No	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
<b>Strategic Criteria</b>		Multiplier													
<b>Public Benefit:</b> - improves economic outcomes (retail, commercial, tourism, clustering of economic activity) - promotes active & healthy lifestyles, improves accessibility & connectivity - promotes social cohesion &/or improves access to public realm for a diverse group of users - improves environmental outcomes (emissions, improved public buildings, trees, noise levels, air quality) - makes core safer (reduce accidents, crime reduction, more eyes on the street, reduce broken window effect) - creates a positive identity, pride of place, enhances heritage (natural and cultural), attracts people to visit		1-5 pts	x 4	5	5	4	5	5	3	4	5	5	4	3	3
<b>Maximizes Impact of New Investment:</b> - Leverages other public or private investment - makes core relevant/usable to all residents & visitors - improves the attractiveness of core		1-5 pts	x 3	5	3	4	5	5	5	4	3	4	4	4	3
<b>Capitalizes on Existing Strengths &amp; Assets:</b> - inherited assets: improves or builds upon image & brand - enhances previous strategic investment		1-5 pts	x 2	5	5	5	5	5	4	4	3	4	3	4	3
<b>SUB-TOTAL:</b>				45	39	38	45	45	35	37	35	40	34	32	27
<b>Tactical Criteria</b>															
<b>Readiness</b> - Idea phase (1) - Concept design complete (2) - Tender ready (3) - Tender complete/shovel ready (4)		1-4 pts		2	2	1	2	2	1	1	3	2	1	1	2
<b>Affordability/Reach</b> - Value for money invested (2) - Magnitude of change/number of people effected (2)		1-4 pts		3	2	1	4	3	1	2	2	1	2	4	2
<b>Private Funding Opportunities</b> - funding support, synergies, private investment opportunities, cost sharing		0-3 pts		2	1	3	3	2	1	2	1	0	0	2	1
<b>SUB-TOTAL:</b>				7	5	5	9	7	3	5	6	3	3	7	5
<b>TOTAL SCORE:</b>				52	44	43	54	52	38	41	41	43	37	39	32
<b>PROJECT RANKING:</b>				2	3	4	1	2	7	5	5	4	8	6	9

**Attachment 4 - BEST PRACTICES**

- Transition of Brooklyn's working waterfront to Brooklyn Bridge Park
- Pueblo Urban Renewal Authority
  - Creates plan areas for 25 year plans
  - Assessment is done and a plan is developed
  - Renewal includes public investment including in beautification and incentive programs
- The Loring Greenway is a pedestrian walkway in Minneapolis that stretches from the Nicollet Mall near Peavey Plaza to the Berger Fountain in Loring Park. It is a landscaped urban passage used by thousands of people every day as they commute between Minneapolis' downtown and the residential areas surrounding Loring Park.
  - For many years residents worked on Greenway improvements as a committee of the Citizens for a Loring Park Community (CLPC), a neighborhood organization. Using a Minneapolis Neighborhood Revitalization Program (NRP) Phase I grant of \$60,000 dollars, a new playground was constructed and lighting was improved to make the Greenway safer at night. The committee also sought to repair the Greenway's crumbling walkways and to renew its plantings and fountains. Much of this was accomplished during the summers of 2007 and 2008, at a cost to the city of over \$2.8 million.
- Highline Garden New York
- Tel Aviv Port Project - Situated on one of Israel's most breathtaking waterfronts, the Tel Aviv Port was plagued with neglect since 1965, when its primary use as an operational docking port was abandoned. The recently completed public space development project managed to restore this unique part of the city, and turn it into a prominent, vivacious urban landmark.
- Fall Creek Place is located only two miles north of Downtown Indianapolis and has a unique blend of housing types over a wide range of prices.
  - As recently as 2000, the neighborhood was known as "Dodge City" because of its high crime rate. While many families continued to live in the area, vast portions of the neighborhood were comprised of vacant lots and boarded-up homes--the result of decades of disinvestment.
  - In July of 2001, with help from a \$4 million Home Ownership Zone grant from the U.S. Department of Housing and Urban Development, the Fall Creek Place development began. Vacant lots, abandoned homes and dilapidated homes were acquired, new streets, sidewalks, lighting, utilities, and trees were installed, and special financing packages were assembled for homebuyers. Today, more than 400 new families join many long-time residents in calling the neighborhood home.
  - Revitalization efforts included public realm investments:
  - The neighborhood is much "greener" than before, with one new city park, three new neighborhood parks and a new linear greenway along Fall Creek.
  - \$15 million of public infrastructure improvements brought completely new sidewalks, street and alley resurfacing, historic lighting, tree planting and buried utilities.

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



## **ATTACHMENT 5 – GLOSSARY**

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

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

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

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

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

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



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

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

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

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