


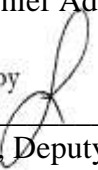
**Item No. 11.1.3**  
**Halifax Regional Council**  
**May 13, 2014**

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

**SUBMITTED BY:**

Original signed by 

Richard Butts, Chief Administrative Officer

Original Signed by 

Mike Labrecque, Deputy Chief Administrative Officer

**DATE:** April 7, 2014

**SUBJECT:** St. Patrick's Alexandra Site – 2277 Maitland Street, Halifax

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**ORIGIN**

October 30, 2012 Minutes of Regional Council:

***On Motion Put and Passed:***

1. Halifax Regional Council repeal the current practice of selling surplus school properties passed as policy on January 31, 2012;
2. Adopt by resolution a process to dispose of the surplus school property known as St. Patrick's Alexandra, Halifax, as outlined in Appendix "A" and that this process be used for the disposal of this property in consideration of the Court Decision with an amendment to allow for community public consultation prior to the initiation of a process requesting proposal submissions from non-profit groups so that the local community has the opportunity to discuss and comment on options for the property, with minutes from the public consultation being included in the staff report to Council.

**LEGISLATIVE AUTHORITY**

The *Halifax Regional Municipality Charter*, Part III, Sections 61 and 63, for sale or lease of municipal property.

**Powers of Municipality regarding property**

**61 (5)** The Municipality may

- (b) sell property at market value when the property is no longer required for the purposes of the Municipality;

**Sale or lease of municipal property**

**63(1)** The Municipality may sell or lease property at a price less than market value to a non-profit organization that the Council considers to be carrying on an activity that is beneficial to the Municipality.

**(2)** A resolution to sell or lease property referred to in subsection (1) at less than market value shall be passed by at least a two thirds majority of the Council present and voting.

**(3)** Where the Council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the Council shall first hold a public hearing respecting the sale.

**(4)** The Council shall advertise the public hearing at least twice, in a newspaper circulating in the Municipality, the first notice to appear at least fourteen days before the hearing.

**(5)** The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale. 2008, c. 39, s. 63.

**RECOMMENDATION**

It is recommended that Halifax Regional Council:

1. Decline the proposal from the North Central Community Council Association, as per the Evaluation of Submissions for the Disposal of St. Pat's Alexandra (Attachment B); and
2. Conditional upon the satisfactory resolution of any remaining appeals of the Supreme Court decision of September 24, 2012, direct HRM staff to proceed to sell the property at market value, as per the "Special Procedure for Disposal of St. Pat's Alexandra" (see Attachment A for "Appendix A" from the October 30, 2012 Regional Council motion).

**BACKGROUND**

St. Pat's Alexandra School located at 2277 Maitland Street in Halifax was an active school on the peninsula of Halifax for generations. In 2011, the Halifax Regional School Board (HRSB) ceased operating a school on the site and subsequently control of the property was returned to the Municipality as of September 1, 2011.

Following transfer of the property to HRM, it was determined not to be required for municipal purposes and a Request for Proposal (RFP 11-039) was issued for the disposal of the property. The RFP was open to both for-profit businesses and non-profit organizations interested in purchasing the property. Following the closure of the RFP and review of the submissions, on December 13, 2011 Regional Council authorized the Mayor and Municipal Clerk to enter into an Agreement of Purchase and Sale to Jono Developments Ltd Partnership. Subsequent to that decision, concerns were raised regarding the process used in the disposal of St. Pat's Alexandra School, specifically the difference between the September 14, 2000 "Policy and Procedures for the Disposal of Surplus Schools" and the practice that had been followed for a number of years in disposing of surplus properties, including in RFP 11-039. As a result, on January 10, 2012, Regional Council rescinded the earlier motion related to the sale of the property and requested a staff report on the matter. After consideration of the resulting supplementary information report, at the January 24, 2012 meeting, Council passed a motion declaring the property as surplus to municipal requirements and authorizing the Mayor and Clerk to enter into an Agreement of Purchase and Sale with Jono Developments Ltd. Partnership subject to the repeal of the September 14, 2000 policy. Further, on January 31, 2012, Regional Council repealed the "Policy

and Procedures for the Disposal of Surplus Schools” dated September 14, 2000 and endorsed the then current practice as policy with respect to the disposal of surplus schools.

The decision of Council to sell the property was challenged by other proponents of RFP 11-039 by way of an Application for Judicial Review to the Supreme Court of Nova Scotia (Court). The Application was filed on February 1, 2012 by the North End Community Health Centre, the Richard Preston Centre for Excellence, and the Mi'kmaq Native Friendship Society on the grounds that Council failed to provide procedural fairness in its decision of January 24, 2012.

The application was heard in June of 2012 and a decision of the Court was issued on September 24, 2012. The Supreme Court decision quashed Council's decision on the basis that:

- (1) There was a denial of procedural fairness in that Council did not follow the September 14, 2000 “Policy and Procedures for the Disposal of Surplus Schools”, and,
- (2) the Jono Bid was not for market value and, as such, could not be approved pursuant to the *Halifax Regional Municipality Charter*.

In response to the Court ruling, on October 30, 2012, Regional Council adopted a process for the Disposal of St. Pat's Alexandra which substantially followed the content of the September 2000 “Policy and Procedures for the Disposal of Surplus Schools” and the intent of the Supreme Court decision. The process was included as “Appendix A” of the October 30, 2012 staff report and is included herein as Attachment A. The process includes a requirement for a staff evaluation of any applications prior to Regional Council's deliberation on the matter. In addition, Council directed that there be community public consultation prior to the start of the special procedure.

The Court's decision was appealed on May 16, 2013 by Jono Developments Limited. The Appeal is scheduled to be heard on May 14, 2014. Jono Developments has also commenced a legal action against the Municipality claiming damages for breach of contract for failure to complete the sale of the property.

## **DISCUSSION**

In summary, as a result of its October 30, 2012 motion and resulting process, Council has set up three broad steps to deal with the sale of this property. They are:

- (1) Community public consultation
- (2) Staff Evaluation of Non-Profit Proposals restricted to:
  - a. “Content Compliance”
  - b. “Viability”
  - c. “Compensation”
  - d. “Benefit to the Municipality”
- (3) Council decision to sell to non-profit or to proceed to market sale.

Community Public Consultations

The Community public consultations have been completed and results are included as schedules to Attachment B. The information gathered at those consultations stands on its own merits for Council to consider.

Staff Evaluation under the Procedure

The Staff Evaluation, undertaken by an Evaluation Committee, has been completed and is included as Attachment B. Under the Call for Submissions process, staff advertised the property to non-profits for a ninety day period. One submission was received, that of the North Central Community Council Association (NCCC). The NCCC is a newly formed association comprised of the Richard Preston Centre for Excellence, Mi'kmaw Native Friendship Centre and North End Community Health Centre. The NCCC's submission suggests a long-term vision over 5-10 years. The two main components are a community hub, and affordable housing. There are also plans for institutional office rental space in the community hub which is expected to use a considerable portion of the newer of the two school buildings. That space is proposed to be rented as incubator space to arts organizations and non-profits currently working in, or looking to work in the neighborhood.

The community hub is proposed to include the following:

- A home for the Richard Preston Centre for Excellence
- A new location for the Mi'kmaw Native Friendship Centre
- A new location for the North End Community Health Centre
- Short-term incubator space for local arts groups and other non-profit organizations
- Outdoor recreation space

The housing component of the submission involves providing home ownership to residents who could not afford it otherwise and includes:

- 60% of units to be sold at affordable market prices
- 30% of units to be available for first-time home buyers, who would be eligible for a 20% down payment repayable loan
- 10% of the units to be subsidized.

The NCCC is prepared to offer a purchase price of \$3.7 million, which would be financed through a loan from Housing Nova Scotia (HNS). A deposit of \$185,000 has been provided. The NCCC provided projected cash flow amounts for eight years. Their projected cash inflows include rental income from the newer school, gym rentals, and parking revenue, which total roughly \$2.1 million. Cash outflows include the \$3.7 million for the purchase of land and buildings, plus \$2.4 million for project management, administrative costs, heat, insurance, cleaning, electricity, interest and property tax. All of this information was subject to review by the Evaluation Committee.

To ensure that Council's special procedure is applied fairly, the Evaluation Committee reviewed the submissions based solely on the application and did not seek clarifications or additional background information from the NCCC. While such clarification or additional information may



have been helpful it also might have compromised procedural fairness. The Committee did, however, seek all documentation on the relationship between the NCCC and Housing Nova Scotia. It did so to ensure that HNS had no equity ownership in the proposal. (The Call for Submissions was open only to applicants who were entirely non-profit). Based on the material submitted the Committee was satisfied that no current ownership relationship exists.

The Evaluation Committee reviewed the submission solely against the criteria under the Special Council Procedure and finalized its report on April 15, 2014. As outlined in Attachment B, the committee conclusions were:

1. The content compliance component of the NCCC submission was considered complete. There was one minor omission related to the inclusion of financial statements, but this was deemed to be immaterial. Other sections were considered complete although the submission is conditional on approval of a development agreement prior to the transfer of the property. Based on the required planning process to achieve a development agreement, acceptance of the submission would delay the transfer of the property to NCCC by approximately two years.
2. The second component of viability was also evaluated. There appears to be a need for additional program space and the NCCC appears to be a viable non-profit group. The financial capacity, however, to maintain and operate the property in a condition and manner that's suitable for ongoing public use has not been demonstrated.
3. The third component evaluated was compensation. The NCCC made a considerable offer for the property, one that appears to approach market value but was considered below market value. However, based on the proposed condition requiring approval of a development agreement prior to the transfer of the property, the value of compensation would be reduced by the costs incurred by HRM to maintain the property until the transfer was completed.
4. The fourth component evaluated was benefit to the municipality. There would be numerous benefits if the services outlined in the submissions were achieved.

The Evaluation Committee further concluded that the submission was an

*“... ambitious submission that has strong public benefit and, if successful, would benefit not only the local community but would be of value to the broader region. The price offered for the site, while a considerable sum, is below market value and would be offset by any additional funds HRM would have to pay to maintain the building during any negotiations of a development agreement. As an association, the NCCC members have considerable experience and history operating programs within the community and are likely to continue to do so.*

*The greatest challenge, however, comes with the current condition and the operation of the actual building. Operating the facility requires considerable ongoing funds. While the NCCC has demonstrated that it can generate some*

*revenue streams from the property, there is insufficient evidence to show that those funds are sufficient to offset the expenses of maintaining the structure. Moreover, considerable financial investment is immediately required to ensure that the property is suitable for ongoing public use. While the NCCC is committed to revitalizing the property, the submission does not clearly demonstrate the financial capacity to upgrade the structure in order to meet Building Code compliance for public use. Thus, while the Evaluation Committee is satisfied that the NCCC has largely complied with the content of the call for submissions, has offered fair compensation and has presented a submission that includes strong public benefit; the evaluation has determined that that the NCCC submission has not outlined a viable proposal”*

Council's Decision: Accept the Proposal or List at Market Value

Council must decide whether to sell the property to the sole non-profit applicant or whether it shall proceed to a market sale for the property. Council's latitude to choose an option other than accept the proposal or list at market value is limited.

While Council is to consider the Staff Evaluation it is not bound by that Evaluation. Rather, as outlined in the “Special Procedure for the Disposal of St. Pat's Alexandra”, it will also consider the context of the disposal, the market value, the planning strategy and any cost savings to the municipality. Ultimately, Council will weigh the benefits the submission brings to the municipality against the foregone sales revenue from potentially selling the property at a below market value price. As per Section 63 of the HRM Charter, should Council choose to sell the property at a below market value price, it must first hold a public hearing and there must be a two-thirds majority vote of Council.

Staff identified three major issues with the acquisition of the property by the NCCC. First, under the NCCC proposal, HRM would be expected to retain the property during the development agreement negotiations. All of the risks of ownership, including holding and other costs associated with the building, would remain with HRM during the development agreement process. Based on a typical development agreement process, this could result in the transfer of ownership of the property being delayed by approximately two years. Further, if a development agreement cannot be mutually agreed upon between the Municipality and the NCCC, the transaction might never close, notwithstanding that Council has agreed to sell the property.

Secondly, the NCCC has not demonstrated an ability to bring the property up to building code compliance where it can be occupied for public purposes. Without acquiring additional financial capacity to upgrade and operate the property, the building could remain vacant for an indefinite period, resulting in further decline of the state of the building. While staff did not discuss with the NCCC their ability to acquire financing over and above that proposed for the purchase of the property, a letter from their solicitor does refer to the potential for such funding:

*“The Province's constraints and abilities with respect to affordable housing as it exists when the project and its various phases go forward cannot be determined at this time. As well, much of the development is quite far into the future and each phase will have to be reviewed and approved prior to obtaining all of the*

*necessary permits and confirmations for financing. As a result, it is difficult to have any sort of financial commitment from any lending institution at this time and indeed such a commitment from the Province would not be available. To look for more than a commitment to finance the purchase from a non-for-profit group such as my client is quite unreasonable.”*

Third, the NCCC has not presented a viable proposal to operate the former St Pat's Alexandra site on an ongoing basis. It has not included funding to address the building deficiencies, without which the building is unlikely to meet code requirements. In addition, assumptions on the projected revenues are high while the expenses are lower than could reasonably be expected. This would result in a potential deficit situation for the operation of the community hub.

As outlined in the special procedure, should Council decide not to sell the property to the NCCC, staff would initiate the process for the disposal of the “property at market value through either public advertisement, listing of the property, tender or RFP process.” Any non-profit or for profit entity would be entitled to bid in this process. In fact, unlike the rules set out in the special procedure, a non-profit could form a full partnership with a for-profit or government entity and prepare a market value bid for the property.

### **FINANCIAL IMPLICATIONS**

Sale of the property to the NCCC would provide \$3.7 million in revenues to HRM, less any operational costs that HRM incurs during the time period that it holds the property, while any development agreement was negotiated. Operational costs are approximately \$320,000 per year. In addition, depending on the exact terms of the sale, one of the two parties (HRM or NCCC) would have to be responsible for insurance, other liabilities and any one time or capital repairs required prior to the final closing date.

Based on the Collier's assessment of the property in June 2013, sale of the property at market value would be expected to provide \$5.2 million in revenues. This amount would depend on actual market conditions at the time the property is offered for sale and on any conditions that HRM places upon the sale.

### **COMMUNITY ENGAGEMENT**

The community engagement process is consistent with the intent of the HRM Community Engagement Strategy. The level of community engagement was consultation, achieved through a Public Information Meeting held on June 26, 2013. The staff Evaluation Report contains a copy of the minutes from the meeting. The Call for Submissions was publicly advertised as open for non-profit submissions. A public survey was also available online and in hard copy throughout the community to gather ideas for the property.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental implications associated within the scope of this recommendation.

## **ALTERNATIVES**

1. Regional Council could choose to accept the submission from the North Central Community Council Association, on such terms and conditions as set out in the accompanying Private and Confidential Information Report, and direct staff to schedule a public hearing respecting the sale. This alternative requires a two-thirds vote of Council to pass. This is not recommended as the evaluation determined that the submission was not viable and that the property would likely remain vacant for the foreseeable future.

## **ATTACHMENT**

Attachment A: Special procedure for disposal of St. Pat's Alexandra ("Appendix A" from October 30, 2012 Regional Council motion)

Attachment B: Evaluation of Submissions for the Disposal of St. Pat's Alexandra

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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.

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Manager of Financial Policy and Planning, 490-4493

Report Approved by: \_\_\_\_\_  
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Brad Anghish, Director, Community & Recreation Services, 490-4933

Report Approved by: \_\_\_\_\_  
John Traves, Director, Legal Services and Risk Management, 490-4226

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## **APPENDIX "A"**

- A. Staff, led by Grants Program and assisted by Community and Recreation Services, to send a notice to the non-profits who have expressed an interest that they should submit a written proposal for the use of the property for community purposes within 90 days. The proposal should set out:
1. the composition of the group, its purpose and management structure, including office-bearers,
  2. the nature of the activities proposed,
  3. a financial statement,
  4. a business plan for the first five years, and
  5. a clear statement of the terms the group is prepared to offer for the purchase or lease of the property.
- B. Advertise the opportunity to all local community groups or grant applicants on the same terms.
- C. All submissions received on or before the last day of submissions will be evaluated by staff for content compliance, viability, compensation, and for benefit to the Municipality.
- D. Staff will report to Council on the submissions received and the evaluation by staff.
- E. Council may determine to select a submission for approval which would be considered on the basis of s. 63(1), (2), (3), (4), (5) of the Charter, the statutory mandate for Council being whether Council considers the non-profit organization to be carrying on an activity that is beneficial to the Municipality, that is, the Halifax Regional Municipality. See s. 63 in its entirety attached.
- F. Council will also consider the overall context of the disposal, including the market value of the property as appraised, the Planning Strategy of the area of the property, and the benefit of any cost saving to the Municipality, and the consequences, beneficial or otherwise, to the community or the Municipality as a whole. Council will weigh the beneficial considerations of any submission against the benefit to the Municipality of selling the property at market value.
- G. If Council decides to consider the disposal at less than market value then because the properties are worth more than \$10,000.00 s. 63(3) requires that Council shall first hold a public hearing respecting the sale, advertised as per s. 63(4), (5) and the resolution of approval for sale will require passage by at least a two-thirds majority of the Council present and voting.
- H. In the event that Council rejects all submissions to purchase the property at a less than market value, then staff will proceed to sell the property at market value through either public advertisement, listing of the property, tender or RFP process.

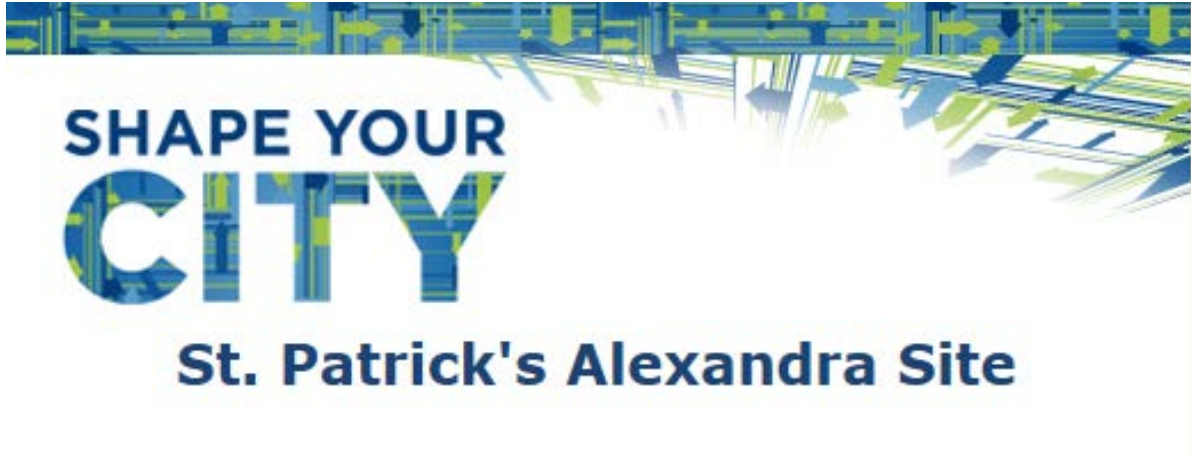
63 (1) The Municipality may sell or lease property at a price less than market value to a non-profit organization that the Council considers to be carrying on an activity that is beneficial to the Municipality.

(2) A resolution to sell or lease property referred to in subsection (1) at less than market value shall be passed by at least a two thirds majority of the Council present and voting.

(3) Where the Council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the Council shall first hold a public hearing respecting the sale.

(4) The Council shall advertise the public hearing at least twice, in a newspaper circulating in the Municipality, the first notice to appear at least fourteen days before the hearing.

(5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale.



# EVALUATION OF SUBMISSIONS FOR THE DISPOSAL OF ST. PAT'S ALEXANDRA

Former St. Patricks Alexandra  
2277 Maitland Street, Halifax  
(PID #00148643)

April 15, 2014

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## **INTRODUCTION**

On Wednesday, August 14, 2013, HRM released its "Call for Submissions" for the disposal of St. Pat's Alexandra. As per the procedure, potential applicants had ninety days to submit their submissions, with the due date being November 12, 2013. For clarification, the Call for Submissions was not a Request for Proposal (RFP) and it did not fall under Administration Order 50 (Disposal of Surplus Real Property). Rather, it is a Procedure specifically designed for the disposal of the St. Pat's Alexandra school and approved by Regional Council on October 30, 2012. The following report will document the evaluation of the one submission received, that of the North Central Community Council Association (NCCC).

## **BACKGROUND**

St. Pat's Alexandra School located at 2277 Maitland Street in Halifax was an active school on the peninsula of Halifax for generations. In 2011, the Halifax Regional School Board (HRSB) ceased operating a school on the site and subsequently control of the property was returned to the Municipality as of September 1, 2011.

Following transfer of the property to HRM, it was determined not to be required for municipal purposes and a Request for Proposal (RFP 11-039) was issued for the disposal of the property. The RFP was open to both for-profit businesses and non-profit organizations interested in purchasing the property. Following the closure of the RFP and review of the submissions, on December 13, 2011 Regional Council authorized the Mayor and Municipal Clerk to enter into an Agreement of Purchase and Sale to Jono Developments Ltd Partnership. Subsequent to that decision, concerns were raised regarding the process used in the disposal of St. Pat's Alexandra School, specifically the difference between the September 14, 2000 "Policy and Procedures for the Disposal of Surplus Schools" and the practice that had been followed for a number of years in disposing of surplus properties, including in RFP 11-039. As a result, on January 10, 2012, Regional Council rescinded the earlier motion related to the sale of the property and requested a staff report on the matter. After consideration of the resulting supplementary information report, at the January 24 2012 meeting, Council passed a motion declaring the property as surplus to municipal requirements and authorizing the Mayor and Clerk to enter into an Agreement of Purchase and Sale with Jono Developments Ltd. Partnership subject to the repeal of the September 14, 2000 policy. Further, on January 31, 2012, Regional Council repealed the "Policy and Procedures for the Disposal of Surplus Schools" dated September 14, 2000 and endorsed the then current practice as policy with respect to the disposal of surplus schools.

The decision of Council to sell the property was challenged by other proponents of RFP 11-039 by way of an Application for Judicial Review to the Supreme Court of Nova Scotia (Court). The Application was filed on February 1, 2012 by the North End Community Health Centre, the Richard Preston Centre for Excellence, and the Mi'kmaw Native Friendship Society on the grounds that Council failed to provide procedural fairness in its decision of January 24, 2012.

A stay of Council's decision was granted to the Applicants by the Court in May 2012, pending the outcome of a hearing on the application.

The application was heard in June of 2012 and a decision of the Court was issued on September 24, 2012. The Supreme Court decision quashed Council's decision on the basis that:

- (1) There was a denial of procedural fairness in that Council did not follow the September 14, 2000 "Policy and Procedures for the Disposal of Surplus Schools", and,
- (2) the Jono Bid was not for market value and, as such, could not be approved pursuant to the *Halifax Regional Municipality Charter*.

In response to the Court ruling, on October 30, 2012 Regional Council adopted a special procedure for disposal of St. Pat's Alexandra which substantially followed the content of the 2000 "Policy and Procedures for the Disposal of Surplus Schools" and the intent of the Supreme Court decision. This procedure was included as "Appendix A" in the October 30, 2012 staff report. The special procedure included a requirement for a staff evaluation of any applications prior to Regional Council's deliberation on the matter. In addition to implementation of the special procedure, Council directed that there be:

*... community public consultation prior to the initiation of a process requesting proposal submission from non-profit groups so that the local community has the opportunity to discuss and comment on options for the property, with minutes from this meeting being included in the staff report to Council.*

This evaluation document is the result of that procedure adopted in October, 2012. The full procedure is included as Schedule 1.

## **THE EVALUATION PROCEDURE**

The procedure contained in Schedule 1 is not meant to be an exact duplicate of the wording or content of the original repealed policy, but is meant to contain the main criteria for submissions. This course of action was recommended to follow the spirit of the original policy of allowing non-profit organizations a chance to bid on the property on a non-market value basis. In addition, it reflects the Supreme Court Decision, which directed that HRM should adhere to its approved policy.

The first step required in the St. Pat's Alexandra procedure was a community consultation meeting. The consultation meeting was held on June 26, 2013 at the Halifax North Memorial Public Library. During that meeting, HRM staff made a presentation (Schedule 2) and then opened the floor to questions and comments. Minutes from that meeting, ideas from participants and posters used by participants were later posted on the HRM web site (Schedule 3). In addition, a public survey was conducted on HRM's website and paper copies were made

available for community members to complete at five locations in the areas surrounding the former St. Pat's Alexandra School. The survey results are included in Schedule 4.

Following the community consultation, the St. Pat's Alexandra procedure (paraphrased) required Grants Staff, assisted by Community and Recreation Services (CRS) staff to:

- Notify interested non-profits, local community groups and grant applicants that, if interested, they have 90 days to submit a written submission for the "use of the property for community purposes".
- Evaluate submissions for "content compliance, viability, compensation, and for benefit to the Municipality".
- Report to Council on the submissions received and the evaluation by staff.

The procedure also outlined the role of Council as:

- Consider submissions for approval under Section 63 of the Charter if determined to be below market value and for which "Council considers the non-profit organization to be carrying on an activity that is beneficial to the Municipality";
- Consider the "overall context of the disposal, including the market value of the property as appraised, the Planning Strategy of the area of the property, and the benefit of any cost saving to the Municipality, and the consequences, beneficial or otherwise, to the community or the Municipality as a whole. Council will weigh the beneficial considerations of any submission against the benefit to the Municipality of selling the property at market value."
- If disposing at below market value, hold a public hearing. In this case, Council approval requires at least a two-thirds majority of the Council members present and voting.

Further, the procedure outlined that "in the event that Council rejects all submissions to purchase the property at a less than market value then staff will proceed to sell the property at market value through either public advertisement, listing of the property, tender or request for proposal process."

## **SUBMISSIONS**

Using the special procedure (Schedule 1), HRM issued a Call for Submissions to non-profit organizations interested in acquiring 2277 Maitland Street, Halifax, the former St. Pat's Alexandra school property. The Call was advertised and notice was provided to non-profit organizations who had previously expressed an interest in the property. Pursuant to the procedure, the Call for Submissions allowed non-profit organizations 90 days to present submissions to acquire the property, at a price less than market value. The deadline for applications to be submitted was November 12, 2013.

As outlined in the procedure, HRM Staff were required to undertake evaluation of the submissions to assist Council's deliberation. The special procedure required the evaluation to be led by Grants staff with the assistance of Community and Recreation Services (CRS) staff. The Grants Office is a part of the Financial and Information, Communications and Technology

(FICT) business unit. As such, it is regularly supported by other staff of Finance. The final composition of the Evaluation Committee included staff from Grants, CRS and the broader FICT area. In addition, there was one staff member from Government Relations and External Affairs assisting in the process. None of the staff members on the evaluation had previously been involved in RFP 11-039. In addition, before the committee was finalized, each staff member confirmed they had no conflict of interest issues and each signed a confidentiality agreement. Throughout the evaluation period, the NCCC Submission was kept fully confidential and was not discussed outside the Evaluation Committee, except where specialized advice was sought from other HRM staff.

As part of the Call for Submissions, all Applicants were invited to discuss the procedure with HRM staff on August 16, 2013. Two opportunities for Applicants to take a guided tour of the facility were offered on August 17, 2013 and August 23, 2013. Four non-profits visited the property. Upon request, HRM allowed the applicant two additional opportunities to inspect the building.

While the Evaluation Committee acknowledges that Business Plans are often meant to be real time documents that are modified or adjusted to react to changing circumstances, procedural fairness required the Committee to evaluate the plan exactly as submitted. Hence, the Evaluation Committee interpreted the wording of the proposal literally and made no assumptions as to how the NCCC might alter or change its plans should circumstances be altered.

## **NCCC SUBMISSION**

The North Central Community Council Association (NCCC) was the only group to put forward a submission for the property (Schedule 5). The NCCC is a newly formed association comprised of the Richard Preston Centre for Excellence, Mi'kmaw Native Friendship Centre and North End Community Health Centre. The NCCC submission outlines an 11 member board of directors. Two directors have been appointed by each of the three founding organizations, with the remaining directors appointed based on specific skills, experience, and connections to the community. There are also plans to have two non-voting director positions from Housing Nova Scotia (HNS) and HRM. HRM has not responded to the later plan and the Evaluation Committee has no role in consideration of any such appointment.

The NCCC's submission suggests a long-term vision that would take place over 5-10 years in various phases. The submission indicates the NCCC will work with the community to refine initial plans if it is successful in acquisition of site. The two main components of the submission include a community hub, and affordable housing. There are also plans for institutional office rental space in the community hub, which is expected to use a considerable portion of the newer of the two school buildings. That space is proposed to be rented to arts organizations and non-profits currently working in, or looking to work in the neighborhood.

The community hub is proposed to include the following:

- A home for the Richard Preston Centre for Excellence
- A new location for the Mi'kmaw Native Friendship Centre
- A new location for the North End Community Health Centre

- Short-term incubator space for local arts groups and other non-profit organizations
- Outdoor recreation space

The housing component of the submission involves providing home ownership to residents who could not afford it otherwise and includes:

- 60% of units to be sold at affordable market prices
- 30% of units to be available for first-time home buyers, who would be eligible for a 20% down payment repayable loan
- 10% of the units to be subsidized.

The NCCC is prepared to offer a purchase price of \$3.7 million, which would be financed through a \$3.8M loan from Housing Nova Scotia. Projected cash flow amounts are provided for eight years. Cash inflows include rental income from the newer school, gym rentals, and parking, which total roughly \$2.1 million. Cash outflows include the \$3.7M for the purchase of land and buildings, plus \$2.4 million for a project management, administrative costs, heat, insurance, cleaning, electricity, interest and property tax.

The submission put forward by the NCCC suggests qualitative benefits to the municipality which include:

- Strong social support networks and inclusion;
- Educational attainment;
- Employment prospects;
- Personal health practices and coping skills;
- Healthy child development; and
- Home ownership.

Furthermore, the NCCC states that there are both direct and indirect benefits from the project that align with HRM priority outcome areas. The quantitative benefits suggest the annual estimated financial impact to Nova Scotia would be \$11.98 million per year, with the potential of approximately 185 full time jobs. In addition, it is suggested that there is the potential to add over \$1.6 million in property tax per year based on an assessment of \$100 million.

## **EVALUATION**

The submission from NCCC (Schedule 5) was evaluated based on the four main components outlined in the special procedure for disposal of St. Pat's Alexandra, that was approved by Regional Council at the October 30, 2012 meeting and subsequently detailed in the Call for Submissions (Schedule 6). These components were:

- i) Content compliance
- ii) Viability
- iii) Compensation
- iv) Benefit to the municipality

## **CONTENT COMPLIANCE**

The content compliance was evaluated according to the following criteria, with the corresponding results outlined in Table 1.

**Table 1:**

<b>Content Compliance Criteria</b>	<b>Evaluation Results</b>
<b>Composition of Group</b>	Complete
<b>Nature of Activities Proposed</b>	Complete
<b>Financial Statement</b>	Not included for NCCC
<b>Business Plan for 5 Years</b>	Complete
<b>Clear Statement of Terms</b>	Complete
<b>Evidence Submission is Non-Profit</b>	Complete

In terms of the group composition, the NCCC submission demonstrates its purpose and management structure, including the names of all directors of the board.

With respect to the nature of activities proposed, the group outlined the nature of proposed activities in very broad terms. The specific operational details for all of the proposed activities, however, were sometimes missing or unclear.

Financial statements for a non-profit organizations typically include a balance sheet and either a statement of revenues and expenses, or a statement of cash flow projections. The NCCC did not provide any financial statements for the NCCC on the basis that as “a newly established entity” they do “not have prior year financial statements” (p. 9 of Schedule 5). As such, the request for financial statements is deemed incomplete. However, balance sheets were provided for the North End Community Health Centre, the Mi'kmaw Native Friendship Society, and the Cornwallis Street Baptist Church. A balance sheet was not provided for the Richard Preston Centre for Excellence.

The NCCC did provide a business plan for the first five years, which included projected cash flows. While it fulfilled the requirement to file a business plan, there were gaps in the information submitted. The business plan was highly conceptual and did not include operational details on how the goals and objectives would be achieved, nor provide evidence of the need for all proposed activities.

With respect to the terms the applicant was prepared to offer, the NCCC proposed a purchase price of \$3.7 million financed through a loan from Housing Nova Scotia (HNS) for the property and made a down payment of 5% (\$185,000). (The terms of the loan, which are confidential, were not initially included but were provided upon request at a later date). The application assumes that “the property will be rezoned to allow for mid-rise mixed use development” and the Closing Date will be “30 days after the decision of Council to approve a Development Agreement with the NCCC” (p.25 of Schedule 5). This conforms to the Call for Submissions that required the proposal to meet the “appropriate” MPS and Land Use By-law. Hence, the offer fulfills the technical requirement to make a clear statement of terms.

Lastly, the applicant had to present “evidence that the submission is entirely a non-profit submission”. This is also a requirement of Section 63 of the *Halifax Regional Municipality Charter* and as such, is a critical condition of any potential sale under the special procedure for St. Pat's Alexandra. The NCCC is a non-profit, having been listed with the Registry of Joint Stock Companies on December 21, 2012. However, the specific wording of the business plan suggested profits from the housing operations would be used elsewhere in HRM and in Nova Scotia. Furthermore, correspondence from the NCCC suggested there would be a “profit sharing arrangement” between the NCCC and HNS. Therefore, the Evaluation Committee considered the question of whether there could effectively be equity ownership in the NCCC by Housing Nova Scotia, thereby disqualifying the submission. Legal documentation was requested from the NCCC outlining the relationship between the NCCC and HNS (Schedule 7). Upon review, it was clear the only current legal relationship between the two parties is an “Offer to Finance” (loan supported by a mortgage), under which there is no ownership interest by Housing Nova Scotia.

Other than the lack of complete financial statements the Evaluation Committee determined the NCCC met the requirements under Content Compliance. While it is unfortunate that full financial statements were not made available, the Evaluation Committee deemed it not to have a material impact on the evaluation.

## **VIABILITY**

Viability was evaluated based on the following criteria, with the corresponding results as outlined in Table 2.

**Table 2:**

<b>Viability Criteria</b>	<b>Evaluation Results</b>
<b>Ability to Maintain and Operate Property</b>	Incomplete
<b>Likely Continuity as a Non-Profit</b>	Complete
<b>Ability to Use Property to Deliver Quality Outcomes</b>	Complete

### **Ability to Maintain and Operate the Property**

As part of viability, the applicant was required to provide verification of its ability to “maintain and operate the property in a condition and manner that’s suitable for ongoing public use”. The Applicant was expected to address any “issues with respect to the condition of the property”. In particular, the Call for Submissions noted the facility condition assessment undertaken by Eagle Property Management. Building condition issues have also been documented by the previous owner, the Halifax Regional School Board, and included on HRM’s web site.

The Eagle Property Management assessment (*St Patrick's Alexandra School Building Condition Assessment*, August 2013) concluded that the property does not meet “the current National Building, Fire or Electrical Codes, standards and Acts” and that a “Class ‘C’ estimate to

reconstruct this property meeting modern building, health and safety Codes and standards is \$15 million with restrictions” (p. 4). In summary it stated:

*“The property requires extensive repairs to the main original structure which is generally in poor condition, large leaking roof areas, masonry/brick failures, strong odours suggesting moulds, weak structural wood floors, no fire ratings between floors, aged and deteriorated primary electrical, mechanical and heating systems. We also expect a large portion of the original structure contains asbestos in the floor and ceiling tiles, lead paint on the metal doors and frames, mercury thermostats and potential PCB lighting ballast/transformers. These repairs and areas of concern have been detailed within this report. The larger newer structure roofing system is very weak and starting to fail in smaller areas, the mechanical, heating and ventilation systems are extensively aged and these systems would not meet the requirements of an educational center today.” (p. 3)*

As part of its submission, the NCCC commissioned an independent architectural/structural assessment of the Cobb building, which “confirmed that the building is a steel reinforced concrete frame construction and concluded that the ‘main structural components are in good condition and suitable for future use’” (p.25 of Schedule 5). The assessment commissioned by NCCC was not included in the submission and as a result, the evaluation committee could not confirm whether the independent assessment also reviewed the newer building or other parts of the property. Other than the sole comment above, the submission is silent on the issues raised by Eagle Property Management. The NCCC makes no allowance for the current condition of the property, and the submission does not include funding to address the building deficiencies. Without serious attention to this issue, based on the Eagle Property Management assessment, the building would not pass the required building inspections for public use.

As part of the viability review, the Evaluation Committee also reviewed the financial projections included in the submission. The projections consisted of an eight year cash flow projection along with a description of the underlying assumptions. The projections included the amounts for the community hub, parking, housing proposal and outdoor recreation, all in the one combined statement. As a result, a more thorough analysis of the financial information was not possible. Due to the complexity and size of the proposed plan, additional detail and further breakdowns would have been of benefit in the evaluation.

The submission by the NCCC includes three sources of revenues which would be anticipated to operate the property as a community hub. These include rental income from leasing space, gym fees and parking rentals. These revenue sources would be offset by the necessary expenses involved in leasing and maintaining the property including utilities and property tax. Based on the information provided, the Evaluation Committee concluded that the revenues projected for the Community Hub portion of the proposal are at the high end of what might be expected to be achieved, while the expenses required to be offset are assumed to be lower than could reasonably be expected, resulting in a potential deficit situation for the operation of the community hub.

In addition, the projected revenues are not supported by a needs assessment for each identified revenue stream. Further, with multiple proposed uses for the property and buildings, duplication



of assumed revenue and conflicts for space may occur. As well, related expenses do not appear to have been fully accounted. Specific details on these aspects are outlined below.

### Lease Revenues

The NCCC's submission outlines a plan to rent the newer building to arts organizations and non-profit organizations as Class C and D Office Space at a rent of \$12 per square foot. The older Cobb Building is expected to be renovated and sold to an unnamed non-profit.

While the submission has stated that various non-profit groups would potentially benefit from having new space available in the area; no evidence was provided to indicate there is a need for additional rentable space such that existing groups would relocate from their current locations once the development is completed. The submission did not provide any letters of intent from potential tenants that would be interested in acquiring space on this property. For tenants who are interested in the space and require it immediately, the timing of the required planning process has the potential to impact the viability of leasing to those non-profits. Further, while the lease price proposed by the NCCC is comparable to other Class C and D space, achieving a goal of over \$400,000 in lease revenues would require the NCCC to lease 34,000 square feet, almost all of the newer building's classroom space at this \$12 price. Given the nature of incubator space which often provides lower cost and sporadic space for start-up groups, the estimated revenue may be optimistic.

There are, however, two particular groups that would be expected to benefit from the space. The Community Hub could be expected to provide the Mi'kmaw Friendship Centre and the North End Health Centre with more space to better serve their clients due to their growing membership base, as identified in the Section 2.1 of the NCCC submission.

Breakdowns and details on the renovation costs, sales price and a financing mechanism for the older Cobb Building are not provided, making it difficult to evaluate the plans for this part of the property.

### Gymnasium Rentals

The NCCC submission notes an anticipated revenue stream from gym rentals at \$100 per hour for three hours per day and for 300 days a year or a total of 900 hours per year. After expenses, gym rentals are expected to net revenues of \$63,000 per year.

When the gym was operated as part of a public school, it was available for rentals nearly 800 hours per year and was rented out for 400 of those hours. The former user groups of the St. Pat's Alexandra gym have all since been accommodated at alternate locations and based on current rental records there are available hours at other gyms in the area. This coupled with the fact that the rental price being proposed by the NCCC is higher than municipal, or school board gym rental costs for non-profit organizations, means the expected revenue levels are likely higher than could be achieved.

Parking Income

The NCCC submission outlines an assumption of the rental of 100 parking spots at \$75 per month for revenue of \$90,000 per year. Based on the price of parking and the need for parking in the surrounding area, this can be considered a reasonable revenue assumption.

Debt Costs (Principle and Interest)

The cash position in the NCCC submission appears to show \$160,000 in interest in one of the eight years. However, based on current long term interest rates, it is likely the annual interest and principal payment costs will total \$200,000 to \$300,000 per year on the initial loan. This is acknowledged to be dependent on the final terms of the loan from Housing Nova Scotia and when repayment commences.

Utilities, Taxation and Other Costs

The NCCC submission (Schedule 5) outlined utility costs at \$160,000 (heat \$100,000, insurance \$10,000, electricity \$50,000); Property Taxation at \$140,000 and Total Other Costs at \$419,500.

With respect to heating costs, in the 2012-13 fiscal year, HRM spent \$132,000 on heating fuel (141,000 litres) to maintain the property in a vacant state. HRM purchases fuel in bulk at a reduced price. While price and winter conditions will affect the final heating costs, based on the 2012 fuel volumes and average retail price, it could be expected that the heating costs would be in the order of \$175,000, which is higher than the \$100,000 outlined in the submission.

With respect to property taxation, the NCCC submission assumes that full tax of \$140,000 will be paid on the property at its current assessment. These amounts are reasonable assuming the property is not placed on the Administrative Order for Non Profit Tax Relief. If it were provided tax relief comparable to other such non-profits (at the residential tax rate) its tax liability would fall to \$41,000. However, as the property is improved, increases in the property tax could also be expected.

Affordable Housing and Condominiums

The submission demonstrates the need for affordable housing in this area. Based on the information included, the submission has assumed a selling price of \$335 per square foot for the proposed condominiums with construction costs of \$200 per square foot, for a 40% profit margin. Profits are to be used to offset loans for downpayments and pay for investments in community facilities. The NCCC's information, however, shows comparable condominium prices in the area at nearly 15 per cent less than this amount (even with attached parking spaces) and suggests affordable housing ranges from \$165,000 to \$199,000. Based on the information provided, there may be risk to the affordability of the condominium units if sales and construction costs rise. This could put the prices out of the reach of those who most need them, which was the original intent of the submission.

Limited information was available within the submission on how the affordable housing construction would be financed, making it difficult to determine the viability of this part of the

plan. The NCCC does not appear to have sufficient assets to secure a private sector debenture and long term interest costs may be substantial. Without additional funding or debt guarantees from the provincial government, this part of the submission may not be viable.

### **Likely Continuity as a Non-Profit**

The longevity in the community of the Mi'kmaw Friendship Centre and the North End Community Health Centre, as well as several established community partners identified as part of the Richard Preston Centre for Excellence, demonstrates the NCCC ability to continue as a non-profit group.

### **Ability to Use the Property to Deliver Quality Outcomes**

It is understood that there is a need for additional space for the Applicant, and the submission appears to be able to facilitate the creation of additional space. Based on the public benefit, it would be expected that the NCCC could be expected to continue to have the ability to provide high quality public outcomes. If the NCCC is successful, the submission outlines that the groups would then become responsible for financing, construction, and sales for the property, which potentially could shift the NCCC's focus to business operations. Additionally, with limited development experience, this new role could be expected to create challenges for the NCCC. Overall, this shift in focus could be detrimental to the ongoing community work of the members of the NCCC.

### **COMPENSATION**

Compensation, according to the "Call for Submissions" document, means "offer, proximity, and relationship to market value". The most recent appraisal of the property puts its market value at \$5.2M (Colliers International, June 2013). The price offered by NCCC for the site is \$3.7 million. Based on the Colliers appraisal and previous data related to this site, this amount would be considered below market value.

As part of its terms to purchase, the closing date is "30 days after the decision of Council to approve a Development Agreement with the NCCC" (p.25). As zoning and the MPS would need to be amended, finalizing a Development Agreement (and hence closing the sale) can be expected to take approximately two years. This means that HRM would have to operate the building at a loss (approximately \$320,000 per year) for an additional two years, hence reducing the value of the purchase price. As the condition of the property will continue to decline, decisions would also have to be made as to how to stabilize the property and the responsibility for the cost of any emergency and other repairs.

### **BENEFIT TO THE MUNICIPALITY**

The NCCC submission identifies many opportunities that would be expected to generate numerous benefits for a marginalized area of the municipality that has typically been underserved in the past. These benefits would be felt not only by this particular community, but by all of HRM. Some of the benefits include the following:

- improvements to quality of life, health and safety of the community;
- increase in economic development;
- utilization of existing infrastructure; and
- positive socio-economic impacts.

As outlined in Section 6.0, the submission indicates that the NCCC plans to attain these benefits through

- creating strong social support networks;
- increasing educational attainment;
- expanding employment prospect;
- providing personal health practices and coping skills;
- encouraging healthy child development;
- providing home ownership opportunities;
- and generating economic spin-off through construction activity.

The Evaluation Committee was satisfied the benefits align with a number of HRM's priority outcome areas.

## KEY FINDINGS

1. The content compliance component of the NCCC submission was considered complete. There was one minor omission related to the inclusion of financial statements, but this was deemed to be immaterial. Other sections were considered complete although the submission is conditional on approval of a development agreement prior to the transfer of the property. Based on the required planning process to achieve a development agreement, acceptance of the submission would delay the transfer of the property to NCCC by approximately two years
2. The second component of viability was also evaluated. There appears to be a need for additional program space and the NCCC appears to be a viable non-profit group. The financial capacity, however, to maintain and operate the property in a condition and manner that's suitable for ongoing public use has not been demonstrated.
3. The third component evaluated was compensation. The NCCC made a considerable offer for the property, one that appears to approach market value but was considered below market value. However, based on the proposed condition requiring approval of a development agreement prior to the transfer of the property, the value of compensation would be reduced by the costs incurred by HRM to maintain the property until the transfer was completed.
4. The fourth component evaluated was benefit to the municipality. There would be numerous benefits if the services outlined in the submissions were achieved.

## **CONCLUSION**

The North Central Community Council Association (NCCC) has put forward an ambitious submission that has strong public benefit and, if successful, would benefit not only the local community but would be of value to the broader region. The price offered for the site, while a considerable sum, is below market value and may be offset by any additional funds HRM would have to pay to maintain the building during any negotiations of a development agreement. As an association, the NCCC members have considerable experience and history operating programs within the community and are likely to continue to do so.

The greatest challenge, however, comes with the condition and the operation of the actual building. Operating the facility requires considerable ongoing funds. While the NCCC has demonstrated that it can generate some revenue streams from the property, there is not enough evidence to show that those funds are sufficient to offset the expenses of maintaining the structure. Moreover, considerable financial investment is immediately required to ensure that the property is suitable for ongoing public use. While the NCCC is committed to revitalizing the property, the submission does not clearly demonstrate the financial capacity to upgrade the structure in order to meet Building Code compliance for public use. Thus, while the Evaluation Committee is satisfied that the NCCC has largely complied with the content of the call for submissions, has offered fair compensation and has presented a submission that includes strong public benefit; the evaluation has determined that that the NCCC submission has not outlined a viable proposal.

## **SCHEDULES**

- Schedule 1: Special Procedure for Disposal of St. Pat's Alexandra ("Appendix A" from October 30, 2012 Regional Council motion)
- Schedule 2: Public Consultation Presentation
- Schedule 3: Minutes of Public Consultation
- Schedule 4: Survey Results
- Schedule 5: NCCC Submission
- Schedule 6: St. Patrick's Alexandra Call for Submissions
- Schedule 7: Key Correspondence:
- November 21, 2013: Letter from Bernie Smith to Bruce Fisher
  - December 3, 2013: Response from Bruce Fisher to Bernie Smith
  - December 10, 2013: Letter from Bruce Fisher to Bernie Smith
  - December 18, 2013: Response from Bernie Smith to Bruce Fisher
  - December 20, 2013: Response from Bruce Fisher to Bernie Smith
  - February 11, 2014: Letter and attached correspondence from Michael Kennedy, Wickwire Holm, excludes Offer of Finance from HNS

**APPENDIX "A"**

- A. Staff, led by Grants Program and assisted by Community and Recreation Services, to send a notice to the non-profits who have expressed an interest that they should submit a written proposal for the use of the property for community purposes within 90 days. The proposal should set out:
1. the composition of the group, its purpose and management structure, including office-bearers,
  2. the nature of the activities proposed,
  3. a financial statement,
  4. a business plan for the first five years, and
  5. a clear statement of the terms the group is prepared to offer for the purchase or lease of the property.
- B. Advertise the opportunity to all local community groups or grant applicants on the same terms.
- C. All submissions received on or before the last day of submissions will be evaluated by staff for content compliance, viability, compensation, and for benefit to the Municipality.
- D. Staff will report to Council on the submissions received and the evaluation by staff.
- E. Council may determine to select a submission for approval which would be considered on the basis of s. 63(1), (2), (3), (4), (5) of the Charter, the statutory mandate for Council being whether Council considers the non-profit organization to be carrying on an activity that is beneficial to the Municipality, that is, the Halifax Regional Municipality. See s. 63 in its entirety attached.
- F. Council will also consider the overall context of the disposal, including the market value of the property as appraised, the Planning Strategy of the area of the property, and the benefit of any cost saving to the Municipality, and the consequences, beneficial or otherwise, to the community or the Municipality as a whole. Council will weigh the beneficial considerations of any submission against the benefit to the Municipality of selling the property at market value.
- G. If Council decides to consider the disposal at less than market value then because the properties are worth more than \$10,000.00 s. 63(3) requires that Council shall first hold a public hearing respecting the sale, advertised as per s. 63(4), (5) and the resolution of approval for sale will require passage by at least a two-thirds majority of the Council present and voting.
- H. In the event that Council rejects all submissions to purchase the property at a less than market value, then staff will proceed to sell the property at market value through either public advertisement, listing of the property, tender or RFP process.

63 (1) The Municipality may sell or lease property at a price less than market value to a non-profit organization that the Council considers to be carrying on an activity that is beneficial to the Municipality.

(2) A resolution to sell or lease property referred to in subsection (1) at less than market value shall be passed by at least a two thirds majority of the Council present and voting.

(3) Where the Council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the Council shall first hold a public hearing respecting the sale.

(4) The Council shall advertise the public hearing at least twice, in a newspaper circulating in the Municipality, the first notice to appear at least fourteen days before the hearing.

(5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale.



SAINT PATRICKS  
SCHOOL ALEXANDRA  
2277

Community Consultation on Future Options | June 26, 2013



# Tonight's agenda

- **Welcome and introductions**
- **Presentation**
  - Why we're here tonight
  - Information on the process/criteria and the property
- **Questions and discussions**
  - Floor open for all to speak
  - All discussion and comments captured in minutes and shared with Regional Council



# Meeting Guidelines

- **Presentation to be followed by questions, comments**
- **Everyone should have a chance to speak, please respect everyone here**
- **Don't want to speak up now? Please comment online until July 8**
  - <http://www.halifax.ca/shapeyourcity/StPatricksAlexandrasite.html>
- **Staff will provide as much factual information and background as we can**
  - See the web site



# Why we're here tonight

- **HRM didn't follow proper process for disposal of St Pat's A, so the process has re-started**
- **Council has concluded there is no municipal need for property, so it is now surplus**
- **HRM is using the proper Council Procedure as per Supreme Court Decision**
  - All former offers are no longer valid
  - Grants leads that process along with Recreation
- **Procedure to dispose has not yet started**
  - Council required tonight's public meeting first



# Council's direction

- **Staff conduct community public consultation before starting a process to request proposal submissions from non-profit groups**
  - Ensures the local community has the opportunity to discuss and comment on options for the property
  - Minutes from this meeting will be included in the staff report to Council
  - No decisions will be made tonight





# Who is involved?

- **Staff's role in the process is to evaluate applications from non-profits on the property**
- **All decisions are made by a Council vote**
  - Two-thirds vote are required to sell property for less than market value



# Who is involved?

- **Led by HRM Grants staff, assisted by Community Recreation Services**
  - Issue public notice asking for written proposals to use property for “community purposes”.
  - Advertised to all “local community groups or grants applicants on the same terms”
  - Applicants have **90 days** to respond.



# How do staff evaluate proposals?

- **Qualitative, not scored**
- **Based on information in the proposals**
  - Don't assume staff "knows" something
  - Staff looking for factual information
  - Staff looking for supporting documents
- **Council not bound by evaluation**
  - May sell to non-profit even if staff evaluation is not strong
  - May decide not to sell to non-profit even if staff evaluation is strong





# What should a proposal include?

- **The composition of the group, its purpose and management structure, including office-bearers**
- **The nature of the activities proposed**
- **A financial statement**
- **A business plan for the first five years**
- **A clear statement of the terms the group is prepared to offer for the purchase or lease of the property**



# Evaluation set out in procedure

- **“Content Compliance”**
- **“Viability”**
- **“Compensation”**
- **“Benefit to the Municipality”**



# What is “content compliance”?

- **Required Information**
  - The composition of the group, its purpose and management structure, including office-bearers
  - The nature of the activities proposed
  - A financial statement
  - A business plan for the first five years
  - A clear statement of the terms the group is prepared to offer for the purchase or lease of the property
- **Evidence of a non-profit submission (to be eligible for below market value sale)**



# What is “viability”?

- **Ability to maintain and operate the property in a condition and manner that’s suitable for ongoing public use;**
- **Likely continuity of the non-profit**
- **Ability to use the property to deliver quality outcomes.**



# What is “compensation”?

- **Purchase price**
- **Terms and conditions of the transaction**
- **Closing date, and**
- **Any letter from lender or banking institution**



# What is “benefit”?

- **Council “may determine to select a submission” if the non-profit is carrying on an activity “beneficial to the Municipality”.**
  - See Section 63 of the Halifax Charter.
- **The applicant to explain how its proposed use of the property will be of benefit to the Municipality**



# What will Council consider?

- **The overall context of the disposal, including**
  - the market value of the property as appraised
  - the Planning Strategy
  - the benefit of any cost saving to the Municipality
  - and the consequences to the community or the Municipality
- **Council will weigh the beneficial considerations of any submission against the benefit to the Municipality of selling the property at market value**



# What are Council's options?

- **If Council decides to dispose of property at less than market value it must**
  - hold a public hearing
  - pass any such sale by a two-thirds majority
- **If Council rejects all submissions, it will proceed to sell the property at market value**





# Timeline

- **Community Meeting – June 26**
  - Minutes of this meeting (June 26<sup>th</sup>) will be forwarded to Council at the same time as the Staff evaluation
- **Request for Submissions – mid July**
  - **90 Day period** starts on that date
  - Tour of Property available for applicants
  - Request may include additional details or clarifications
- **Evaluation by Staff – November**
- **Council Decision**

# Former Saint Patrick's Alexandra School



**2326 Brunswick Street**

**Built 1908**

**Building Area 36,909 square feet**

**2277 Maitland Street**

**Built 1971**

**Building Area 69,339 square feet**

**Site Size:** 3.86 acres

**Zoning:** P – Park and Institutional

**Total Building Area:** 106,248 sq. ft.

**Estimated Annual Building Expenses:** \$210,000

**Property Assessment:** \$3,735,300

**Annual Estimated Property Taxes:** \$135,000

*All values presented are estimations and for discussion only*





























NON-FICTION

Welcome to the library

EASY























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2277

# Comments or Questions?

Community Consultation on Future Options | June 26, 2013



HALIFAX REGIONAL MUNICIPALITY

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FORMER ST. PATRICK'S ALEXANDRA SCHOOL PROPERTY  
PUBLIC ENGAGEMENT SESSION  
MINUTES

June 26, 2013

IN ATTENDANCE: Councillor Jennifer Watts, District 8  
Mr. Bruce Fisher, Manager, Financial Policy and Planning  
Ms. Holly Richardson, Coordinator, Real Property Policy  
Ms. Christine Buckley, Program Technician, Grants Program  
Mr. Peter Greechan, Community Developer, Grants Program  
Ms. Cathy Nearing, Business Process & Quality Improvement  
Lead  
Ms. Denise Schofield, Manager, Regional Recreation & Culture  
Mr. Peter Stickings, Real Estate & Land Management  
Ms. Jane Crosby, Legislative Support

PUBLIC PRESENT: Approximately 130

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## **1. CALL TO ORDER**

Mr. Bruce Fisher, Manager of Financial Policy and Planning and Ms. Holly Richardson, Coordinator, Real Property Policy called the meeting to order at 6:32pm at the Halifax North Memorial Public Library Auditorium at 2285 Gottingen Street, Halifax, Nova Scotia.

Ms. Richardson introduced herself and noted that she would be playing the role of the facilitator for the public meeting.

Ms. Richardson then turned the meeting over to Councillor Jennifer Watts, area Councillor, who welcomed the public and took notice in particular of the number of youth present at the meeting. She indicated that this meeting is an opportunity for Halifax Regional Municipality (HRM) to hear from the community so that they may receive ideas, comments and concerns. It is also an opportunity for HRM to provide information, answer questions, and to help the community understand the process for the St. Patrick's Alexandra School site. She added that the comments made and questions asked tonight would be recorded and would be part of a written record that will be available to Council and also to the public. She explained that there would be no decisions made at the meeting. She noted that this was also an opportunity for any non-profit groups present at the meeting to hear from the community.

Councillor Watts then introduced staff from HRM and also recognized some of the other meeting attendees including Councillor Wayne Mason, District 8 and Nova Scotia Minister of Finance, Maureen MacDonald, MLA for the area. She added that there was a website set-up to help provide information and also noted that members of the public could email her and she would pass any information or questions along to the appropriate staff.

## **2. STAFF PRESENTATION**

Ms. Richardson began with an introduction and reminder that the purpose of the meeting session was two-fold; it will provide the public with information on the proposal process that will unfold in the coming weeks, and it is an opportunity for HRM to hear the community's ideas and vision for the St. Patrick's Alexandra site. She added that everyone who would like an opportunity to speak can speak at the meeting, but there were also cards available for members of the public on which to write their comments or questions. In addition, the public can submit comments and/or questions and complete a survey at <http://www.halifax.ca/shapeyourcity/StPatricksAlexandraSite.html>

Ms. Richardson noted that if there were any questions that could not be answered tonight, HRM would find the right information or answer and respond after the meeting. The meeting was then turned over to Mr. Bruce Fisher.

Mr. Fisher introduced himself and noted that he was not involved in the original process and evaluation. He added that the process for this site was starting over as the Supreme Court of Nova Scotia had determined, and Council acknowledged, that HRM did not initially follow the appropriate process to dispose of the St. Patrick's Alexandra site. As a result, the proposal is being re-started using the process required by the court decision.

Mr. Fisher informed attendees that Council has concluded there is no municipal need for the property, and so it is now deemed surplus. He noted that all of the applications and offers received as part of the original process are now off the table. He also reminded the attendees that the process has not officially begun; this is an information meeting prior to the start of that process. He then outlined the role of staff throughout the process noting that staff would evaluate the applications and provide advice to Council. He added that all decisions on this property would be made by Regional Council. He pointed out that a two-thirds majority vote of Council is required to sell a property below market price.

Mr. Fisher indicated that Council has directed staff to conduct community public consultation before starting a process to request proposal submissions from non-profit groups. He went on to advise that the process would be led by HRM Grants staff, assisted by Community Recreation Services. A public notice for written proposals to use the property for "community purposes" would be issued. All local community groups or grants applicants would receive the same information and applicants would have 90 days to respond.

Mr. Fisher noted that staff will be evaluating the proposals on a qualitative basis rather than scoring. He went on to note that staff will be looking for proposals to provide factual information and supporting documentation. He added that the decision on this site is entirely up to Council and they are not bound by anything that staff advises. Mr. Fisher outlined that proposals should include:

- The composition of the group, its purpose and management structure, including office-bearers
- The nature of the activities proposed
- A financial statement
- A business plan for the first five years
- A clear statement of the terms the group is prepared to offer for the purchase or lease of the property

Referring to the evaluation criteria, Mr. Fisher provided the following:

**Content Compliance** – the proposal includes all of the required information listed above and evidence that the submission is a non-profit proposal.

**Viability** – the proposal demonstrates the ability to maintain and operate the property in a condition and manner that's suitable for ongoing public use. The composition of the

group, how long it has existed and the likely continuity of the organization. The proposal must also show the ability to use the property to deliver quality public outcomes.

Compensation – the proposal clearly sets out the purchase price, terms and conditions of the transaction (e.g. closing date) and supporting documentation from a lender or bank.

Benefit – section 63 of the HRM Charter provides that Council 'may determine to select a submission' if the non-profit is carrying on an activity 'beneficial to the Municipality'. This is an opportunity for the non-profit to make the case that there is a strong benefit to HRM in their proposal.

Council will consider the disposal of the property in the overall context, accounting for the market value, the Planning Strategy, the benefit of cost savings, consequences to the community and municipality. Council will look at all the benefit that will accrue from selling at market value or selling at below market value to a non-profit organization. Mr. Fisher noted that if Council decides to sell at below market value, a public hearing will be held and a 2/3 majority vote of Council is required to sell the property. He noted that Council could decide to sell the property at market value.

Mr. Fisher presented the process timeline and noted that the evaluation by staff would occur in November 2013. An overview of the site was then presented including aerial photographs, photographs of the interior of the building and the estimated property tax for the site. He noted the importance of applicants assessing the condition of the site.

Conduct of the meeting was then turned back to Ms. Richardson to begin the Public Input portion of the session.

### **3. PUBLIC PARTICIPATION AND INPUT**

Ms. Richardson noted that members of the audience speaking should state their name and address so that there could be an understanding of the composition of the group. She reminded attendees that there are comment cards available to provide input or to ask questions should they not be comfortable speaking publicly.

**Reverend Rhonda Britton, Pastor of the Cornwallis Street Baptist Church** opened the meeting and welcomed all to the meeting expressing delight at seeing so many members of the community present. She noted that there were a number of pressures and problems in the community, and that youth need a place to go that would provide opportunities to help redirect them to be good productive citizens and to have leadership training so they may realize their full potential. She added that this is not only true for the children of the community but also for adults and seniors. The community needs a place where they can go to socialize, engage in activities, learn or find help. She suggested that meeting attendees allow the city to hear from members of the public, rather than only from the leaders of the non-profit groups within the

community and asked that attendees put their personal agendas aside and try to think about the good of the entire community. She added that meeting participants remind the city that North Central Halifax is alive and well.

Councillor Watts then acknowledged that HRM is here tonight because of three very strong community groups: The Cornwallis Street Baptist Church, The Mik'maq Friendship Centre, and the North End Community Health Centre. She noted their strong positive presence and history in the community.

Ms. Richardson then requested the Youth Group come to the front of the room. **Aljero**, the youth leader, introduced the group of youth as amazing individuals and as great role models within their community. One of the members of the group stated that he would love for the St. Patrick's Alexander site to go back to the community. Another member identified as the youth group called Hope Blooms of the Community Garden and advised that there were 42 youth members. He stated that they would like to have a place to go to get tutoring, and help with school work. Another member said that she does not want to see this site go to a land developer as there is already enough condos in the area and that any condo would be too expensive to afford anyway. Aljero then read a list of items the youth group envision having available in the community. The list includes (Complete List Attached):

- Language programs (French and Spanish)
- Summer camps
- After-school programs
- A swimming pool or hot tub
- Open gym
- Theatre and art classes
- Games room
- Cooking classes/Breakfast and lunch programs
- Pottery class
- Wood working class
- Teen dances
- Leadership training and opportunities
- Daycare
- Tutoring programs
- Card games
- Talent shows
- Drop-in centre/hang-out centre
- Soup kitchens/healthy food center
- Music program
- Homeless shelter
- Playground

**Mr. David Latiser**, Porters Lake, told the story of how the Mi'kmaq Friendship Centre helped him feel welcome to the community, attain a trade as an iron worker and obtain

employment at the Halifax Shipyard. He stated that he has had steady employment for 12 years and that wouldn't have been possible without the Friendship Centre. He noted that he sees the facility of St. Pat's as the gateway to the NSPS program; there is a shortage of labour at the Shipyard, and a rising population of aboriginal youth. Having a facility with so much potential such as St. Pat's go to waste is terrible. He added that there would be a lot of aboriginals coming into the city and there needs to be something done so they are able to find good paying jobs and able to avoid prison. He feels having the Friendship Centre is essential.

**Ms. Terese Harvey**, Quinpool Road, said that she raised her children in the community and it is still a place she dearly loves. When the school closed and the daycare was taken out without going through the proper steps she stated that she was very disappointed in the city. She noted that at the time there were some comments from the aldermen saying that the community groups looking to use the site would not know how to run the facility. Ms. Harvey stated that the people working for the community groups have been here for decades and they have done an incredible amount of work for the community. There are many groups that could make use of this school, and its gym, and continue to contribute to the community. She stated that many groups do not have the space required to meet and the school would be ideal for this. In addition, there are many kids in the community who would make great use of the site. She believes this community really adds to the city of Halifax and it would be a mistake if the city handed the site over to a developer. Should this occur, there is no other site that would replace it. She suggested that developers look to other sites or plots of land in Halifax and leave the community groups under one roof where they would have a much better opportunity to do their work successfully. She stated that HRM should not miss this chance.

**Ms. Debbie Isson**, Northern Ontario, introduced herself as being from an Ojibway First Nation community in Northern Ontario and as a 36 year veteran of the Canadian Forces. When she first came to Halifax with the Navy, the Friendship Centre was where she knew she could go and feel welcome. It is a place where all aboriginals in the Military can go when they are away from their communities, to serve the country, to connect with others, feel wanted, feel empowered and connect with their culture and their roots. As an Ojibwa woman coming to Halifax 26 years ago, the Friendship Centre was the first place she went to connect with other aboriginal people. While working with the Military as an Aboriginal Advisor, she always told young aboriginals coming to Halifax about the Friendship Centre as it is where you can go to reconnect with your roots. Ms. Isson stated that she now lives in Waverley but works at the Friendship Centre with the Urban Aboriginal Strategy. She said that the Mi'kmaq people here embrace everyone who comes through the doors, but they are exploding at the seams and they don't have enough resources to handle the amount of clients. She is thankful for Dollar Stores as that is where they need to purchase many of their supplies for the programs. She asks that HRM not only consider the aboriginals here in Halifax but to also consider all First Nations coming to Halifax from across the country. She asks that HRM please consider this when they are looking at this site.

**Judy, a resident of Halifax** grew up in the community. She knows that the children of the area are well brought up. She knows there are some troubles in the community, but that is not unlike any other community. People in this community do not deserve to be ignored, like Africville was years ago. HRM is now trying to take the school and not giving the community the chance to build. She feels all community members can benefit from St. Pat's Alexandra for community use. To rob the community of this chance is wrong. HRM must really consider what they are doing to each individual that lives here and beyond.

**Ms. Lauren Oliver**, Cowie Hill, identified herself as being the grand-daughter of William Pealry and Pearline Oliver. She is very proud of her Heritage and is a member of Kitpu youth group. She feels that this area of Halifax has one of the richest cultural backgrounds and this community helped shaped Halifax. She believes that HRM needs to recognize the strength and integrity of the people that live here by acknowledging mistakes they have made in the past, and the mistakes they are making now.

She also stated that going to the Kiptu youth program has been a wonderful experience for her and that she has learned more through Kitpu Youth than she has through any other youth program she has attended in the city. She has gained survival skills, community skills and communication skills through this program. She believes that taking away the opportunity to have the community programs grow through having the space at the school would be a mistake. She was personally hurt when the first proposal went out and felt like HRM was repeating the same mistakes. Ms. Oliver stated that a community is like a garden and it needs the space to grow. She currently needs to live out in Cowie Hill because she cannot afford the rent in this area and noted the lack of places to purchase healthy food and groceries. She sees the community as being under-served. She believes the school site has so much potential for programs and HRM should not ignore this opportunity.

**Mr. Brendan Somerhalder**, Almon Street, asked how the feedback from this community consultation session will intersect with the application process and the decision making.

Mr. Fisher explained that the feedback goes directly to Council for their evaluation. The feedback will be for Council's use. Mr. Somerhalder then asked if the feedback feeds into the RFP and Mr. Fisher clarified that this is not an RFP process it is a special application process that has very specific guidelines due to the findings of the Court.

Mr. Somerhalder then commented that he sees the process as one where HRM is still not giving full or due decision making authority to the community. He believes that it is difficult for the community to provide feedback once the applications have been submitted and they are before Council. He believes it would have been good to see the community more involved in the crafting of the criteria for the application process. Mr. Fisher responded that based on the ruling of the Court HRM is required to use the process that was drafted in 2000. He added that this doesn't hinder the community in providing feedback to Council.



Mr. Somerhalder made a comparison to the Bloomfield Centre and how the community and the city worked together to find the right use for this public property. He noted that he is glad to see the process is a qualitative evaluation. He added that if this school site is lost, it would be very difficult to get back because of the rising cost of property. He asks that Council consider the community first and think of long term impacts on people.

**Ms. Dianna Verbil**, Waverley, read the sign she was holding: "Cherish What We Have". She believes that many people have the attitude it is better to tear something down and build something new. Ms. Verbil also added that there is an issue with how the meeting was being conducted. She explained that part of First Nation tradition is to honour elders and having people stand to speak does not cater to the elderly or the disabled.

Ms. Richardson noted that Ms. Verbil made a very valid point and offered that anyone in the room not able to stand could have a microphone passed to them for speaking.

**Ms. Rose Hubley** has lived in this area for 52 years. She is a single parent. She went to St. Pat's and her daughter went to St. Pat's. She was part of the process to try and keep the school open. That group was never given a real reason as to why the school closed. She would like to know if the process is going to be transparent or will the decision be made behind closed doors. She believes that part of the reason people can come into the area and take advantage of them is because of the poverty that is present in the community. She doesn't understand why St. Mary's was left open and St. Pat's was closed especially given the number of students at each school.

She believes the city would give the community back some hope if they actually looked into the community and realized the amount of positive things that are happening. The children in the community are doing amazing things and the school site would be a great space for them to realize their full potential. She noted that one of the youth groups in the community would be on Dragon's Den in October and that the public should watch. She asked that Council please consider this when looking at the proposals. She referred to the number of years the non-profit groups have been in the community and stated that each group has a lot of staying power.

**Ms. Deb Key**, Brunswick Street, stated that she has been in the community for 57 years. Growing up, her class demonstrated to have the school built and it brought so much excitement to the area. She would like to see the school prosper and added that there is a lot of good in this community and a lot of perseverance. There is a need to support the community out of this facility. She noted that there are many different groups in the community that need this space. She urged Council to allow them to use this space to keep the community strong.

**Mr. Glenn Knockwood** is the Youth Coordinator for the Mi'kmaq Friendship Centre and the Kitpu Youth program. Mr. Knockwood brought members of the youth group bearing handmade signs to the front of the room. He has been working with the program for five years and noted that the youth keep coming back as it is a place where they feel like they can belong.

Mr. Knockwood spoke of the large number of programs that are available for youth of all ages and noted that they are making the space they have work, as they coordinate and organize very well, but they need more as it is very limited. He added that all of the programs are beneficial to the community. He noted that there are many youth in the community that are poised for leadership, but that if we deny them a space to grow he asked what does that say about us. Mr. Knockwood hopes that Council decides the site should go to a non-profit group. He commented that the way the first process unfolded was somewhat disrespectful. He would hope that Council values these youth. Mr. Knockwood then read some of the signs that were prepared by the Youth Group (See images attached).

**Ms. Jennifer Conrad**, Brunswick Street, noted that she is a long term resident. She wanted to add a few ideas and reiterate a number of the thoughts that have previously been expressed about what the community could do with the St. Pat's site. She noted that daily Alcoholic Anonymous and Narcotic Anonymous meetings would be beneficial, as would a seniors day centre, parenting classes for new parents, a shelter, and a trustee program for those who lack the money management skills so that they can keep their homes. She explained that there is no grocery store in the neighbourhood. She also believes a Co-Op grocery store in the community would be of great benefit as would a larger community garden.

**Mr. Irvin Carvery** stated that he was brought to the community 48 years ago. At one time he lived in Uniacke Square. He believes that at one point, one of the benefits to living in this community is that you were able to transition from public housing all the way to becoming a home-owner. He believes he was very fortunate that he was able to buy a home in the community 37 years ago on Maynard Street. He added that he has watched the gentrification occur in this community. He feels that the opportunity to transition to becoming a home-owner or to "move-up" has been lost. He stated that he doesn't want people to forget that the St. Pat's site offers a lot of land. He believes that the community needs to have truly affordable housing. He emphasized that housing needs to be affordable for the people in the community not for people who make \$100,000 or more a year. He believes that some of the smaller neighbourhoods within this community are becoming islands and are being surrounded by housing that is not attainable for those living in the community. He would like to see HRM keep affordable housing in mind.

Ms. Richardson asked if there was a model of transitional housing that he could suggest. Mr. Carvery noted the development on Creighton Street and he also made note of the housing strategy that was recently announced with the Province of Nova Scotia. He added that a long term care facility should also be considered. He envisions many opportunities for the site.

**Mr. Ryan Veltmyer**, Kay Street explained that he grew up in the neighbourhood and participated in a number of activities in the neighbourhood. He currently works with youth and started the organization "Youth Art Connection" which connects young people to artists. He noted that on a provincial scale there are many economic problems, but

believes that there is economic benefit to investing in people both young and old. He believes we need to invest in people at this time and keeping this space is important as anyone who uses it will have a positive impact.

**Mr. Rocky Jones**, Romans Avenue stated that he used to live on Cornwallis and Barrington. His children have always been involved in the daycares, community centres and programs within the area. He has a real affinity for this particular community as it now serves his grandchildren.

Mr. Jones explained that this community is historical. It is one of the few places you can go in Canada where you have a true inter-racial neighbourhood. It is totally integrated. He echoed what Mr. Carvery stated regarding gentrification in the neighbourhood. He believes this gentrification is eroding the original fabric of the community and the integration is being lost. The historical people living in this community can no longer afford to live here. He discussed the example of Mulgrave Park and believes the city has been enclosing lower income populations into specific areas. The result of this has been insecure populations. He believes there needs to be more opportunity for multi-generational facilities.

Mr. Jones added that he is the Co-Chair of Ujamaa and supports the Cornwallis Street Church in their efforts to acquire the site. He noted that this facility would generate a tax base because there would be community groups who would be renting space in the facility. He emphasized that the community around Gottingen Street was once thriving and this facility would help stop the process of gentrification and help the community flourish once again.

**Mr. James Jenssen**, St. George's Anglican Church, noted the church's proximity to the site and explained that many of their programs align very well with some of the other programs available in the community. They currently offer a lunch program and a soup kitchen that caters to many people within the community including families. In addition, St. George's operates a youth program 'Youth Net'. He applauds and supports the initiatives here tonight. He stated that there is no sense to have all of these community programs available outside the community as they would not be effective - they may as well be on the backside of Mars. Mr. Jenssen also noted that St. George's church is a national historic site and is hoping that if there is a redevelopment of the St. Pat's site that the building's expression is sensitive to the historic expression of the church.

**Mr. Emit Peters**, Turtle Island, Ontario, currently works at the Friendship Centre. He asks that Council consider what a life is worth. He discussed the sweat lodge over at MacDonald Beach and the positive impact this has had on a number of people's lives. He noted that this program has afforded people a second chance at life. He has known of several people who would have taken their own lives were it not for the programs offered through the Friendship Centre. Mr. Peter's reminded the attendees of one of the sacred laws of Aboriginal Peoples – Nation First. This was once the sacred laws and it must not be forgotten to put your people first. He asks that Council consider this.

**Mr. Chris Parsons**, Halifax, noted that the condos within the community are unattainable as people within the community cannot afford them. He explained that if this site turned into condos, it would be unaffordable as well. He noted that developers are able to purchase vacant lots rather than public land that already have a perfectly functional building that they would just demolish. He added that this is the rare chance for non-profits to get a site within the downtown core. He believes the only choice is to put the property in the hands of the non-profit groups.

**Mr. Ross Cantwell**, Halifax is the President of the Housing Trust of Nova Scotia and echoed many of the comments previously made. Mr. Cantwell feels the various levels of government are almost fighting against one another. He noted that the building would likely be 14 million dollars to replace and added that a developer would likely tear this space down. He believes that if non-profit groups took on the facility, the upgrades could occur at a fraction of the cost of building a new facility. Mr. Cantwell noted the synergy of the Library, the YMCA and a community centre would create and suggested that building strong community infrastructure here was of greater value than increased density. He encouraged partnerships between the different departments at the municipal level and between the levels of government and community groups. He believes this building could also serve the North End Health Centre and provide effective and efficient health care in light of shrinking health budgets. He noted that affordable housing is essential but it is also tough to get as the costs for construction keep rising. He hopes the community can develop a unified vision and that the three levels of government would work together to make this site a possibility.

**Ms. Naomi Metallic**, Halifax, stated that she has been a resident of Halifax for 12 years and works as a Mi'kmaq lawyer. She is also the Chair of the Halifax Aboriginal Peoples Network. She echoed support for the Friendship Centre and made note that there are over 5,000 people in Halifax who identify as aboriginal – this number is higher than the population of Eskasoni, the largest aboriginal community in Nova Scotia. The Friendship Centre is currently strained for space and requires new space to continue their positive programming and support.

**Mr. Billy Lewis**, a member of the Board of the Friendship Center, noted the common theme of the importance of community that has been discussed this evening. The discussion is not about buildings or geographic areas, but about community. He hopes that Council considers this when they are looking at making a decision on this site. He reiterated comments made previously on community strength and hopes the decision made with regards to the site is based on real community and real people.

**A resident of the Creighton and Cornwallis Streets area** spoke of the reduction of public space that is occurring within the city. She believes the St. Pat's site should be used for education and recreation as she feels Nova Scotia lacks in this area compared to other areas of Canada. She supported the ideas of Mr. Somerhalder who spoke earlier.

**Ms. Alisha MacLean**, Gottingen Street, identified that she is a condo owner but she also loves the community and believes it is the best in the city. She has worked for non-profits before and believes they should not have to settle for less.

In response to her suggestion that there may be asbestos in the building, Ms. Rose Hubley responded that this was not the case.

Ms. MacLean then suggested that it may be costly to bring the building up to standard so a partnership with a corporation might be worth looking at. Perhaps there could be a condition of sale to have a portion of the property be maintained for community groups or community uses such as a grocery store.

Mr. Fisher responded that it may be difficult to get specific uses in a condition of sale.

Reverend Britton suggested that perhaps Ms. MacLean is speaking of what was done with the Bloomfield Centre, where the city worked with the community to come up with specific uses in the proposal.

Ms. Richardson noted that staff will give this possibility consideration and provide a response to the community.

An audience participant noted that the experience the community has had with developers has not been a positive one. She added that she hopes the city is not afraid of how positive this building could be.

**Ms. Stephanie Pronk**, Bliss Street identified as being a recent graduate with a Business degree from St. Mary's University and currently working for Common Good Solutions who offer a grant for Enterprising Non-Profits. She noted that this grant may be helpful to some of the non-profit groups to develop the pseudo RFP and added that she will be available for questions at the end of the meeting.

**Ms. Mary-Lou Reddin**, is the Director of the Halifax Humanities program. She stated that she has difficulty finding space to run the program and echoed the need for space. She added that it would be beneficial to have all of the non-profits working together under one roof. She has visited sites that use this model in Toronto and Vancouver and noted how effective this has been for the clients that these programs serve and for the staff and volunteers with these non-profit groups. It gives them the opportunity to learn from one another.

**Mr. Craig Walkington**, Cornwallis and Brunswick St., stated that he has been a resident for 15 years. He asked if it would be possible for members of the community to get into the site for an inspection.

Mr. Fisher responded that a site tour will occur for the applicants of this process but this will not be likely with the general public.

Mr. Walkington then asked for the reasoning of this. Mr. Fisher responded that there are likely some safety challenges. He added that he can go back and ask about this again, but was not certain of a positive response. Mr. Fisher indicated that there were some building condition reports and he would attempt to obtain these and make them available to the community.

Mr. Walkington noted that the building has been rented out to film the Trailer Park Boys so he is looking forward to an answer.

Mr. Walkington then asked what is driving the online survey end date of July 8<sup>th</sup> 2013? Mr. Fisher responded that staff felt two weeks might be enough time.

Ms. Richardson added that the end date is something they can look into if it is not delaying the call for proposals.

Mr. Walkington added that there needs to be more time for this survey. An attendee interjected that there needs to be a lot more awareness about the survey.

Mr. Walkington also stated that he was part of the community group that took part in the assessment process that looked at the proposals for the sewage treatment plant. He asked if HRM could look into the same type of thing happening with this site and requested that staff come back to the community in this regard.

**Ms. Wanda Lewis**, Lynch Street, considers this her community and feels it's important for HRM to do their best and to really consider what is being said tonight. She compared the situation to Africville and feels the school is being taken. She echoed what the youth group said and hopes that HRM will listen to this as it shows all of the positive things that are occurring in the community. Ms. Lewis believes that this shouldn't have to be fought over and hopes that HRM truly cares. This is for the future of the children. She doesn't want to see children have to leave the community. Ms. Lewis indicated that the community needs a place of their own. In closing, she stressed that this facility would be a wonderful educational, recreational and spiritual resource.

**A resident of Creighton Street** asked how will HRM know that what the survey captures, is what the people within the community are saying?

Mr. Fisher responded that the postal code will be filtered to know where responses are coming from. The resident is concerned that the survey responses would be different from what is being heard at the meeting.

**Mr. David Flemming**, Halifax, identified as being the President of the North End Business Association and indicated that he agreed with the comments of previous speakers. He asked that the minutes and notes being taken tonight be released well ahead of the staff report and wondered if the minutes could be available on the same site as the pictures and survey.

Mr. Fisher responded that he would look into this. Mr. Flemming encouraged community members to speak with all members of Council personally on this matter

**Ms. Delsie Connor**, Halifax wanted to inform the meeting attendees that this community has people and friends that are behind them and appreciate what they are doing. She is here on behalf of the Heritage Trust and will report back to them. She wants the community to know that they have a lot of support and encouraged them to keep trying.

**Gilbert Dale**, Halifax, spoke of what he would like to see for the centre and agrees with what the youth groups presented. Mr. Dale would particularly like to see cultural programs and performance space in the facility. He suggested that the centre could be a space for well-coordinated and well-funded social planning that would strengthen and help grow the community. He added that there needs to be a significant space that the community can use for events such as weddings or banquets. He proposed that the centre employ local residents who would in turn spend their money in the community improving the economy of the area. Mr. Dale believes there is space in the building for all of the community needs.

**Ms. Pam Glode**, Halifax, identified as being the Executive Director of the Mi'kmaq Friendship Centre. Ms. Glode asked if HRM will support the groups with their proposals and if they will help the groups understand the qualitative assessment. She wants to have a very clear understanding of what HRM is looking for in the application.

Mr. Fisher responded that staff cannot help develop the application and then fairly evaluate the proposals. He reviewed the criteria for evaluation that was presented during the staff presentation portion of the meeting. He noted that responses need to be well thought out.

Ms. Glode wants to ensure that she interprets the criteria correctly. As a Mi'kmaq woman she has trouble with the word interpretation. Misinterpretation is how aboriginals ended up in residential schools, on reserves and with the Indian Act.

Reverend Britton clarified that they want to be able to provide HRM with the information they need and are looking for. Because it is a qualitative assessment it is challenging. If every proposal is not judged in the same way, then it is not a fair process. The evaluation is very subjective in her view.

Ms. Glode reiterated that she is very concerned about the interpretation and wants to ensure that she is providing the exact information that HRM is looking for.

Mr. Fisher reminded meeting participants that the decision is up to Council.

Reverend Britton requested that HRM provide a resource to the applicants to help the groups through the process.

Mr. Fisher again indicated that HRM staff cannot assist with the applications and also evaluate the applications.

Councillor Watts indicated that she was not hearing that the groups wanted help with writing the application, but answers to questions and clarification and/or direction on certain aspects of the process. She encouraged the participants to continue to voice their concerns and questions. She noted that staff will work on finding an answer to this issue.

**Mr. Billy Lewis** stated that he is concerned about this process as certain aspects of the criteria do not sit well with him. He believes there should be better clarification and he is not reassured. He expressed concerned about defining what public good means or what benefit to the municipality means.

Ms. Richardson reiterated Councillor Watts' comments that staff will take these concerns away and attempt to come up with solutions to these concerns. Mr. Fisher reminded meeting participants that the criterion for the assessment of applications has been mandated by the court case.

**Dr. Margaret Casey**, Halifax, identified herself as the Chair of the Board for the North End Community Health Centre. Dr. Casey noted that there is urgency with regards to this opportunity. She believes that if the opportunity is missed there will be a negative impact on the community.

Reverend Britton noted that there will be an application coming forth from a partnering of three of the community's non-profit groups. The proposal will attempt to capture what has been expressed by the community at the meeting this evening. She added that the non-profit groups intend to hold a community consultation prior to submitting their proposal to the city. Reverend Britton noted that the community was fearful of the subjective process and concerned that there was not a will to help the community.

Reverend Britton expressed disappointment with HRM because of the way in which this particular consultation unfolded. She believes that HRM should be more open to having community members come to them and she encouraged the idea of HRM holding a follow-up meeting so that staff can bring specific answers back to community members. She noted that HRM should consult with community members regarding when meetings are to be held and suggested that having only one meeting indicated that HRM was not entering the process in the right spirit. She hopes that this is a sincere effort on the part of HRM.

**A member of the audience** noted that it is a great deal of work for the non-profit groups to come together and prepare an application of this magnitude. It would be helpful if the city could give them more input as to what they are required to submit. She is concerned because the community groups only have one opportunity to put forth an application and it could be a missed opportunity if they do not have the correct information in their proposal. She suggested that HRM was asking the groups to be



entrepreneurs (how will you purchase the property, how will you operate the programs, how long will they continue). She asked that staff work with the groups to ensure their submission is successful.

**Ms. Amy Moonshadow**, Cunard Street, expressed concern about the way HRM is conducting the process. She reiterated many of the comments stated by other meeting attendees. She noted that how HRM communicates with community members is limiting and feels there should be a better attempt at informing members of the public.

A comment card submitted to staff was read by Ms. Richardson as follows:

**Ms. Bobbi-Leigh Cain**, Uniacke Square, it states there should be an up to date community center with programs that will cater to the needs of youth, notably education and life skills. The centre should also support a career centre for adults and youth and have adequate space for all.

**Ms. Glode** commented that she is looking for HRM to work alongside with the non-profit groups, similar to how they would work with developers to find solutions. She believes this is a common courtesy.

**Ms. Jane Moloney**, Halifax, identified herself as being the Executive Director of the North End Community Health Centre. She is concerned about the application criteria of "public benefit" and how that is defined and understood. She doesn't believe it is clear. She added that it is very unclear and asking the public to refer to a section of the Charter is not helpful. She disagrees with the idea that HRM cannot be part of the application process and also evaluate. She noted that the City of the Toronto is working closely with the community to redevelop Regent Park. Ms. Moloney does not understand why HRM cannot do the same with this site. She would like to know the exact market value of this property as it is a bit of a moving target. Ms. Moloney noted that it cannot be assumed that the not for profit group will propose paying \$1, they may pay market value. She would like to see HRM define the cost of not doing this. Ms. Moloney would like to see a guarantee to have no more jurisdictional issues around what the non-profits would be proposing to do on the St. Pat's site. She noted that the province and local MLA was helpful in finding resources to complete the consultations needed to put the business plan together despite the fact that their non-profit serves the city.

Ms. Moloney then discussed the example of a proposal that was put forth by the North End Community Health Centre. The financial aspect of the proposal was 45 points out of 100. Everything else was rated on how well they serve the community and what they do to serve the community. They scored 67 points, so they must have aligned 100% on the municipal benefit. The municipality has indicated that the services proposed are a provincial responsibility. Ms. Moloney views this as being very short sighted and a poor commentary of the city's relationship with the province. She believes that the health of this community is also the city's responsibility.

**Ms. Ann Phillips, Halifax**, would like to see a place for those who are lost and do not have access to the right resources. She noted that there needs to be increased access to education and life skills. She stated that there are a lot of people in this community that need help and there should be help made available to them.

**Mr. Bernard Smith**, Halifax, identified himself as the outgoing Executive Director of the North End Business Association. He expressed concern over the application criteria of "benefit" and how that is quantified. He supports the comments of Ms. Moloney. He believes it is very difficult to quantify this in an application and added that a dollar value cannot be put on "benefit".

Mr. Fisher responded that he understands that these definitions are broad, however this is criteria mandated by the court case. He added he did recognize that the process is not all about dollars and cents. He gave assurances that the applications will be looked at with open minds.

**A resident identifying as Marcus** noted that yesterday, there was a shooting in the area. He expressed concern over violence in the community and feels that HRM is fighting the community in moving forward. The community is trying to put things in place to minimize or eliminate violence in the area and HRM is fighting them. He noted that, a few years ago, Halifax was the most violent city per capita in Canada. He doesn't understand how HRM could refuse these groups. He's not saying that HRM is necessarily refusing them, but believes this process speaks for itself. He stated that HRM should have come to the community first to see if they required the site.

#### **4. ADJOURNMENT**

Councillor Watts closed the meeting and thanked the members of the public, the community groups and staff for coming to this session. She added that all comments and questions expressed at the meeting are important and staff will follow-up as quickly as possible.

The meeting was adjourned at 9:45 pm.

Original Signed  
Office of the Municipal Clerk

Schedule 4

1. What is your vision for the property?	#1 Word to Describe Vision for Property	#2 Word to Describe Vision for Property	#3 Word to Describe Vision for Property	3. What are the first 3 letters/digit of your postal code	4. What is your age?
Regardless of the redevelopment of the property, this street should become a true public ROW that is accessible for children and youth - not just adults and cars. With the many child and youth focused organizations in the neighbourhoods - St. George's Youth Centre, Mi'kmaq Childcare Centre, Northend Health Clinic, L.O.V.E (Leave Out Violence), Centre for Arts Tapes, the Ark, A Tiny Lab Child Care, are all accessed by this section of Maitland Street. As Gottingen is far from safe for children, Maitland provides much need relief. 30km/h speed limit, pedestrian priority shared street should be focus. And development on the site should keep this in mind. This street has the potential to be a people-oriented exception in a transit and commuter traffic corridor.	Woonerf	Connection	Open	B3K	26-34
Mixed use residential-commercial space. New, modern buildings with condos/rental apartments along with shops (i.e. boutique stores, coffee shops, restaurants, etc) and government services. This would also be a great place to build a grocery store like the one that recently won Aviva Community Funding called the Community Carrot. We need more people living in this neighborhood - more infill - to make it the great place it can be. More residents means more potential for businesses and services to establish themselves here and grow the area into a dense, downtown style urban village. Many (but not all) of these new residents will need to be middle/higher income earners as these are the people with the money to support new commercial/service based businesses. This means that some of the land St. Patrick's is built on should be used to construct new condo buildings as middle/higher income earners are more likely to purchase these. There is A LOT of land available in the St. Patrick's footprint/parking lot to build many types of buildings. I understand the needs and wants of the lower income residents of this neighborhood for more government services and I agree that they should be provided - to ALL the residents regardless of income level. We really can have it all here - condos, apartments, store front and office space, government services - there's land (and the potential to build upwards) for all of it. Whatever solution is found for this site, it should not exclusively benefit one group or the other. This site is an amazing opportunity for Halifax to help shape the neighborhood between Cogswell, North Street, and Agricola into a dynamic, mixed income, integrated community.	Modern	Dynamic	Residential-Comm	B3K	26-34
There's a lot of crime and drug users in this area but there are also rehab centres and church groups that work with the community to make a safer place. The new St. Patrick's Alexandra site should not turn its back on the existing community: either the people in need of assistance or the community and church groups that reach out to them. I fear that turning the site into condos or apartments similar to the townhouses on Maitland Terrace would simply gentrify the area and turn a blind eye to the community. There needs to be integration of community services in this important location to address the human needs because this is a part of the city where people in need end up. I think this site could provide the momentum required to address many social needs for not only the community but for the city. However, the site should also generate revenue to support services.	Integration	Services	Revenue	B3K	35-44
I would like to see the property sold to a developer for residential purposes. The area needs more young professionals and an affordable condo development would help attract more young people to the downtown core to improve the area.	young	professional	residential	b3k	26-34

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A mixed-use development that would include residential 1 and 2BR units along with a home for the three community organizations who submitted proposals regarding the property, i.e. North End Community Health Centre, the Richard Parker Centre for Excellence Society, and the MicMac Native Friendship Society. The entire complex should not exceed 4 floors on the Maitland St. side and 6 floors on Brunswick St.	safe	attractive	clean	B3K	55-64
A mixed use space with retail, professional offices, and public space. I would envision a public courtyard, surrounded on three sides with two to three floors of professional offices and retail / food services. My vision would promote a community feeling, where public and professionals can interact, and public events could occur. My vision would include low residential density, with pedestrian over vehicular traffic. Further, given the two existing buildings on the North side of Quinpool which are in excess of three floors in height, a low rise building would reduce the environmental impact / wind funnelling effect of the new building and the area in general.	Community	Inviting	Multiuse	B3k	45-54
I hope to see a multi-use facility that contains space for ground level commercial business facing the street as well as community or non-profit facilities and multi-unit residential. I envision this site having the same look and feel as the opposite side of Quinpool road in this area. Proper design could also remove the "dead" space at the end of Windsor St. and allow some street level activity there.	Accessible	Multi-purpose	Useful	B3L	26-34
A multi-use community oriented space shared by a number of not-for-profit organizations, perhaps small businesses, co-ops, community groups, multi-generational projects, etc.	community-focused	functional	green	B3K	35-44
housing above low-rent artist studio spaces above offices on main level	hub	inviting	representative	B3K	26-34
My vision for the St. Patrick's Alexandra site is for a mixed use community that helps to create a new centre for the community. It should be home to a mix of income levels. I want to see something that has an urban character and enough density to support new services on the site such as a grocery store. The site should also be home to daycare and other services needed for the neighbourhood. When I see the potential of this site I think of the Woodward's Development in Vancouver. <a href="http://news.nationalpost.com/2010/06/05/the-woodwards-project-from-high-above-to-down-below/">http://news.nationalpost.com/2010/06/05/the-woodwards-project-from-high-above-to-down-below/</a> While I do not want to see buildings of that size on this site I believe the same development principles can be applied. I do believe the site could accommodate upwards of 700 new residential units for the neighbourhood.	Neighbourhood	Modern	Mixed	B3K	26-34
Co-op housing. Low-income with a mix of regular residential. Perhaps some retail on the main floor, as well as some handicapped suites.				B3K	35-44
Developed as mixed-use residential.	dynamic	residential	clean	B3L	35-44
My vision for the sight is a community space that addresses the economic, cultural, and educational needs of the community. A space where adults can engage in recreational and job-related skill building. A space where children can learn and play. A space where community members can come to feel engaged. The site has great potential for providing a community space that greatly enriches the area.	community	culture	skill-development	B3K	26-34

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I would like to see a mixed income housing development in the area that is in keeping with the design and scale of the Cornwallis/Brunswick corner. I am not in favour of continuing to locate social service organizations in this area. The appearance and reputation of Gottigen Street has greatly suffered over the years that it has housed social service organizations creating a ghetto that has stereotyped the people using the services as well as the neighbourhood.	Neighbourhood	Urban		B3K	55-64
There is an extensive list of possibilities for a property in the hands of the community. When looking at hrm owned facilities the cost factors are not a factor but when the thought of putting a facility into community hands brings forth the question (can they afford to run it ?) that is where the city should co partner with community rather than have city vs community in a battle for what is right for the property i am familiar with projects that went the other way from community to city and the money put into those facilities by the city far exceeded the costs had they stayed in the hands of the community and the use guaranteed by the city of community time never materialized. I think it is time for a new era of cooperation with a joint owned cost shared facility with the city picking up the higher portion of costs and possibly having the lower use of facility because the good that groups are doing that occupy that space is priceless to the city and the value to the city will continue to grow as time goes by. The city should look at it as an investment that will continue to grow in value- a guaranteed asset.	grassroots/community	community	community/municipal	b3k	55-64
A community asset utilized by all segments of this diverse community - meeting rooms, affordable office space.	user-friendly	accessible	welcoming	B3K	55-64
The property is a community-based centre housing a wide selection of community agencies who enjoy a reduced rent.	Community	Services	Organizations	b3k	45-54
I just did this and it failed? [redacted] off	e	d	d	b3k	45-54
I think that the property should be used to give something back to the community, or serve a greater purpose than just becoming more condos or housing. I think it would be wonderful to have to house multiple services/ supports, such as the North End Clinic, or other non-profits.	Welcoming	Integrated	Rejuvenating	B3k	26-34
Community centre with retail	occupied	useful	Sustainable	B3K	45-54

**1. What is your vision for the property?**

**#1 Word to Describe Vision for Property**

**#2 Word to Describe Vision for Property**

**#3 Word to Describe Vision for Property**

**3. What are the first 3 letters/digit of your postal code**

**4. What is your age?**

I would like to see the St. Patrick's Alexandra property include an elementary school once again, located in the new building currently on site. The new building actually received a superior rating during the Imagine Our Schools consultations, perhaps the best of any elementary or junior high school facility on the peninsula. It is the old Annex building that requires much upgrading; I would propose allowing this for affordable housing development or passing it over to a post-secondary institution to use as a campus. The local elementary school is currently Joseph Howe School, with St. Joseph's A McKay located further north. Past efforts have been made to amalgamate the two elementary schools. St. Joseph's A McKay has strong community support and is able to represent itself as a diverse and unique learning environment. Joseph Howe does not represent itself as well as a school, but it is important to acknowledge that it too serves a unique population. This school largely supports the young, single mother families that live in the public housing in the neighbourhood, on Creighton and Maynard streets and in Uniacke Square. It is very important to acknowledge that these are \*families\* that need support. Often the children need additional support but the community should also be extending support to the mothers, offering counselling, health services and educational training. It is not a shame to acknowledge that a school serves a largely high-needs population, especially one that has been systematically oppressed and one does not represent itself. Despite its lack of representation, the statistics are available to know the living conditions of the community, and either HRM or the province (through education and health) should provide support, not charity but support. The SPA site is a superior facility than Joseph Howe school, and if used as a community school could offer much needed support. The community needs that have been expressed publicly at this time include those of the Mi'kmaq Friendship Centre, the North End Community Health Clinic, the Cornwallis Baptist Church, and another community minded organization. It is important that their needs be respected and encouraged. The Mi'kmaq Friendship Centre serves this neighbourhood by providing various cultural programs as well as addictions services; the Health Clinic provides various far ranging services, including offering a garden in the accompanying Wellington Park. Other community services have been brainstormed including additional educational training, mental health services, day care, etc. It would be important to promote community services that integrate well with an elementary school, including a dental clinic, psychologists, social workers, artist's studios. I would be in support in continuing to offer addiction as well as criminal justice services alongside a children's educational site. The Mi'kmaq Friendship Centre offers unique services, being one of the only organizations supporting urban Aboriginals; the current Centre has been very compromised in its Gottingen st location and has been interested in the SPA site since the initial HRSB review announcement. I would like to imagine an educational/cultural centre that supported the urban Mi'kmaq Youth, offering language lessons, various Aboriginal history and political courses, craft & music workshops. Considering that the African Learning

support

multicultural

communities

B3K

35-44

Institute is opening up its office doors up the street and members of the Black community have been waiting for an Africentric educational facility, the HRSB alongside the city could stand up and show support by offering part of the former SPA to this organization to host conferences, educational workshops and camps, and other events. Such an institute would be capable of offering extra-curricular and supplementary activities for individuals interested in Africentric learning, from which I am sure many Black and other youth would benefit. Affordable housing is much needed in the North End of Halifax, further construction of non-for-profit housing by the city is much needed. Alternative models of ownership need to be seriously explored, particularly cooperatives. The old Annex building provides an opportunity for constructing studio lofts for artists and young professionals. For many years the HRSB operated a pottery studio in that building, and it is possible to imagine that space as a productive artist workshops. As a far flung idea, perhaps a school like NSCAD would be looking to relocate its downtown location into a what can be an inspiring building. Despite its needed state of repairs due to its age, the old Annex building is a heritage site from a day of finely designed schools; it is worth preserving. The green space next to the school, extending into Wellington park could be converted into an art park of sorts, including an Afrocentric playground, an herb garden to identify local plants, an outdoor work out park. There is so much potential to make this the most interesting public space in the city! One that is embracing of the diversity and creativity of the North End, dispelling the status quo that this part of the city is dangerous and threatening. Showcasing this community as one that is not afraid of its social problems, choosing instead to acknowledge them and make a careful effort to remedy. Sincerely, [REDACTED]

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I'd like to see St. Pat's Alexandra turned in to autonomous community space, self-managed by community groups, with space available to groups with few resources.	Communism	Communism	Communism	B3K	26-34
Tear the school down and put in condominiums with retail space. Small restaurants, gardens, a safe playground.	Development	Renewal	Community	B3K	26-34
My vision is to see this entire land re-developed into High rise residential. We desperately need more residents on the peninsula and this is a great area to build up. It is close to Ocean Towers so there is already tall buildings in the area, plus the residents would provide a major boost to the revival of retail on Gottingen St. I know there is a lot of "pressure" from community groups to use this space as well, so let them have some subsidized areas on the ground levels of the new buildings. Brunswick/Maitland is not a great area for retail, so why not let community groups, daycares, doctors offices/health clinics have some of the ground level space, while having residents to live above it. I do not think there should be any more than 25% affordable housing in this area. I feel this entire community is affordable housing, and if we do not get more higher income residents in this area, it will be a ghetto forever. The best neighbourhoods have a mix of income, and right now, this area has a lot more on affordable housing. Please do not sell this property to a community group. Sell it to a developer and get some residents living in this great area of our city.	Highrises	Diverse	Progressive	B3K	26-34
Upscale condos or apartments with merchants on grown floor. Have the design fit in with the neighbourhood. Not a super modern look, one that looks more like the old homes and churches in the area. Nice land scaping and maybe a small green space for the public. There is a park already close by The ground floor could house a medical center, day care, corner store. Something that could be used by the public as well as the tenants in the building	clean	useful	pleasing	b3k	45-54
An inclusive community centred space with both community based services/programs and housing(for a range of people and price points) that is well kept, sustainable and a benefit to all aspects of our unique and diverse community. A destination within Halifax. A space that will be known as the centre of the community. An artistic, diverse, and welcoming community centre that is safe and accessible to all (ages, social, economic and cultural backgrounds) and brings joy to those who use it, those who live near it and Halifax as a whole. Throughout the property's exterior, it should be well lit, pedestrian and bicycle friendly, include the North End Garden and also other native trees and plants. In the end, an area Halifax can be proud to celebrate and boast as a splendid example of safe community centred development that enriches the community. It should compliment and acknowledge the extensive history of this area, while building on Halifax's aspirations to be a vibrant accessible city.	welcoming/inclusive	sustainable	inspirational	B3K	26-34
Green space with community services or meeting spaces.	open	welcoming	green	b3k	26-34

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what is most monetarily profitable for the city to do...sell for economic development...to the benefit of everyone.					
As a community space to house the North End Clinic, the Mi'kmaq Friendship Centre, and the Richard Preston Centre for Excellence. The school is in an excellent location and would allow these community organizations to work closely with each other. This would be a wonderful resource for the multi-faceted North End community. As gentrification spreads down Gottingen Street, it is vital that the organizations that have been supporting the lower-income, First Nations and African Nova Scotian communities find a stable home where they can work together to ensure that resources and people aren't pushed out. It would be a terrible shame if the school became condos. There are enough condos in that area, and this rapid gentrification is irresponsible and destructive.	Community	Health	Support	B3K	26-34
As someone who now lives in the North End and just moved here from Ontario, I've noticed a serious lack of facilities for social services, especially for youth, in the area. I'd love to see the site transformed into a hub for community organizations that serve the needs of its residents. I think that would be a fitting way to make use of a former school building.	Welcoming	Artistic	Community-control	B3K	35-44
Not-for-profit space: A Community Centre! A school! A farmers market! NOT CONDOS.	African	Historical	Community	B3k	26-34
Mixed use development with ample & affordable space for non-profit community groups. A modest housing component that is affordable. There should be a mix of tenure types. A home for the Community Carrot, the planned north end food co-op. Retail space Public outdoor space, a plaza of some type. Space for arts and culture groups. Offices, studios, etc.	Inclusive	Innovative	Diverse	B3K	26-34
Centre for Community Organizations	Real	Neighbours	Heart	B3K	26-34
Gift it to the youth of the north-end, under the collective control of the Mi'kmaq Native Friendship Centre, the North End Community Health Centre and the Richard Preston Centre for Excellence. They are the best community resources in this neighbourhood to help decide how it should best be used.	community	non-profit	youth	B3K	35-44
I envision St. Pat's as a new home for the Mi'kmaq Native Friendship Centre, the North End Community Health Centre and the Richard Preston Centre for Excellence. Not condos!	social	justice	community	B3K	35-44



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To have a community environment. To have the Friendship Center, Health Center and Richard Preston have new homes and to have a positive impact on the long term community.	Community	Cultural	Idenity	b3k	35-44
A culturally, self identified community. Programs and services that servie the community and not developers. NO CONDO that real people can not afford.	Vibrant	Community		b3k	26-34
A place that offers services to people in the community and outside the community such as: •A.A & N.A meetings •Youth centre •Non-profit daycare & pre-school •Senior day centre • larger community garden •Food bank •Safe playground for the children •Housing were people can lease to own their own home •Trustee program (to help those with limited money management skills to stay in their homes) •Large gyms on property could have Sunday flea markets, Ice Cream Socials, talent shows, concerts, Etc (which would bring people to the community in a positive way) •There is a wood shop, metal shop, kitchen shop, sewing shop on property, this could give people employable skills •Kitchen shop could be used to teach nutritional cooking classes, teach new parents to cook healthier while on a budget, ethnic cooking classes There is endless whys how this site can help people living in the HRM.	Diversity	Community	Unity	B3K	35-44
A stable home for local community groups with multi purpose space available for public use. I think that the groups that have been working and supporting people in the neighbourhood and beyond should be given the space to create a vibrant community hub that reflects the needs and desires of the residents that have been accessing services along Gottingen st for years. I would also like to see the outdoor space continue to grow as a community garden. If there is more space in the school than is needed I would like to see a call for proposals for other community based non-profits or potentially new projects to use the space.	Services	Reflection	Ownership	B3K	26-34
Public Services and Housing	Community	Hip	Convenient	B3K	45-54
Sense of community. For the people, by the people. I want to see all of the not-for-profits in the area utilize the space in the best way possible for the community. I don't want to see condos; we have enough of those!	community	dynamic	for-everyone	B3K	26-34
I'd like to see the property used by the community - I am a big supporter of the proposal put in by the NECHC and the Friendship Centre.	Community	Non-Profit	Cooperative	B3K	26-34
An affordable community centre.	accessible	affordable	community	B3K	26-34

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I would Love to see this be put back in the Community's hands, Let the Non-For-Profits go in and do what they do best by helping this community, I would Love to see this happen so much can be done on this site and this community will prosper because of it. Our Youth is our Future as we are their Past. let us not forget about the Heritage of the community that I have grown up in and the Pride that this Community has. I think a lot of good and a lot of much needed support can be vented from the use of this school.Please allow this to happen, I do believe the community is united in this so H.R.M. allow this to happen for the good of this community and the pride we have here.Thank You	Heritage	Green	Growth	B3K	55-64
a community centre!	community	youth	mulit-purpose	B3K	26-34
To become home of the friendship centre, the north end health centre and the richard preston centre for excellence.	community	health	healing	B3K	26-34
I would love to see this as a site for the friendship centre, health centre, and the richard preston centre for excellence. A place with a strong sense of what our beautiful north end community is all about. A place that inspires hope and brings people together.	Community	Diversity	Transformative	B3K	26-34
I would like to see a project similar to the one proposed by Jono Developments. Residential with ground floor retail would be a great addition to a neighborhood that is largely void of retail, and further residential development would increase the city's property tax revenue significantly. I would also like to think that increasing the population density on the peninsula would go a long way to providing the necessary customer volume required to revitalize the central business district. I think we need to be very careful about using this location for social development projects. The Cogswell Interchange project and the Silver Birch Hotel project are effectively extending the boundaries of Downtown, and this location has the potential to add tremendously to the image of this neighborhood. The size, value and redevelopment costs of the property threaten the sustainability of any public project on this site.	Enterprise	Vibrant	Revitalizing	B3K	26-34
The building should be razed and the land sold for redevelopment. That a few overly needy -- and vocal --special interests seem to want to turn this building into some sort of gathering place -- when we already have numerous such venues for members of our community and the broader downtown to gather -- is silly. The revitalization of the North End is not going to transpire with the redevelopment of an aging and architecturally unimportant building. The land is a valuable resource that needs to be used to its fullest advantage and saving the existing building makes little sense when the property would otherwise be developed into a residential or commercial site that will help inject new life into this part of our city.	Demolish	New	Housing	B3K	35-44
To be given to not for profit organizations to run community programs.	Community	Belonging	Home	B3K	35-44

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Remove this eyesore of a building and redevelop as shops, houses/residential. The ideas around making this into some sort of a community centre would duplicate a number of organizations/institutions that already exist adn essentially waste an important plot of land for the purpose of promoting a few private interests, whereas redevelopment as a mix of commercial and residential property, would help to inject new life into the North end.	Residential	Commercial	Revitalized	B3K	45-54
To stay in the community with the community.	spacious			B3K	45-54
new, revitalized, clean, safe, functional increase property value contribute to community value - grocery store, cafe, etc. maintains architectural, historical culture of area as Round Church and Brickyard	revitalized	clean	safe	B3K	26-34
Residential commercial combination	Modern	Exciting	Intriguing	B3K	45-54
Community oriented space that gives back to the vibrant community. My bedroom and living room windows look over this space, and can see down to the harbour, and it would be a shame to see this turn into another high rise condo development.	vibrant	inclusive	diverse	b3k	26-34
This is an opportunity to for the non profit groups in the area to be in one place so their access is easier for all residents in the area from all walks of life. This may only require part of the existing structures. We can utilize and recycle at least part of the original structure. The rest of the property could go to a mix of affordable housing and additional housing to encourage more people to live in the area. This is a very old and integral part of Halifax. This would revitalize this part of downtown and encourage growth.	revitalize	access	growth	B3K	55-64
I would like to see non-profit community groups be able to utilize this space to its max. This will provide viable opportunities for non profit groups to be sustained and grow. It is difficult enough when space becomes a problem and we really need St. Pat's Alexandra School for the many non profit groups. It could even house a Food Bank.	Community	Accessibility	Beautify	B3K	55-64

1. What is your vision for the property?

#1 Word to Describe Vision for Property

#2 Word to Describe Vision for Property

#3 Word to Describe Vision for Property

3. What are the first 3 letters/digit of your postal code

4. What is your age?

The vision of the children is very important they are the future, at my age what happens at the property will affect me less than the children. There was some great input from the area children and if you give them what they want they may come back to have input at the ballot box in the future and that is another plus if the children can be kept engaged rather than (you should be seen and not heard). I remember my involvement as a youth and the disgust I felt from elected officials, haven't forgotten it in almost forty years and I have seen countless issues since where the voice of the people was either heard and ignored or not heard at all. Council must direct the developers as there greed would have developments on such places as the Commons ,Citadel Hill Point Pleasant Park so lets put a stop sign up for chaotic development. There can be no keener revelation of a society's soul than the way in which it treats its children-Nelson Mandella. I fully support change so lets change the way we deal with communities consider this as if it was your community and vote accordingly. I would really like the city to become proactive rather than reactive - a proactive approach can bring forth good ideas whereas a reactive approach is usually negative. I could give you examples of condo developments that have more than backfired in other places but I hope your assessments have already included this info ( a proactive approach).I could use the yellow pages to make a list of programs and services that could go in a facility like this I think the possibilities are endless and could become a benchmark for other cities to follow rather than us following there leads.I surely hope that council gives this property to the developers of this community the ones that have already put in the effort to develop this community and will continue long after any developer would be gone. I urge you to do the right thing because its the right thing to do and your reward will come from doing the right thing. When greed wins out over need the losses will mount for years to com,there are plenty of examples right in this city. You do not often see children fighting to get into school so lets jump at this opportunity and give them a chance it would be easier to correct this if it was a mistake than to correct a development.

creative

proactive

unique

b3k

55-64

With all the gentrification going on around Gottingen, I think it is more important than ever to ensure that the long-term residents of the community are able to reserve for themselves spaces in which they feel comfortable, and spaces which will help maintain and enhance their sense of community, and spaces that will work to enhance socio-economic opportunities for themselves and their children. To this end, I strongly support the will of the community to preserve St. Pat's Alexandra in the public domain, and to explore the myriad of interesting uses they have suggested for the property (including a home for various non-profits, and a youth drop-in centre).

Community-orient

Friendly

Beautiful

B3K

26-34

Sell it to a developer to develop the property properly.

Condo

Apartments

Duplex

B3K

45-54

1. What is your vision for the property?	#1 Word to Describe Vision for Property	#2 Word to Describe Vision for Property	#3 Word to Describe Vision for Property	3. What are the first 3 letters/digit of your postal code	4. What is your age?
A community hub where citizens of all ages can come together for services, and programs. The hub model is having a tremendous amount of success around the world. There could be counselling services, domestic violence services, seniors services, youth services, etc. All co located in this wonderful centrally located building. A health centre with a day care, with seniors programming, with intergenerational programming. The level of service and ease with which those in need are able to access all services is increased thus causing less stress on the system and those needing to utilize the system. Take a look at the Waterloo Mosaic Counselling and Family Services centre ( <a href="http://www.mosaiconline.ca/family-violence/">http://www.mosaiconline.ca/family-violence/</a> ) I would also like to see recreation services available on site with a gym and health centre open to all a a fraction of the cost of other gyms (a sliding scale for low income families...not the HIGH costs of the Canada Games Centre). St. Patrick's Alexandra had one of the best gyms in the city and it is a shame that it is now gone. Finally, I would not be opposed to some residential component to the development. I am all for smart housing development in the urban core. It must be a mix income level housing development though...with units geared for low income families and those on a fixed income.	Intergenerational	Community-driven	Sustainable	B3K	35-44
Tearing down the existing building, to start. There should be mixed use development, increasing density, allowing for more residents, and giving space to community groups.	Redevelopment	Community	Renewal	B3K	19-25
My vision is to use the property for the benefit of the community, especially the community that has been there a long time. For example, a community-based centre; grouping organizations that are needed and/or used by the community. Not necessarily on the entire site, but if the old school is structurally sound it could be renovated and used to house these organizations, as has been proposed by the North End Community Health Centre, the Mik Maq centre and the other organizations. The rest of the land could be used by developers to construct housing - whether private or public - ie townhouses, apartments, condos, etc.	diverse	vibrant	dynamic	B3K	35-44
Mixed use, affordable and market housing, social enterprise is fostered and a community can grow.	vibrant	inclusive	outstanding	b3k	45-54
The St. Patrick's A neighbourhood is already a diverse community - in culture, income, ethnicity, livelihood. For those of us who live there, it is a real community. We know we always could do better (couldn't we all), but my vision is making sure we find away to keep, strengthen and elevate the things that make the North End great. My fear is that without sensitivity or appreciation of the community, change will destroy what is great. Yes I want change — but done in the RIGHT way. That includes making sure whatever happens on that site benefits everyone. While I see affordable housing as an important opportunity for this site, we have to think about more than housing, and how housing can be both a financial (through re-investment) and social catalyst. I see a community driven, mixed-use development that enables true community opportunity, resilience, and self-determination. This can only happen with real partnerships between the community, municipality and province. Let's develop a model community project that embraces 21 century practices of responsible development — financially responsible, socially responsible, environmentally responsible.	Diversity	Culture	Community	B3K	35-44
I want the site to stay in the community to be used by it's residents for housing and other community activities.	diversity	housing	accesible	b3k	45-54

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To be a space that is collectively cared for by the residents and community organization. Halifax has got to deal head on with our poor race relations. African Nova Scotians have been clear about their thoughts and feelings and we need to follow. It's already very late in the game to do what is right.	creative	pro-black	pro-woman	B3K	26-34
Green Space with playground for younger kids. But also a place for the many seniors who live in the area to sit outside and have lunch.		Green	Protected	B3K	45-54
I think a good suggestion is a shelter for the homeless both men and women. It is big enough that you could seperate them and offer them a wide range of services. Another suggestion is for a shelter with women and their children. The shelters that we have in this city are not big enough to meet the needs of the transient poulation especially come winter time.				B3K	45-54
A high end sports facility, specifically with field turf soccer fields. They do not have to be full sized, even just the size of basketball courts but with field turf would be enough. Having some retail space could be helpful but if the idea is to make it community space then lets bring the type of facilities to that area that are in the south end with Dalhousie and SMU, and in Park West with mainland north. This area needs to be filled with high quality, long lasting resources, and adding well lit fields and courts will accomplish this. Obviously to make sure the space is used in the winter a recreation complex should be built that maximizes public space but to have small soccer fields and basketball courts with a park atmosphere should be a focus. Field turf will ensure the fields will stay in good condition with minimal maintenance and soccer is a game along with basketball and football that requires very little from the people playing it, only a ball so resources for the space do not have to be elaborate.	Active	Encompassing	Bright	B3K	26-34

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This quotation captures it well: "I will say, from my own belief and experience, that imagination thrives on contact, on tangible connection. For humans to have a responsible relationship to the world, they must imagine their places in it. To have a place, to live and belong in a place, to live from a place without destroying it, we must imagine it. By imagination we see it illuminated by its own unique character and by our love for it. By imagination we recognize with sympathy the fellow members, human and nonhuman, with whom we share our place. By that local experience we see the need to grant a sort of preemptive sympathy to all the fellow members, the neighbors, with whom we share the world. As imagination enables sympathy, sympathy enables affection. And it is in affection that we find the possibility of a neighborly, kind, and conserving economy." - Wendell Berry <http://www.neh.gov/about/awards/jefferson-lecture/wendell-e-berry-lecture> Anything is possible when people feel part of something they believe in and want to make better. This is the potential that I see for this site. Unfortunately, I was unable to make the meeting. I have been working in community development and community finance for close to twenty years. My experience has taught me that the most successful and sustainable models begin with the community's own capital- sweat capital, financial capital and passion capital. In studies on community finance, internal capital is called "hot money" and is more likely to be better governed, have more ownership and be better sustained than "cold money" which is donations, or external loans. It is helpful to leverage additional funding but the timing, ratio and use of that strategic external funding is key. Each community and market requires a slightly different model. This is why set funding formulas or government-run programs often aren't sustained. They don't have the local ownership to steward it for the long run. Governments and program staff turn over but neighbours invested in their communities don't. It is possible to have a business model based on market, near-market and subsidized space. The key is a foundation that is grounded in community vision. Housing trusts are one example where community members invest and leverage additional funding. The land is owned by the trust (or in partnership with a level of government) and ceilings are put in place for rent and affordable home ownership. This turns a relatively small up-front investment into long-term affordable housing. Here are some case study examples of this type of community-driven development recently featured at a conference at the Coady International Institute: <http://www.coady.stfx.ca/coady/nacommdev/cases/> We have the mix of skills and passion in our North End community to make this space work as a business model and a shared community space. Partner with us to demonstrate that there are other models possible in Halifax and in the North End beyond full subsidy and profit-driven development. It could open so many other doors and imaginations in other communities across Nova Scotia.

Vibrant

Diverse

Beautiful

B3K

45-54

I believe this space would be best used for community purposes, i.e. non-profit programs for youth, seniors, parents, etc. This area is already being taken over by gentrification and high property prices. Do we really need more of that in a community that is predominantly low-income?

Welcoming

Diverse

Needs-based

B3K

35-44

Dense residential with community space on ground level of high rise buildings.

Refresh

Potential

Highrises

B3k

26-34

This is a historic site and should be used for the many community and non-profit groups that really need the room. Our citizens are helped a great deal by charity organizations and they need assistance from our Council to be able to provide that assistance to the many people out there. The old "boys" school building is really a historic building. This needs to be saved and used. Don't let our history go down. This school was a big part of Halifax history, especially for the baby boomers. Please do not let this school be destroyed. Let the community use it and who knows, one day it may be needed for a school again.

Community

Accessibility

Non-profit

B3K

55-64



1. What is your vision for the property?	#1 Word to Describe Vision for Property	#2 Word to Describe Vision for Property	#3 Word to Describe Vision for Property	3. What are the first 3 letters/digit of your postal code	4. What is your age?
I would like to see community groups using the property. Gottingen street is becoming a more vibrant street. Last week I was at a show at the Bus Stop Theatre. At intermission, I went out and listened to the music coming out of the Company House and grabbed a snack from Alter Egos. So many people on the street made me feel safe and alive. I believe the best/most diverse development there will be done by business people catering to the growing and diversifying markets in the area. The community services available on Gottingen street are a combination of too concentrated and too separate. The various groups of people whose services meet the social and health needs of defined groups would do well to increase their points of intersection and cooperation. Sharing a roof to provide recreation, spiritual and cultural enrichment and healthcare seems like a good idea. If the non-profit organizations had the infrastructure and the wherewithal to manage the site - or hire a manager - the site could become a true community hub, where you don't have to be either a welfare recipient, Mi'kmaq, African Nova Scotian, a drug addict or a homeless teenager to find both support and an outlet for creative expression. I would like to see the site develop as a centre that offers ideas for health and growth and community. Where not just certain minority groups find a haven, but where the growing population of the North End can meet to work and play and learn together.	Inclusive	attractive	diverse	B3K	45-54
Community space, affordable housing.	Vibrant	community		B3K	26-34
As the owner of a rural property that sits vacant, any use for this property would be better than no use at all. The property will continue to lose value the longer it sits, and that isn't good for anyone in the Brunswick Street/Gottigen Street corridor. That said, a mixed low-income housing with non-profit offices, medical clinic, dental clinic, and possibly farmer's market, co-op or grocery store would be ideal. Anyone who lives in this area knows that gentrification is a significant problem. The upwards creep of rentals and lack of services is pushing long-term tenants out of this part of the peninsula. Making the peninsula more affordable to families, and not just for mid-income hipsters and college professors without children, should be a primary concern. With the local neighbourhoods of low-income housing, infrastructure investment in non-profit and essential services would make sense in the newer part of the building. But the older part of the building would be too costly for improvements and to bring to code for public offices. That section would be better suited to residential housing. Large stone buildings with big windows would be any developers dream, but targeting the space to a non-profit housing, such as retirement housing for those still mobile, would be great. There is a long waiting list of seniors wanting housing and with the long wait, there must be many who move from the senior housing to assisted living list before ever finding a spot.	non-profit	residential	services	B3K	35-44
Re-fitted and renovated but architecturally unchanged. Perhaps with some add ons,professionally designed, by architechts. Muliple uses, artist run centres, community groups, walk in clinic, other health facilities, cultural prescence.	Brick	Trees	Steel	B3K	35-44
Publicly-owned, managed by not-for-profit entities. Mixture of public housing, community meeting space, park and food gardens. More green, less asphalt. Must have strong black and Mi'kmaw presence in management and development.	Open/accessible	Green	Diverse	B3K	35-44

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condos, a grocery store and park.	density	renewal	gentirification	b3k	26-34
A community centre with the capabilty to provide a wide variety of services to the Halifax North End community.	diverse	vibrant	community	B3K	45-54
Mixed use and inclusive of affordable housing.	Inclusive	Vibrant	integrated	B3K	35-44
<b>HARD COPY SURVEYS</b>					
Community programming					N/A
A community based operation and mixed use operation	Secure	Community Friendly		B3K	N/A
A beautiful city run park	Pretty	Accesible	Diverse	B3K	N/A
Community Programming center	Welcoming	Diverse	Affordable	B3A	N/A
A property that is community based, multi-purpose, and race friendly	Community friendly	Secure	Low-rise	B3K	N/A
Multipuprose					N/A
One stop shopping: health care, education, daycare	Healthy	Safe	Diverse	B3K	N/A
Commercial and residential, no frills dollar store, rent to own	Safe	affordable	Diverse	B3K	N/A
Commercial properties to provide amentities to community	Accessible	affordable	Modern	B3k	N/A
Community and family involvement with sports programming and various meeting spaces and outdoor gardens	Bright	Safe			N/A
HRM's own Black Resource Centre, programs, and services	Growth	Identity	Diverse	B3K	N/A
Economic Growth/Development	Growth	Opportunity	Independence	B3K	N/A
Multi Use	Community	Neighborhood	Creative	B3K	N/A
Multifunction Centre	Affordable	Accessible	Progressive	B3K	N/A
A multi functional space/ Community based prgrams and services	Welcoming	Community	Inclusive	B3K	N/A
New Clinic	Accesible	Clean	Diverse	B3K	N/A
Affordable housing	Peaceful	Quiet	Community	B3K	N/A
Community Services and market	Diverse	Beneficial	Accesible	B3K	N/A
Clinic/pharmacy and a space for community rental to run programs	Vibrant	Multi-age	Diverse	B3K	N/A
New location for North End Clinic	Community	Safe	Clean	B3X	N/A
Small strip mall, with bargain stores	Accessible	Serving	Sustaining	B3K	N/A
Affordable housing, multi-family community programming center	Diverse	Community	Families	B3K	N/A
Place for living well, learning, and community	Safe	welcoming	Progressive	B3K	N/A
Multi service centre for learning and proگرامing	Affordable	functional	Flexible	B3K	N/A
Affordable safe housing co-op	Safe	affordable	Diverse	B3K	N/A
Community run co-op housing	Family	Affordability	Inclusive	B3K	N/A
Home ownership opportunities for community	Pride	Community	Affordable	B3K	N/A
Affordable housing	Bright	affordable	safe	B3K	N/A
Affordable Housing	Gernerational	Safe	Beautiful	B3K	N/A
Affordable Housing	Safe	Secure	Green	B3K	N/A
Serving Community	Inclusion	Growth	Development	B3K	N/A
Diverse, rich, community based	Safe	Dense	Vibrant	B3K	N/A
Outdoor pool and snowboard park	Active	Safe	Profesisonal	B2X	N/A
Support Facility	Challenged	In	Transition	B3P	N/A
Community Programming center	Diverse	Accessible	Safe	B3K	N/A

1. What is your vision for the property?

#1 Word to Describe Vision for Property

#2 Word to Describe Vision for Property

#3 Word to Describe Vision for Property

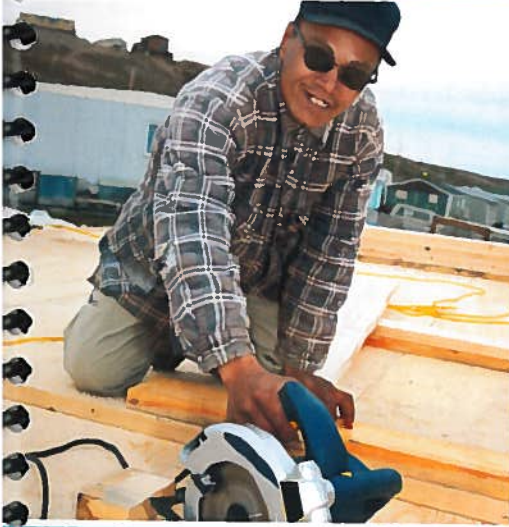
3. What are the first 3 letters/digit of your postal code

4. What is your age?

006  
B.F.



# Application to Acquire St. Pat's Alexandra School Site



NOVEMBER 2013



SUBMITTED BY  
North Central  
Community Council  
Association

November 8, 2013

Peta-Jane Temple, Team Lead  
Grants Program, HRM  
5th Floor, Alderney Gate, 40 Alderney Dr.  
Dartmouth, NS, B2Y 2N5

Dear Ms. Temple,

On behalf of the North Central Community Council Association (NCCC), I am very pleased and excited to submit this application to acquire the St. Patrick's Alexandra School site (SPAS site). This application is the culmination of many months of thoughtful deliberations, consultations and hard work on the part of the NCCC and its community partners to arrive at an integrated proposal that we believe will bring great benefit to the neighbourhood and the Municipality.

The disposition of the SPAS site is a unique, once-in-a-lifetime opportunity to do something innovative, transformative and affirming in North Central Halifax. The site has long been an important community asset and the NCCC's plans for the site will ensure that it remains a lively gathering place. We envision the creation of a dynamic new community hub that will house partner organizations already providing essential services in the neighbourhood, as well as new organizations, individuals and businesses that can help contribute to the health and vitality of the community.

In recognition of the fact that housing plays an important role in community health, the second major component of our proposal for the SPAS site includes the development of affordably-priced mixed housing on some portions of the site. Toward this end, the NCCC has secured financing for the development from Housing Nova Scotia, a significant proponent of affordable housing in the province. The NCCC envisions that the housing component of our proposal will be implemented in a phased manner to ensure the financial viability of our plans and to ensure that there is a positive impact on the ecology of the neighbourhood. This housing initiative will be supported by the creation of programs to assist residents to move into home ownership.

We believe that NCCC's proposal will result in a number of very significant qualitative benefits for the neighbourhood and the Municipality as a whole. These benefits will in turn support HRM in fulfilling several of its priority outcome areas. Additionally, our proposal will result in considerable economic benefits to the Municipality, starting with the purchase price itself, which exceeds the purchase price that HRM previously accepted for the property. In the long term, it is estimated that the total economic benefit associated with the NCCC's plans will be over \$11 million per year, over an eight year period, with the creation of approximately 185 FTE jobs.

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The vision that the NCCC has for the SPAS site is an ambitious one. However, we draw our inspiration from the conviction that the redevelopment of the site can be a powerful catalyst for making the North End an even healthier, stronger and more vibrant community. We are committed to working with residents, our partners and HRM to make sure the full potential of the site is realized in a way that brings the greatest benefit to the community and the Municipality. We look forward to having HRM join us in making this exciting vision a reality.

Sincerely,

Original Signed

Margaret Casey, Chair, North Central Community Council Association  
[margaretcasey@dal.ca](mailto:margaretcasey@dal.ca) 429-2238

## **Application to Acquire St. Pat's-Alexandra School Site**

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## 1 GROUP COMPOSITION

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## 1. GROUP COMPOSITION

The North Central Community Council Association (NCCC) is a registered non-profit society formed in 2012. The mission of the NCCC is:

***To act as a catalyst for building community capacity in North Central Halifax and to encourage and promote wellbeing in the neighbourhood.***

The vision of the NCCC is a ***safe, diverse, healthy and thriving community*** and we believe that the St. Patrick's Alexandra School site is central to achieving that vision.

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### 1.1 NCCC Governance Structure

The NCCC is governed by an 11-member board of directors. Two directors are appointed by each of the NCCC's three founding organizations: the Richard Preston Centre for Excellence, the Mi'kmaw Native Friendship Centre and the North End Community Health Centre. These organizations have deep roots in North Central Halifax and have served a broad cross-section of residents for many years. The NCCC's five "at-large" directors are drawn from the community and were selected for their connection to the North End and the specific skills and experience they bring to the board. Together, this board has expertise in the key areas required for the successful implementation of plans for the St. Patrick's Alexandra School site, including:

- finance
- planning and construction of capital projects
- community development
- urban planning
- community health
- education
- engineering and architecture
- community safety
- business

## **NCCC Executive**

### ***Dr. Margaret Casey (retired), Chair***

Dr. Margaret Casey began working in North Central Halifax in 1972, when she opened a medical practice at the North End Clinic, as it was then known. Dr. Casey continued to serve residents of the neighbourhood through her practice for 25 years, during which time the clinic evolved into the multi-faceted Health Centre it is today. Dr. Casey has maintained her connection to the North End Community Health Centre and the residents it serves through her role as chair of the Centre's board. She has also been a member of the United Way's Community Impact Committee and Chair of its Healthy Living Strategic Council. All of this experience has informed Dr. Casey's belief that the conditions in which people live, play and work have a significant impact on health. It is this belief that motivated Dr. Casey to become involved with the North Central Community Council and to assist the NCCC with its aims.

### ***Dr. Rhonda Y. Britton, Secretary***

Dr. Rhonda Y. Britton is the Senior Pastor of Cornwallis Street Baptist Church. Dr. Britton has a Bachelor of Business Administration degree, a Master of Communication and Information Studies degree, a Master of Divinity degree and a Doctor of Ministry degree. Before entering the ministry, Dr. Britton worked for twenty years in the public and private sectors as a business analyst, a systems auditor and computer specialist. Since joining Cornwallis Street Church, Dr. Britton has become a strong advocate for residents of North Central Halifax, particularly youth. This led her to form the Richard Preston Centre for Excellence, whose goal is to enhance and strengthen the community, build community capacity and create sustainability. Dr. Britton brings to this role, and her role on the NCCC board, a deep understanding of the challenges and opportunities inherent in the community. She has developed these insights not only through her ministry but through her extensive volunteer work including serving on the boards of the North End Community Health Centre, the Youth Advocate Program, the Safer Communities Task Force, the Ujamaa Council and its Advisory Board, the Halifax Community Investment Fund, the Community Justice Ad Hoc Committee, the SOS anti-violence initiative, and the Halifax Regional Police Community Intervention Team.

### **Bernard Smith CA, *Treasurer***

Bernard Smith brings to the NCCC board a wealth of senior experience in business, finance, planning and government. Trained as a CA, Bernard started his career in the consulting field, where he was involved in planning large-scale projects such as setting up Halifax Transit and consulting to the Nova Scotia Housing Commission during the time of their major land assemblies in Sackville and Cole Harbour. He was then hired by the former City of Halifax as their Chief Financial Officer, a position he held for 23 years, until amalgamation. Subsequent to his work with HRM, Bernard was Deputy Minister of Finance for the Province of Nova Scotia. He later brought his skills to the business sector as the Manager of the Spring Garden Business Association, a position he held for eight years. Building on his success with the Spring Garden association, Bernard accepted the challenge of establishing a business association in the North End of Halifax where a number of failed efforts had previously been made to establish an association. He was not only successful, but in the process became a committed and tireless supporter of North Central Halifax. It is because of this commitment to the neighbourhood that Bernard agreed to be part of the North Central Community Council and help bring the Council's and the community's aspiration for the SPAS site to fruition.

### **NCCC Voting Directors**

#### **Frank Beazley**

Frank Beazley started his career with the Halifax Police Department as a uniformed beat officer in 1970 and ended his career with the department in 2012 as Chief of Police. During his distinguished career in policing, Frank was a champion for public safety, co-chairing the Minister's Task Force on Safer Streets and Communities and co-authoring the report from which the existing Provincial Crime Prevention Strategy was borne. Frank was responsible for opening the Community Police Office in Uniacke Square and sat on the Mental Health Strategic Advisory Committee for the Province of Nova Scotia. As a community volunteer, Frank sits on the Board of Directors of Halifax United Way and serves on the Advisory Committee for "Action for Neighbourhood Change." Drawing on this professional and volunteer experience, Frank will bring to the NCCC board a strong understanding of the factors that put youth and other vulnerable members of our community at risk, as well as effective approaches to mitigating those risks.

#### **Bryan Darrell**

Bryan Darrell brings to the NCCC board a strong combination of professional and community experience. Bryan is an industrial engineer who currently works for the Department of Health and Wellness, where he is Director of Infrastructure Management and specializes in building hospitals and senior complexes. Bryan is past President of the Association of Professional Engineers of Nova Scotia and has taught engineering at TUNS and Dalhousie. Bryan has also been actively involved in the North End community, including volunteering with the North End Library, Dal Legal Aid, the Halifax Community Investment Fund and running his business, The Kayak Guy.

### **Melinda Daye**

A life-long resident of the north-end of Halifax, Melinda Daye is well known in the community as an educator and a strong advocate for children, women, and those less fortunate. Melinda has a Bachelor of Arts in Education from Mount Saint Vincent University and in 2002 received her Master in Education. Melinda has over three decades of experience in the education system, including serving as principal of Joseph Howe Elementary. She was a founding member of the Black Learners Advisory Committee/ Council on African Canadian Education, and served as Executive Director & President of the Black Educators Association of Nova Scotia. Most recently, Melinda was elected to the Halifax Regional School Board. Melinda's dedication to improving the quality of life for youth and seniors is seen through her many volunteer activities, including serving on the board of the Richard Preston Society, the Halifax Community Investment Fund (HCIF) and the Inner City Education Advisory Committee.

### **Pamela Glode-Desrochers**

Pamela Glode-Desrochers is the Executive Director of the Mi'kmaw Native Friendship Centre, a north-end based organization that has been working for 40 years to reduce poverty and crime, and to promote personal and community health and well-being, in Halifax's urban Aboriginal population. Pamela has been with the Centre for 20 years, holding positions of increasing responsibility until she took over as Executive Director in 2011. In addition to her strong financial/administrative background, Pamela brings to the NCCC board a deep understanding of Aboriginal perspectives and a passion for helping urban Aboriginal people access the support and guidance needed to create a safer, healthier and more vibrant urban Aboriginal community. Pamela is also a member of the Chiefs Benefits Committee of the Assembly of First Nations, is an advisory board member for the Halifax Aboriginal Peoples Network (HAPN) and has been actively involved with the Diversity and Social Inclusion Council of Capital Health.

### **Katherine Legge**

Katherine (Kathy) Legge brings a diverse set of skills and experience to the NCCC board. An artist by profession, Kathy has operated a craft business for over 30 years. Kathy has been active in the North end in many capacities over the last 40 years, first with the North End Day Care and later with the New Options School on Brunswick Street. She sat on the selection committee for the sculpture in front of the North End Library. Later Kathy founded and for eight years served as Executive Director of Nations in a Circle, a not-for-profit organization dedicated to presenting and promoting the art, culture and traditions of First Nations Peoples. Kathy has served on the board of Visual Arts Nova Scotia and is currently in her third year on the board of directors of the Mi'kmaw Native Friendship Centre Society.



## **Frank Palermo**

Frank Palermo is Director of the Cities and Environment Unit at Dalhousie University. Frank has been a professor in the Faculty of Architecture & Planning at Dalhousie since 1984 and has also held the positions of Head of the Planning Department and Dean of the Faculty. Prior to joining Dalhousie, he was a Senior Planner and Downtown Development Officer with the City of Calgary. The NCCC will benefit tremendously from Frank's knowledge of urban planning and his innovative approach to community development, which have earned him several awards, including the Canadian Institute of Planners Award of Excellence for neighbourhood planning and the Dubai International Award for Best Practices for Improving the Living Environment. In addition to his role on the NCCC board, Frank's community service work includes serving HRM's Urban Design Task Force. Under the former City of Halifax, Frank was also chair of the Planning Advisory Committee that prepared the current Plan for the North End.

## **Dr. Rod Wilson**

Dr. Rod Wilson is currently a family physician at the North End Community Health and assumed the role of Executive Director at the Centre on October 7, 2013. Dr. Wilson has been a practicing family physician in the Halifax area since 1997, including a term at the NECHC from 1997-2000. Prior to coming to Nova Scotia, he practiced as a physician and as a nurse in several First Nation communities in Northern Ontario, Nunavut and Labrador. He also has fifteen years' experience in a variety of leadership roles in primary care, physician regulation and most recently with a provincial IT project. Dr. Wilson received his Masters of Health Administration from Dalhousie University in 2010.

## **NCCC Non-Voting Directors**

In addition to the voting members profiled above, the NCCC board has two ex-officio, non-voting positions and has invited Housing Nova Scotia to appoint a representative to fill one of these director positions. This appointment will bring to the board significant additional experience in the planning and implementation of major housing projects.

If it is successful in the acquisition of the St. Patrick's Alexandra site, it is the NCCC's intention to invite HRM to nominate a suitable representative to fill the second ex-officio, non-voting position on the board.

Collectively this board brings a deep understanding of the needs and opportunities inherent in North Central Halifax and a creative vision for the ways in which the St. Patrick's Alexandra school site can be used as a tool for fulfilling those community needs and capitalizing on those opportunities.



## **2 NATURE OF PROPOSED ACTIVITIES**

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## **2. NATURE OF PROPOSED ACTIVITIES**

The NCCC's vision for the former St. Patrick's Alexandra School site is a long-term one, which we anticipate will be implemented in phases, perhaps over the course of a 5-10 year period. This section of our submission describes our overall vision for the redevelopment of the site. If we are successful in our acquisition of the site, the NCCC will work closely with local residents and organizations to refine our initial plans and ensure they meet community needs as we move forward.

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### **2.1 Community Hub**

The NCCC's vision for the site is to create a new focal point for North Central Halifax - a hub for community activities, organizations and services that share the common goal of improving the quality of life for residents of North Central Halifax. This community hub would include:

- **Incubator Space**

With the closing of the Bloomfield Centre, changes in policy at the CBC Radio building and the pending repurposing of the Roy Building, local arts group and other non-profit organizations have faced a shrinking supply of reasonably-priced rental space in peninsular Halifax. In response to this demand and in recognition of the fact that these types of organizations play a key role in community vitality, the NCCC intends to create an incubator space on the site for local arts groups and other non-profit organizations. This strategy will be key to ensuring the economic viability of the property in the short term, while the housing components of redevelopment are being planned and implemented. It will also help to ensure that the site has a lively and dynamic public use during that period.

- **A Home for the Richard Preston Centre for Excellence (RPCE)**

The RPCE is an organization comprised of several established community partners who have been active in addressing issues of education, poverty, homelessness, child/youth/senior health and wellness, social justice and spiritual development in North End Halifax for many years. These groups include the Cornwallis Street Baptist Church, the Association of Black Social Workers, the Black Educators Association, the Ujamaa Association, the Council on African Canadian Education and the Black Business Initiative. The RPCE intends to develop a multi-purpose centre of excellence at the former SPAS site to bring together a variety of community organizations that deliver recreational, educational, arts, and cultural programs aimed at strengthening community sustainability by building capacity, health, and wellbeing.

- **A new location for the Mi'kmaw Native Friendship Centre (MNFC)**

The Mi'kmaw Native Friendship Centre has been providing programs and services designed to improve the lives of Halifax's urban Aboriginal peoples for 40 years. The Centre delivers 20 core programs related to employment, training, education, health and culture and currently has 1,600 active clients. The Centre currently operates from three neighbouring buildings on Gottingen St. built in the late 19<sup>th</sup> Century. Faced with facilities that are well beyond their useful life and a client group that grew by 152% during the last census period<sup>1</sup>, the former SPAS site will provide an opportunity for the MNFC not only to have the type and quality of space needed to effectively and efficiently deliver its existing programs, but also to implement new programs that respond to the changing needs of HRM's urban Aboriginal population.

- **A new location for the North End Community Health Centre (NEHC)**

The North End Community Health Centre has been in operation on Gottingen since 1971. Over the course of its 42 year history, the Centre has evolved from being primarily a medical clinic providing treatment of physical and psychiatric illnesses, into a collaborative care facility that is focused on addressing the social determinants of health, in addition to providing a wide range of clinical services including an emphasis on the management of chronic disease. The NEHC runs a number of programs that address some of the deeply rooted problems that are associated with poverty, such as nutrition and exercise programs, dental clinics and a mobile outreach street health program. Today the NEHC sees approximately 5,000 clients annually. For some years it has been apparent that the Centre must find new facilities in the community in order to better serve these clients and be able to adequately address the social determinants of health.

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<sup>1</sup> Figures are for those residents of HRM who identified as Aboriginal during the 2006 Census. This is compared to a 10% increase in Halifax's non-Aboriginal population during the same period. Comparable figures from the 2011 Census have not yet been released.

## **2.2 Housing**

It is now widely recognized that the social and economic conditions in which people live have a major impact on their well-being and health. These conditions have come to be known as the social determinants of health. One of those social determinants of health is housing. As such, part of the NCCC's holistic vision for building community health is the development of affordably-priced mixed housing on the SPAS site. This housing will be provide home ownership opportunities for residents who otherwise couldn't afford to purchase a home because the costs of market priced properties in this area are out of their reach.

In keeping with the province's housing strategy, and best practices in mixed housing development, it is proposed that:

- 60% of new housing units would be sold at affordable market prices. The proceeds from these sales will be used to:
  - repay project development costs;
  - invest in the community facilities described in the preceding section, as well as other neighbourhood amenities such as a community sport/exercise field, playground and community garden;
  - pay for the social housing and down payment assistance portions of the project (see below);
  - contribute to affordable housing elsewhere in HRM and the province;
- 30% of the units would be available for first-time home buyers, who would be eligible for a 20% down payment repayable loan. Following completion of the SPAS redevelopment, as loans are repaid, this fund would remain in place to help other first-time home buyers elsewhere in the North End;
- 10% of the units would be subsidized.



### 3 FINANCIAL STATEMENT

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### **3. FINANCIAL STATEMENT**

The NCCC is a newly established entity which does not have prior year financial statements. In Appendix 2 of this submission we have included the most recent balance sheets for the non-profit groups involved in the NCCC bid for the Saint Patrick's Alexandra School site. Collectively the three groups have equity shown on their balance sheets of approximately \$ 1.8 million. In addition to this recorded equity, each of the individual groups has substantial real estate holdings in the Gottingen street area. These holdings, if recorded at estimated current value, would add an additional \$2 million dollars to their balance sheets. The combined operational budgets of the three entities are in excess of \$7 million per year. The groups are all well established and have operated in this community for many years. The Mi'kmaw Native Friendship Centre opened in 1973. The North End Community Health Clinic opened in 1971 and the Cornwallis Street Baptist Church, established in 1832, has been in existence for over 180 years.



## 4 BUSINESS PLAN

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## **4. BUSINESS PLAN**

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### **4.1 Market Overview**

#### **4.1.1 Rental Market for Institutional Office Rental Space**

Part of the NCCC's business plan for the site assumes that a considerable portion of the newer of the two school buildings would be rented to arts organizations and other non-profit organizations currently working in the neighbourhood or wishing to move to the neighbourhood. The available space would fall into the category of class "C" or "D" office space.<sup>2</sup> In order to assess the market for these types of spaces, the NCCC undertook a survey of current available "C" or "D" office space on or near peninsular Halifax, as well as a limited amount of warehouse/storage space.

Our research suggests that there is an increasing shortage of class "C" and even class "D" office space on the peninsula. This situation is partially due to a shift in population and economic activity to HRM,<sup>3</sup> which has created demand for additional office space. The other main reason for the shortage is the steady conversion of existing class "C" and "D" office buildings, as well as storage and warehouse space, to residential buildings. Starting with the south end of Barrington Street and now observed throughout the peninsula, older obsolete office and warehouse spaces are being purchased and demolished to make way for new residential development. This trend is accelerating and is expected to continue.<sup>4</sup> The Roy building, perhaps the largest "C" or "D" grade building in Eastern Canada, is just about to be vacated to make way for condominium development. This building has historically been a small business incubator site as well as home to many non-profit entities. Existing Roy building tenants have few alternatives on the peninsula and few tenants want to move to business parks, preferring the car free convenience and vibrancy of the downtown core. The NCCC plans to attract these and similar types of potential tenants to the SPAS site.

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<sup>2</sup> An example of class C office space would be buildings such as 5121 Sackville Street (Sovereign Place). Toward the lower end of the "C" grade would be buildings such as the Roy building on Barrington Street as well as various older buildings seen on commercial streets such as Agricola, Gottingen and Quinpool Rd. Examples of class "D" space are 2099 Gottingen where the NEBA offices are, and 2178 Gottingen Street where the Jazz East office is.

<sup>3</sup> According to Statistics Canada data, between 2001 and 2011, HRM's average annual GDP growth rate was 2.8%, which exceeded the national and provincial averages of 1.9% and 1.5% respectively.

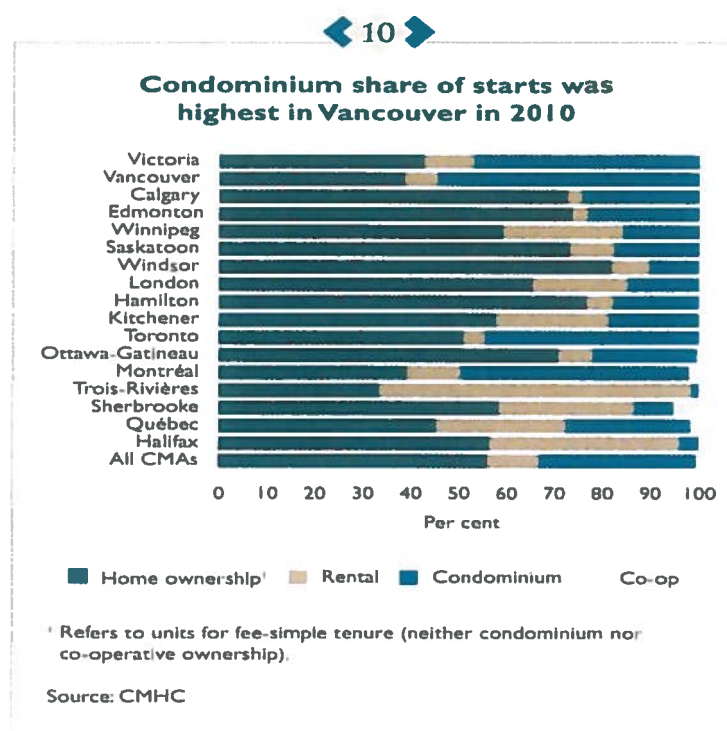
<sup>4</sup> A good example of this trend can be seen in the Isleville/Almon street area where a number of projects are proposed or already underway.

As the chart below illustrates, the going rate for comparable class "C" space in peninsular Halifax ranges from a low of \$16.80 per square foot, to a high of \$37.50 per square foot, with an average cost per square foot of just over \$25.00. The NCCC has taken these rates into consideration when forming assumptions around the estimated rates it will charge for rental space on the SPAS site.

Location	Rental Cost Per Sf.	
6112 Quinpool Road (above Cyclesmith)	\$25.00	
2559 Agricola Street (NSLC location)	\$37.50	(includes \$7.50 for common area charges)
2392 Robie (former Jane's on the Common)	\$24.00	
5525 Artillery Place, 2nd floor space	\$25.05	(includes \$12.05 for common area charges)
Crossfit warehouse space (Cunard & Creighton)	\$28.72	
Roy Building	\$16.80	
1526 Dresden Row (across from Pete's Frootique)	\$18.25	(includes \$10.25 for common area charges)
<b>Average</b>	<b>\$25.05</b>	

### 4.1.2 Market for Residential Condominiums

The residential condominium market in HRM is unusual when compared to other cities across Canada. As illustrated below, HRM had one of the lowest percentages of condominium starts when compared to home and apartment starts.<sup>5</sup>



<sup>5</sup> Canadian Housing Observer, CMHC 2011 pg.8.

Of the small number of condominiums that are built in HRM, the majority tend to fall into in the luxury market category, targeted to the 55+ age group- empty nesters who are downsizing their suburban homes and moving to the downtown core.

In other cities, the compact size condominium is usually the entry point home ownership product available to younger persons and to persons with lower incomes. There are two successfully completed condominium projects in the Saint Patrick's Alexandra School neighbourhood that would fall into this category. One is Spice Condominiums located at Cornwallis and Barrington Streets. The other is Theatre Lofts located on Gottingen Street. Both projects had large numbers of smaller, more affordable units, which sold out rapidly.

A summary of reported sale prices and costs per square foot for both projects is provided below, along with equivalent figures for 47 townhouse properties in the area of Cogswell St. to North Park Street and Agricola to North St. that sold between 2008 and 2013.

Property	Price Range	Average Sale Price	Average Cost/SF
Spice	\$199,000 - \$300,000	\$256,726	\$311
Theatre Lofts	\$135,000 - \$290,000	\$214,579	\$317
townhouses	\$145,000 - \$475,000	\$315,126	\$241
<b>Average</b>		<b>\$262,144</b>	<b>\$290</b>

As evidenced by the sold out developments and steadily increasing resale prices, there is a strong market for affordably-priced housing in the North End, especially in the \$165,000 to \$199,000 range. Condominiums that fall into this price range tend to attract younger buyers looking to get into the real estate market. These younger buyers often do not have cars and do not want to commute to the suburbs - the closest area where competing entry level products are available.

Another identified market for housing in this price range is older more established downtown workers with moderate but steady incomes who would prefer to own rather than rent. Often these persons are single and do not require a larger sized house.

In response to this potential demand, the NCCC proposes to develop a mix of sizes and types of housing on the site. It is intended that 90% of the housing units will be sold as affordably priced condominiums, with 30% of those units eligible to receive a 20% down payment assist loan. The remaining 10% of the units will be subsidized units for low income residents.



## **4.2 Assumptions Underlying Financial Projections**

1. Projections assume that the offered purchase price identified on page 15 of this submission will be the accepted purchase price, with legal fees, consulting costs and deed transfer taxes being additional.
2. No rental income is shown for the entire first year of operations after acquisition, with 50% of capacity projected in the second year then rising to 100% in the third year. Rents are based on \$6 psf. net rent with common area charges of \$6 for a total of \$12 psf.
3. It is assumed that the gym will be rented 300 days a year for three hours a day for one hundred dollars per hour. Security and cleaning expense of \$30,000 per year is shown netted against this revenue.
4. The projections show rental of 100 parking spots at \$75 per month starting in Year 2.
5. Year 3 shows proceeds from the potential acquisition of the Cobb designed Saint Patrick's Boys school building by a not for profit organization for the delivery of community services, once renovations are complete. No profit is shown on this transaction. The sale price is an allocation of the direct purchase price and renovation costs.
6. For illustrative purposes, Years 5 through 8 show sales proceeds from the closing of condominiums and townhouse units built on the property. Selling price is assumed to average \$335 per square foot with an average construction cost of \$200 per square foot.
7. Year 1 shows the expenditure of \$100,000 of leasehold improvements to make space in the new school ready for tenants and to establish the various incubator components.
8. The NCCC is expected to hire a full time manager for \$60,000 with part-time administration assistance of \$15,000 per annum. Half of this cost is shown as an expense against the rental operations, half is capitalised into the cost of the condominiums sold.
9. Building operational costs for the new school only are as shown. Property taxes are reduced as the developed portions of the property are sold off.
10. Interest on the purchase price is shown as allocated to the capital cost of the residential units in Years 1 and 2. After year three the net proceeds from the sale of housing units eliminate the outstanding land mortgage.
11. Net cash outflows are shown as financed by a construction mortgage which fluctuates to a high of approximately \$23 million and which is paid off by the end of Year 3 of operations.

## 4.3 Financial Projections

The assumptions on the preceding page lead to the following projected revenues and expenditures over an eight year period.

### NCCC

#### St Patrick's Alexandra School Property Eight Year Projected Cash Flow Analysis

##### Cash Inflows

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rental income - new school	-	-	203,542	407,084	407,084	407,084	-	-	1,424,795
Gym rentals - net	-	-	63,000	63,000	63,000	63,000	63,000	-	315,000
Parking income	-	-	90,000	90,000	90,000	90,000	-	-	360,000
	-	-	356,542	560,084	560,084	560,084	63,000	-	2,099,795

##### Cash Outflows

Purchase land and buildings	3,700,000	-	-	-	-	-	-	-	3,700,000
Other land costs	255,500	-	-	-	-	-	-	-	255,500
Construct leaseholds for tenants	-	100,000	-	-	-	-	-	-	100,000
One half time project manager,	-	30,000	30,000	30,000	30,000	30,000	-	-	150,000
Other admin time \$30,000 x half time x .5	-	7,500	7,500	7,500	7,500	7,500	-	-	37,500
Heat	-	100,000	100,000	100,000	100,000	100,000	-	-	500,000
Insurance	-	10,000	10,000	10,000	10,000	10,000	-	-	50,000
Electricity	-	20,000	50,000	50,000	50,000	50,000	-	-	220,000
Maintenance and cleaning	-	20,000	60,000	60,000	60,000	60,000	-	-	260,000
Administration and marketing	-	22,000	22,000	22,000	22,000	22,000	-	-	110,000
Property taxes	-	140,000	140,000	140,000	70,000	70,000	-	-	560,000
Interest on mortgage	-	-	-	160,000	-	-	-	-	160,000
	3,955,500	449,500	419,500	579,500	349,500	349,500	-	-	6,103,000
Net cash flow from operations	- 3,955,500	- 449,500	- 62,958	19,416	210,584	210,584	63,000	-	4,003,205
Construction costs site 1 - 6	-	-	12,515,000	18,188,500	4,623,500	12,628,500	12,628,500	-	60,584,000
Sales proceeds	-	-	-	3,270,000	39,043,500	14,921,725	-	40,652,975	97,888,200
Net project cash flow	- 3,955,500	- 449,500	12,577,958	14,937,916	34,630,584	2,503,809	12,565,500	40,652,975	33,300,995
(Mortgage balance) Cash - open	-	3,955,500	4,405,000	16,982,958	31,920,873	2,709,711	5,213,520	7,351,980	
(Mortgage balance) Cash - close	- 3,955,500	- 4,405,000	- 16,982,958	- 31,920,873	- 2,709,711	- 5,213,520	- 7,351,980	- 33,300,995	



## **5 OFFER TO PURCHASE**

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## **5. OFFER TO PURCHASE**

### **a) Purchase Price**

The North Central Community Council Association is prepared to offer **\$3.7 million (three million, seven hundred thousand dollars)** for the purchase of the St. Pat's Alexandra School site.

### **b) Evidence of Financial Backing**

A copy of the NCCC's offer of finance from Housing Nova Scotia is provided herein as proof of financial backing for this offer to purchase.

### **c) Deposit**

The NCCC has included with the master copy of this submission a cheque for one hundred eighty-five thousand dollars (\$185,000), which is 5% of the purchase price.



**November 7, 2013**

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5th Floor  
P. O. Box 696  
Halifax, NS B3J 2T7  
[www.housingns.ca](http://www.housingns.ca)

Halifax Regional Municipality  
Grants Program  
Fifth Floor Alderney Gate  
40 Alderney Drive, Dartmouth,  
Nova Scotia, Canada.  
B2Y 2N5

To whom it may concern:

Over the past year, Housing Nova Scotia (HNS) has worked closely with North Central Community Council Association (NCCC) on a proposal to Halifax Regional Municipality that would see NCCC purchase and develop the former St. Patrick's Alexandra site, and create new Affordable Housing options in the downtown core.

As a provincial government corporation, HNS's mission is to ensure all Nova Scotians can find the housing choice that's right for them at a price they can afford in a healthy, vibrant community that offers the services, supports and opportunities they need. This involves developing and delivering programs that build and sustain safe and affordable homes for Nova Scotians.

NCCC's proposed project is well aligned with HNS's mission, therefore HNS is committed to providing the financial capacity to complete the purchase of the property for \$3.7M.

If you have any questions, please contact Dan Troke, Executive Director, and ESIA, Nova Scotia Department of Community Services at 424-8402.

Yours Truly,

Housing Nova Scotia

**Original Signed**

Peter Newbery  
Acting Chief Financial Officer, Housing Nova Scotia



## **6 BENEFIT TO THE MUNICIPALITY**

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## **6. BENEFIT TO THE MUNICIPALITY**

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### **6.1 Qualitative Benefits**

The NCCC's proposed plans for the redevelopment of the SPAS site will result in a number of very important qualitative benefits to the community, which in turn will be of benefit to the Municipality as a whole.

#### **Benefit: Strong Social Support Networks & Inclusion**

In their new homes at the SPAS site, community partners will be able to expand programming aimed at building strong social networks and creating social inclusion among residents of different ages, incomes and cultural backgrounds. These programs include activities for seniors and children, such as music, craft, dance and culinary arts programs and programs that help connect youth at risk with needed supports. It is anticipated that a further benefit of creating a hub for community groups that share common goals and client groups will be improved communications and synergies among the groups.

#### **Benefit: Educational Attainment**

Many of the existing and new programs and services proposed for the site, such as tutoring and mentoring programs, after school programs, adult learning programs and upgrading programs, will benefit the community by supporting increased educational attainment among residents.

#### **Benefit: Employment Prospects**

The NCCC's plans for the SPAS site will enable community partners to expand their programming that is aimed at increasing the employment prospects of residents of the area, such as career counseling and employment programs, youth leadership programs, job skills training and other employability/job readiness training. This will build a stronger workforce for the municipality.



### **Benefit: Personal Health Practices and Coping Skills**

The extension of holistic, culturally appropriate recreational programs, exercise and nutrition programs, mental health programs, as well as clinical services for the treatment of physical and psychiatric illnesses, will all contribute to the overall wellbeing and health of residents.

### **Benefit: Healthy Child Development**

An increase in the number of programs and services such as prenatal classes, parenting and life skills programs, as well as daycare services, will provide long-term benefit to the community by ensuring that even more of our youngest residents get a healthier start in life.

### **Benefit: Home Ownership**

The NCCC's proposal for the development of affordable mixed housing on the site, in combination with financial programs to assist first-time home owners, will benefit the community by moving more residents into home ownership. The social benefits of home ownership have been demonstrated to include: greater civic pride and participation, greater social capital, higher levels of educational attainment and better physical and psychological health.

### **Alignment with HRM Priority Outcomes**

The benefits described above will in turn support a number of the priority outcome areas adopted by HRM in its most recent corporate plan, including

1. A Safe, Inclusive, and Welcoming Community;
2. Diverse Lifestyle Opportunities;
3. Well Planned and Engaged Communities;
4. Economic Prosperity.



## **1. A Safe, Inclusive, and Welcoming Community**

***Everyone in HRM is safe, feels included and welcome.***

This project will satisfy this focus area directly and indirectly:

- **Direct Benefit:** The creation of new affordable housing will provide home ownership opportunities for many, including recent graduates, seniors and first time home buyers who want to live in the urban core of Halifax but can't afford to.
- **Indirect benefits:** Research has shown a positive relationship between mixed-income housing projects, lower levels of crime, and increased home values in surrounding areas.<sup>6</sup> Creating greater home ownership would reduce stress related to increasing rents and foster more stability for residents in lower-income ranges. This is a particular opportunity in the North End, where home ownership is below the average for the rest of the city.

Other research has shown that home ownership is also associated with greater levels of civic participation in community issues (including voting), higher rates of membership in voluntary organizations, greater attachment to the neighborhood and neighbors, and higher levels of life satisfaction, self-esteem and happiness.<sup>7</sup>

A number of planned developments in the North End will be priced out of the reach of many in the neighborhood. As a result, some residents are frightened that they will be driven from their historic communities. This fear is particularly acute among those who experienced or witnessed the destruction of the community of Africville. Providing attainable and sustainable housing for seniors, families, low-income individuals, and others, would make a substantial contribution towards ensuring these communities remain stable and prosperous into the future.

## **2. Diverse Lifestyle Opportunities**

**HRM citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.**

With the redevelopment of Bloomfield Centre pending, as well as the potential loss of St. Patrick's Alexandra, the North End stands to lose a significant proportion of its indoor public use space. Businesses, non-profits, community groups, children and seniors throughout the community use these facilities. The NCCC intends to retain the gymnasium as community space and create new outdoor recreational amenities, all of which will provide a significant resource for the community for both structured and unstructured leisure and recreation activities, and will reduce the need for HRM to directly provide these facilities to the community. This enables the community to develop programming and initiatives to suit its own needs.

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<sup>6</sup> [http://cra.gmu.edu/pdfs/research\\_reports/recent\\_reports/Richmond\\_PHA\\_April\\_2010.pdf](http://cra.gmu.edu/pdfs/research_reports/recent_reports/Richmond_PHA_April_2010.pdf)

<sup>7</sup> <http://economistsoutlook.blogs.realtor.org/2012/03/27/social-benefits-of-homeownership-and-stable-housing/>

### **3. Well Planned and Engaged Communities**

*HRM's services support the Region's diverse and changing communities.*

The North End is an area that has undergone great change in recent years. It promises to undergo even greater change in the near future as population growth on the peninsula continues to place pressure on the neighbourhood. We believe that the NCCC's proposed plans for the SPAS site present an opportunity to ensure that the redevelopment of this important site is done in a careful and sensitive manner involving the active participation of residents and partner organizations with deep roots in the community.

### **4. Economic Prosperity**

*Halifax stakeholders are innovative and work together to advance economic growth.*

According Statistics Canada data, 61% of families in the North End make under \$50,000 per year – a percentage that is well above the average for HRM as a whole. Nearly 30% of individuals qualify under Statistics Canada's definition of low-income (by the market basket measure) and the unemployment rate is 2% above the average in all of HRM.

As such, it will be key for the economic prosperity of the neighbourhood that residents are well-positioned to take advantage of new economic opportunities, such as the shipbuilding contract, Shell/BP initiatives, and others that emerge. A vital part of that preparation will be training and employment readiness. At the SPAS site, the NCCC's partners, including the Richard Preston Centre for Excellence and the Mi'kmaw Native Friendship Centre, will be able to expand the delivery of programming that helps to reduce the barriers to entry that many residents face and help link them with employment opportunities.

The NCCC's long-term plans for the SPAS site will also help support HRM's goal of creating greater residential density on the peninsula in ways that are well planned and sustainable.

## **6.2 Quantitative Benefits**

The following estimates of the quantitative impact of the NCCC's proposed plans for the SPAS site were developed by economist David Fleming. Due to time restrictions, a traditional economic impact analysis was not possible. Therefore, these economic estimates should not be treated as a substitute for an economic impact analysis. They should be viewed as very rough estimates only, and are meant to illustrate the relationship between direct construction spending, jobs, and other economic activity resulting from increased wages.

### **6.2.1 Project Scope and Scale**

Estimates have been based on the following assumptions with respect to the project scope and scale:

- The maximum potential value of residential construction will be approximately \$100 million over the period of the project;
- The maximum potential value of institutional construction (redevelopment of existing buildings) will be \$25 million over the period of the project;

### **6.2.2 Other Assumptions**

Given a lack of specificity regarding project timelines and direct employment on this project, several other assumptions were used:

- The total timeline for development is estimated to be 8 years – therefore, both residential and non-residential construction was assumed to occur at a flat rate – i.e., approximately \$12.5 million in residential and \$3.125 million in non-residential construction per annum.
- To calculate the employment, as well as indirect and induced estimates, a December 2011 economic impact of private development construction performed by the Atlantic Provinces Economic Council for Urban Development Institute (UDI) of Nova Scotia was used. The relationship between GDP and job creation was assumed to be static (i.e., for every \$59,000 in direct economic impact, 1 FTE was created) – as were direct/indirect/induced multipliers.

### 6.2.3 Economic Estimates

Over the period 2014-2021 (8-year build period), annual spending on private construction is estimated to be \$12.5 million on residential construction and \$3.125 on non-residential construction, totaling \$15.625 million.

Based on this level of direct investment in construction, and scaling economic modeling done by Atlantic Provinces Economic Council for the Urban Development Institute in 2011<sup>8</sup>, the annual estimated impact on Nova Scotia would be \$11.98 million per year and the creation of approximately 185 FTE jobs.

Direct	<ul style="list-style-type: none"><li>• GDP - \$7.01 million</li><li>• Employment - 118 FTE jobs</li></ul>
Indirect	<ul style="list-style-type: none"><li>• GDP - \$2.38 million</li><li>• Employment - 36 FTE jobs</li></ul>
Induced	<ul style="list-style-type: none"><li>• GDP - \$2.59 million</li><li>• Employment - 31 FTE jobs</li></ul>

There would be significant government revenue implications at all levels during the construction phase (HST, permitting and fees, property tax). In the December 2011 UDI Economic Impact study, these were estimated to be approximately 21.7% of the value of private residential construction in 2010.

Given these are broad estimates (with many factors influencing this ratio, including a greater mix in multi-unit development at St. Pat's than across all of NS), these revenues were not specifically calculated, but can be assumed to be substantial.

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<sup>8</sup> <http://www.udins.ca/pdf/UDIEconomicImpactStudy.pdf>

### **Long-term Municipal Tax Implications**

With the addition of \$100 million in residential property, as well as \$25 million in commercial property, HRM stands to add a significant, long-term revenue generator to its tax base.

<b>Development Type</b>	<b>Property Assessment</b>	<b>Urban General Rate</b>	<b>Suppl. Education</b>	<b>Regional Transportation Rate</b>	<b>Local Transit Area Rate</b>
<b><i>Residential</i></b>	<b><i>\$100,000,000</i></b>	<b><i>\$0.668</i></b>	<b><i>\$0.035</i></b>	<b><i>\$0.051</i></b>	<b><i>\$0.105</i></b>
<b>Annual Residential Tax</b>		\$668,000	\$35,000	\$5,100	\$105,000
<b><i>Commercial</i></b>	<b><i>\$25,000,000</i></b>	<b><i>\$3.054</i></b>	<b><i>\$0.104</i></b>	<b><i>-</i></b>	<b><i>-</i></b>
<b>Annual Commercial Tax</b>		\$763,500	\$26,000	-	-
<b>Annual Tax</b>		<b>\$1,431,500</b>	<b>\$61,000</b>	<b>\$5,100</b>	<b>\$105,000</b>
<b>Total Annual Tax</b>		<b>\$1,602,600</b>			

With over \$1.6 million in property tax per year, HRM stands to generate tens of millions of dollars on this project over its lifetime – money that it can invest in its other initiatives, infrastructure, and ensure the financial health of the municipality.



## 7 APPENDICES

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## APPENDIX 1: DECLARATIONS, CONDITIONS, ASSUMPTIONS

### i) Statement of Eligibility

As stipulated in the Procedure for Disposal document, we the undersigned hereby affirm that we do not have any current or past corporate and/or other interest that would give rise to a conflict of interest in connection with this application.

Original Signed

\_\_\_\_\_  
Margaret Casey, Chair, NCCC

Original Signed

\_\_\_\_\_  
Bernie Smith, Treasurer, NCCC

Original Signed

\_\_\_\_\_  
Dr. Rhonda Britton, Secretary, NCCC

Original Signed

\_\_\_\_\_  
Pamela Glode, Director, NCCC

Original Signed

\_\_\_\_\_  
Kathy Legge, Director, NCCC

Original Signed

\_\_\_\_\_  
Melinda Daye, Director, NCCC

Original Signed

\_\_\_\_\_  
Dr. Rod Wilson, Director, NCCC

Original Signed

\_\_\_\_\_  
Bryan Darrell, Director, NCCC

Original Signed

\_\_\_\_\_  
Frank Beazley, Director, NCCC

Original Signed

\_\_\_\_\_  
Frank Palermo, Director, NCCC

## ii) Non-Profit Declaration

The North Central Community Council Association is a registered not-for-profit organization. Any revenue generated from the proposed activities on the SPAS site will be invested back into the community, in the form of:

- contributions toward the development of community amenities on the site;
- support for the social housing component of the project;
- contributions to affordable housing elsewhere in HRM and Nova Scotia;
- creation of a down payment assistance fund to facilitate first-time home ownership;

## iii) Condition of the Property

Following site visits and a review of the condition assessment prepared by Eagle Property Management, the NCCC commissioned an independent architectural/structural assessment of the Cobb building. This assessment was carried out by John Doucet Architects Ltd. and W. Roberts & Associates Ltd. The assessment confirmed that the building is a steel reinforced concrete frame construction and concluded that “the main structural components are in good condition and suitable for future use.”

## iv) Conditions and Assumptions

- HRM will maintain security on the site and maintain the buildings in heated condition until the NCCC takes possession;
- the property shall be vacant on possession;
- the Closing Date for the sale of the Property by the Municipality to the NCCC and the payment of the balance of the Purchase Price by the NCCC to the Municipality shall take place 30 days after the decision of Council to approve a Development Agreement with the NCCC, or, as the case may be, of the final disposition of any appeal of a Council decision approving a Development Agreement. The parties may agree to an extension of the closing in writing;
- the NCCC will occupy the site within 12 months of the date of closing of the agreement of purchase and sale. If the NCCC has not occupied the site within this period, HRM may repurchase the site at the purchase price of \$3.7 million;
- the NCCC's plans assume that the property will be rezoned to allow for mid-rise mixed use development.

## **APPENDIX 2: FINANCIAL STATEMENTS**



**NORTH END COMMUNITY HEALTH ASSOCIATION**  
**STATEMENT OF FINANCIAL POSITION**

3

**March 31, 2012**

	2012 Operating Fund	2012 Projects	2012 Total	2011
<b>ASSETS</b>	\$	\$	\$	\$
<b>Current</b>				
Bank	31,107		31,107	21,699
Short term Investments (Note 7)	661,894	236,109	898,003	842,018
Project cash and term deposits (Note 8)	1,395	122,595	123,990	123,701
Accounts receivable (Note 3)	52,359	44,137	96,496	287,885
Prepaid expenses	29,265		29,265	20,617
	776,020	402,841	1,178,861	1,295,920
<b>Capital assets (Notes 2 &amp; 4)</b>	118,418	22,136	140,554	194,005
	894,438	424,977	1,319,415	1,489,925
<b>LIABILITIES</b>				
<b>Current</b>				
Accounts payable	214,725	2,296	217,021	308,832
Deferred revenue (Note 9)	95,434	294,444	389,878	411,240
Due to (from) project fund	(107,908)	107,908		
	202,251	404,648	606,899	720,072
<b>Net assets</b>				
Net assets Invested In capital assets less fundraising and grants (Page 4)	55,330		55,330	61,115
Internally restricted funds (Page 4 & Note 6)	353,130		353,130	409,375
Net assets for projects (Page 4)		20,329	20,329	20,329
Unrestricted net assets (Page 4)	283,727		283,727	279,034
	692,187	20,329	712,516	769,853
	894,438	424,977	1,319,415	1,489,925

Approved on behalf of the Board: 

Original Signed

Director

Original Signed

Director 

# Cornwallis Street Baptist Church

Balance Sheet As at Dec 31, 2012

## ASSET

### Current Assets

Current Account 100-076-9	8,077.97	
Building Fund 505-135-4	122,295.33	
Fundraising - Building 101 083 4	1,091.21	
Total Cash & Bank		131,464.51
Memorial Trust Fund	110,661.00	
Atlantic Baptist Foundation - Inves	58,000.00	
Atl Baptist Found - Building Fund	86,250.00	
Investments	2,640.14	
Total Investments		257,551.14
Accrued Receivables	2,762.27	
HST Rebate Receivable	9,627.01	
GST Rebate Receivable	80.66	
Total Receivables		12,469.94
Building - New Church		59,099.70
<b>Total Assets</b>		<b>460,585.29</b>

## TOTAL ASSET

460,585.29

## LIABILITY

### Current Liabilities

Pension Payable		862.28
CPP Payable	544.58	
EI Payable	135.11	
Tax Payable	765.83	
Receiver General Payment		1,445.52
Deferred Revenue		444.85
<b>Total Current Liabilities</b>		<b>2,752.65</b>

## TOTAL LIABILITY

2,752.65

## EQUITY

### Surplus (Deficit)

Memorial Trust Fund	110,661.00	
Building Trust Fund	274,663.72	
Surplus (Deficit)	76,836.82	
Current Earnings	(4,328.90)	
<b>Total Surplus (Deficit)</b>		<b>457,832.64</b>

## TOTAL EQUITY

457,832.64

## LIABILITIES AND EQUITY

460,585.29



MIC MAC NATIVE FRIENDSHIP SOCIETY  
 CONNECTIONS CAREER CENTRE  
 STATEMENT OF FINANCIAL POSITION  
 AS AT MARCH 31, 2013

	2013	2012
	\$	\$
<b>ASSETS</b>		
CURRENT		
Cash	57,265	-
Accounts receivable	39,223	1,600
Government remittances receivable	4,579	4,113
Due from MNFC general account (Note 4)	-	103,892
	<u>101,067</u>	<u>109,605</u>
<b>LIABILITIES</b>		
CURRENT		
Accounts payable	34,961	26,764
Deferred revenue (Note 5)	-	82,841
Due to MNFC general account (Note 4)	66,106	-
	<u>101,067</u>	<u>109,605</u>

APPROVED ON BEHALF OF THE BOARD

**Original Signed**

Executive Director

Secretary-Treasurer

**NORTH END COMMUNITY HEALTH ASSOCIATION**  
**STATEMENT OF FINANCIAL POSITION**

3

March 31, 2012

	2012 Operating Fund	2012 Projects	2012 Total	2011
	\$	\$	\$	\$
<b>ASSETS</b>				
<b>Current</b>				
Bank	31,107		31,107	21,699
Short term Investments (Note 7)	661,894	236,109	898,003	842,018
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	692,187	20,329	712,516	769,853
	894,438	424,977	1,319,415	1,489,925

Approved on behalf of the Board: 

Original Signed \_\_\_\_\_  
 Director

Original Signed \_\_\_\_\_  
 Director



# PROCEDURE FOR THE DISPOSAL OF ST. PAT'S ALEXANDRA

Closing **Tuesday November 12th, 2013** end of business day, @ 4:30 P.M

Former St. Patrick's Alexandra  
2277 Maitland Street, Halifax  
(PID #00148643)

Grants Program,  
Fifth Floor Alderney Gate  
40 Alderney Drive, Dartmouth,  
Nova Scotia, Canada.  
B2Y 2N5

Wednesday August 14<sup>th</sup>, 2013

# NOTICE

## PROCEDURE FOR THE DISPOSAL OF ST. PAT'S ALEXANDRA

The Halifax Regional Municipality invites applications from Non-Profits to acquire 2277 Maitland Street, Halifax, the Former St. Patricks Alexandra school property. This Notice is for an application process designed specifically for non-profits to bid on the disposal of the St Pat's Alexandra property. It is not a Request for Proposal (RFP) nor does it fall under Administration Order 50 (Disposal of Surplus Real Property).

Sealed Proposals, six (6) copies - five (5) bound and one (1) unbound will be received by Halifax Regional Municipality, Grants Office, Fifth Floor, 40 Alderney Dr., Dartmouth, Nova Scotia, B2Y 2N5, **until end of business day, Tuesday November 12th, 4:30 pm, local time.**

All questions concerning this Procedure shall be directed in writing to Bruce Fisher, Manager of Financial Policy and Planning at (902) 490-4493 ([fisherb@halifax.ca](mailto:fisherb@halifax.ca)).

## INTRODUCTION

Submissions from non-profits are invited for acquiring a Municipally owned property located at 2277 Maitland Street, Halifax, Former St. Patricks Alexandra (PID#00148643).

**TITLE:** Procedure for Disposal of St Pat's Alexandra.

Proposals will be received at the Halifax Regional Municipality Grants Office, Fifth Floor, 40 Alderney Dr., Dartmouth, Nova Scotia, Canada, B2Y 2N5 until end of business day, 4:30 P.M., Local Time, on **Tuesday, November 12<sup>th</sup>, 2013.**

## GENERAL INSTRUCTIONS

1. **INSTRUCTIONS AND FORMS:** The Procedure for Disposal document may be obtained in person or by mail from, Halifax Regional Municipality Grants Office, Fifth Floor, 40 Alderney Dr., Dartmouth, Nova Scotia, Canada.
  - (a) All proposals are to be submitted in accordance with Procedure for Disposal document.
  - (b) All proposals are to be submitted in sealed, plainly marked envelopes.
  - (c) The Halifax Regional Municipality will assume no responsibility for oral instructions or suggestion. All official correspondence in regard to the proposal should be directed to and will be issued by the Manager of Financial Policy and Planning, Halifax Regional Municipality.
2. **ELIGIBILITY:** Prospective Applicants are not eligible to submit a proposal if current or past corporate and/or other interests may in the opinion of the Halifax Regional Municipality, give rise to conflict of interest in connection with this APPLICATION. Applicants are to submit with their proposal any documents disclosing any issue that may constitute a conflict of interest violation for review by the Halifax Regional Municipality. Halifax Regional Municipality's decision on this matter will be final.
3. **RESERVATIONS:**
  - (a) The Halifax Regional Municipality reserves the right to reject or accept any or all proposals or parts of proposals, when in this reasoned judgment, the public interest will be served thereby.
  - (b) The Halifax Regional Municipality may waive formalities or technicalities in proposals as the interest of the Halifax Regional Municipality may require.
  - (c) The Halifax Regional Municipality may waive minor differences in the proposal provided these differences do not violate the proposal intent.
4. **DISPUTES:** In cases of dispute as to whether or not a submission delivered meets proposal requirements, the decision of the Halifax Regional Municipality, or authorized representatives, shall be final and binding on all parties.

5. **APPLICANTS EXPENSES:** Applicants are solely responsible for their own expenses in preparing, delivering or presenting a proposal and for subsequent negotiations with the Halifax Regional Municipality, if any.
6. **EXCEPTIONS:** The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.
7. **CURRENCY AND TAXES:** Amounts are to be quoted (i) in Canadian dollars; (ii) inclusive of duty, where applicable; and, (iii) exclusive of HST.
8. **COMPLIANCE WITH LAWS:** The Proponent will give all the notices and obtain all the licenses and permits, required to perform work. The Proponent will comply with all laws applicable to completing any required work
9. **GROUND FOR DISQUALIFICATION:** The Proponent shall direct all questions regarding this application to the individuals identified in 1 (d) "INSTRUCTIONS AND FORMS". Any attempt on the part of the Applicants or any of its employees, agents, or representatives to contact any of the following persons with respect to this application may lead to disqualification:
  - (a) any member of the evaluation team (except those mentioned in this document) or any expert advisor to them;
  - (b) any member of Council; and
  - (c) any member of HRM staff.



## **REQUIREMENTS**

### **1. INTRODUCTION:**

- (a) Halifax Regional Municipality (HRM) invites proposals for the acquisition of a Municipally owned property located at PID#00148643, 2277 Maitland Street, Halifax, Former St. Patricks Alexandra.
- (b) In this APPLICATION, property information is described in Appendix B offering summary information and photos. Please review the information.
- (c) In the APPLICATION, "Proponent" means those who respond to this APPLICATION.

### **2. BACKGROUND:**

The Halifax Regional School Board from time to time determines that certain schools, that are on municipally owned property, are no longer required for educational purposes and transfers operational responsibility for these facilities back to the Halifax Regional Municipality. The Municipality then reviews these properties to determine whether or not they are required for its core operational purposes. If the properties are not, they are declared surplus to municipal needs.

The school property listed above is considered surplus to the Halifax Regional School Board requirements and was formally transferred to HRM. The property was reviewed by the Municipality and is considered surplus to municipal requirements. As such it is referred to the Municipality's Grant Office and Real Property for disposal in a timely manner.

The purpose of this APPLICATION is to provide an opportunity for Not-For-Profit organizations to make an offer for a below market purchase or lease of the entire property and the use of that property to provide a public benefit.

### **3. INTENT:**

Legislation permits the sale of surplus municipal property at less than market value to registered non-profit organizations. All groups who are applying for a less than market sale **MUST** be a registered non-profit group at the time of the submission for the APPLICATION. The proponent cannot submit a joint proposal with any entity that is not a registered non-profit at the time of submission.

The process to be followed for this procedure is listed as Appendix A.

All proposals are evaluated by staff who report to Regional Council as per the process outlined in Appendix A. Should Council propose to dispose of the property at less than market value, a public hearing is required and the motion must be passed by a two-thirds majority of Council present and voting. Typically, HRM will impose a Buy-Back Agreement to the Agreement of Purchase and Sale that imposes certain restrictions in lieu of any discounted sale price. Such restrictions may include but are not limited to:

- In the event of dissolution of the organization, or any future intent to transfer or sell the property (including sub-division), HRM shall have the right of first refusal;
- Restrictions in terms of intended use;
- Site development or re-development within a specified timeframe;
- Where applicable, to uphold any registered heritage status.

A Buy-Back Agreement may restrict the owners ability to secure further financing from a bank or financial institution. Under such circumstances, application must be made to HRM for consent to encumber the asset. HRM may, at its sole discretion, limit the value of any loan secured by the asset so as to secure the public interest in the event of default or disclosure. All Applicants may be required to sign a buy-back agreement that stipulates the intended use of the property and provides HRM with the right of first refusal should the Proponent cease operations or elect to sell the premises.

HRM may require additional information from any submission, including, but not limited to:

- Financing information – Proof of financing (ie. Letter from lenders) or a detailed financial plan to ensure that the group has sufficient financial backing to support the project/ownership of the property.
- Operating information – Proof of current operations within HRM (ie. Other projects, developments)
- Historical information – Previous projects, developments, successful operations.

#### 4. EVALUATION:

As per Appendix A, Grants Staff, assisted by Community and Recreation Services, are to evaluate and report to Council using four criteria: content compliance, viability, compensation and benefit to the municipality. The evaluation will be qualitative in nature and there will be no scores or weighting assigned. For clarification:

- a) **“content compliance”** includes complete and relevant information on:
- i) The composition of the group, its purpose and management structure, including office-bearers,
  - ii) the nature of the activities proposed,
  - iii) a financial statement,
  - iv) a business plan for the first five years, and
  - v) a clear statement of the terms the group is prepared to offer for the purchase or lease of the property.

In addition, there must be evidence that the submission is entirely a non-profit submission.

- b) **“viability”** means the ability to maintain and operate the property in a condition and manner that's suitable for ongoing public use; the proponent's likely continuity as a non-profit; and the proponent's ability to use the property to deliver quality outcomes.

The Applicants in their proposal will be expected to address any issues with respect to the condition of the property on the basis of (1) a mandatory site visitation to be conducted; and, (2) a conditional assessment prepared by Eagle Property Management (“St Pat's

Alexandra School Building Condition Assessment”, August 12, 2013) and provided with this Procedure. The Applicants must satisfy themselves as to the exact nature and existing condition of the property and the necessary improvements required to put the property in a state satisfactory for the intended use and for public benefit.

Notwithstanding the above, the Municipality does not make any representation as to the accuracy of any information obtained either through site visitation or the above condition assessment and does not assume any responsibility for any decision made by the Applicants. The Applicants are fully responsible for any decision they make with respect to the site visit, condition assessment or otherwise.

- c) **“compensation”** means offer, proximity and relationship to market value.
- d) **“benefit to the municipality”** The proponent is responsible for explaining how its proposed use of the property will be of benefit to the Municipality.

#### 5. DUE DILIGENCE:

The Applicants must satisfy themselves as to the exact nature and existing condition of the property and the necessary improvements required to put the property in a state satisfactory for the intended use and for public benefit.

#### 6. INFRASTRUCTURE:

If successful, a Proponent will be required to carry out any necessary relocation, construction or improvements to the underground infrastructure. This cost will be the responsibility of the Proponent. For the purpose of this APPLICATION, underground infrastructure refers to sanitary sewerage systems, storm water drainage systems, domestic water systems and all electrical and communications cabling.

#### 7. APPROVALS:

If successful, a Proponent shall be fully responsible for obtaining all required approvals and permits prior to the start of any work on the site.

All proposals will be subject to municipal approval(s). The process of obtaining municipal approval(s) will be dependent on the nature of the proposal.

#### 8. MUNICIPAL REGULATIONS:

All proposals will be required to meet the requirements of the appropriate Municipal Planning Strategy and Land Use Bylaw for the location of the property. Appendix D includes the zoning for the property.

## **9. SITE VISIT:**

All Applicants are invited to a meeting to discuss the procedure on:

- **Friday, August 16th, 2013      9:30am-10:30am      3<sup>rd</sup> Floor, Duke Tower, Scotia Square, Halifax**

HRM staff will provide two opportunities for prospective Applicants to take a guided tour of the facility on:

- **Saturday August 17th, 2013      9am-11am      2277 Maitland Street, Halifax**
- **Friday, August 23rd, 2013      9am-11am      2277 Maitland Street, Halifax**

**ATTACHMENTS:**

Appendix A - Process to Follow for Disposal of St Pat's Alexandra

Appendix B – Summary Information

Appendix C - General Transaction Guidelines

Appendix D – Zoning

**APPENDIX "A"**

- A. Staff, led by Grants Program and assisted by Community and Recreation Services, to send a notice to the non-profits who have expressed an interest that they should submit a written proposal for the use of the property for community purposes within 90 days. The proposal should set out:
1. the composition of the group, its purpose and management structure, including office-bearers,
  2. the nature of the activities proposed,
  3. a financial statement,
  4. a business plan for the first five years, and
  5. a clear statement of the terms the group is prepared to offer for the purchase or lease of the property.
- B. Advertise the opportunity to all local community groups or grant applicants on the same terms.
- C. All submissions received on or before the last day of submissions will be evaluated by staff for content compliance, viability, compensation, and for benefit to the Municipality.
- D. Staff will report to Council on the submissions received and the evaluation by staff.
- E. Council may determine to select a submission for approval which would be considered on the basis of s. 63(1), (2), (3), (4), (5) of the Charter, the statutory mandate for Council being whether Council considers the non-profit organization to be carrying on an activity that is beneficial to the Municipality, that is, the Halifax Regional Municipality. See s. 63 in its entirety attached.
- F. Council will also consider the overall context of the disposal, including the market value of the property as appraised, the Planning Strategy of the area of the property, and the benefit of any cost saving to the Municipality, and the consequences, beneficial or otherwise, to the community or the Municipality as a whole. Council will weigh the beneficial considerations of any submission against the benefit to the Municipality of selling the property at market value.
- G. If Council decides to consider the disposal at less than market value then because the properties are worth more than \$10,000.00 s. 63(3) requires that Council shall first hold a public hearing respecting the sale, advertised as per s. 63(4), (5) and the resolution of approval for sale will require passage by at least a two-thirds majority of the Council present and voting.
- H. In the event that Council rejects all submissions to purchase the property at a less than market value, then staff will proceed to sell the property at market value through either public advertisement, listing of the property, tender or RFP process.



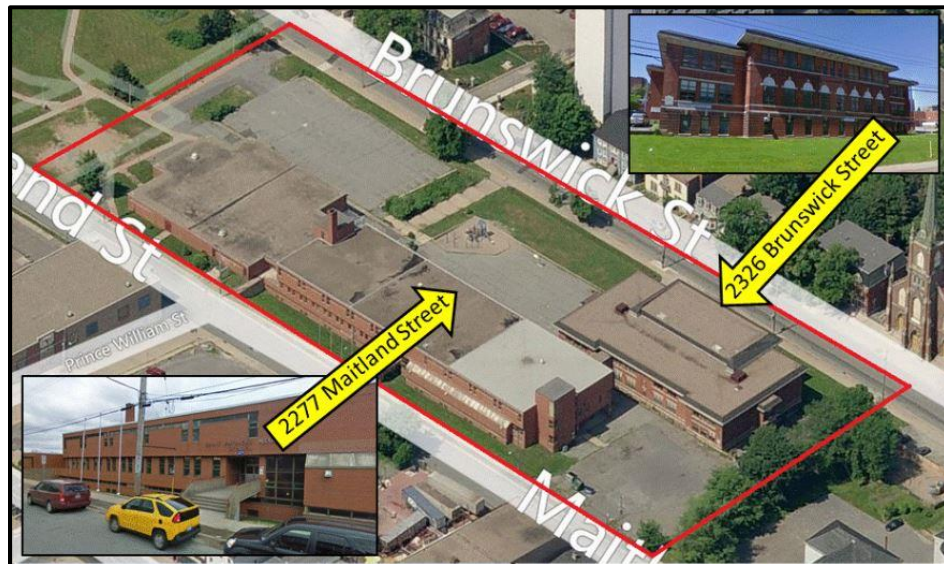
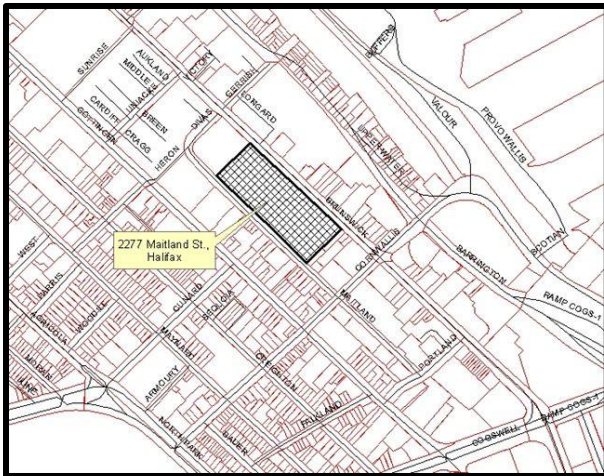
(5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale.

APPENDIX B

# FORMER ST.PATRICK'S ALEXANDRA



<b>2013 Appraised Value</b>	\$5,200,000 (as if, vacant land) Highest and best use Mix use residential/commercial
<b>PID</b>	00148643
<b>Location</b>	Within the downtown core of Halifax.
<b>Zoning</b>	P (Park and Institutional) Zone – Halifax Peninsula District
<b>Taxes</b>	2013 Commercial Assessment - \$3,735,300
<b>Site Area</b>	3.85 Acres (167,706 sq.ft.)
<b>Building Area</b>	106,000 sq.ft.
<b>Frontage</b>	Ample frontage on Maitland Street.



APPENDIX C

GENERAL TRANSACTION GUIDELINES

There are general transaction guidelines which are applicable to all properties and are detailed below:

<b>Deposit</b>	5% of Purchase Price to be submitted with written offer in accordance with Halifax Regional Municipality terms of Agreement of Purchase and Sale.
<b>Terms &amp; Conditions</b>	The Municipality reserves the right to review all proposals submitted prior to entering into an Agreement of Purchase and Sale.
<b>Closing</b>	Closing within sixty (60) days of receiving required municipal approval(s) for transaction which may include approval by Halifax Regional Municipal Council. Balance of purchase payable at closing.
<b>Property Condition</b>	All properties are being sold "as is/where is".

APPENDIX D – ZONING

**2277 MAITLAND STREET, HALIFAX, NOVA SCOTIA  
FORMER ST.PATRICK'S ALEXANDRA ELEMENTARY**

**HALIFAX PENINSULA LAND USE BYLAW**

P ZONE

PARK AND INSTITUTIONAL ZONE

**67(1)** The following uses shall be permitted in any P Zone:

- (a) public park;
- (b) recreation field, sports club, and community facilities;
- (c) a cemetery;
- (d) a hospital, school, college, university, monastery, church, library, museum, court of law, or other institution of a similar type, either public or private; (da) day care facility; **(RC- Mar 3/09; E - Mar 21/09)**
- (e) uses accessory to any of the above uses.

**67(2)** No person shall in any P Zone carry out, or cause or permit to be carried out, any development for any purpose other than one or more of the uses set out in subsection (1).

**67(3)** No person shall in any P Zone use or permit to be used any land or building in whole or in part for any purpose other than one or more of the uses set out in subsection (1).

COMMERCIAL USES

**68** Notwithstanding Section 1, one of each of the following uses for each degree granting university may be located on land owned or leased from such degree granting university:

- (a) barber shop
- (b) bank
- (c) newsstand
- (d) coin-operated vending machines
- (e) dry-cleaning distribution station
- (f) beauty parlour
- (g) book store and branch thereof provided that:
  - (i) these uses shall be for the exclusive use of the students and staff of such university or their guests; and
  - (ii) there shall be no advertising or identification of the use on the outside of the building; and
  - (iii) there shall be no visible indication from the exterior of the building that the commercial uses described in this section are carried on; and
  - (iv) there shall be no direct access from the exterior of the building to any of the commercial uses described in this section other than emergency access places in case of fire; and
  - (v) the total net floor area measured in square feet covering the uses (a) to (f) in this section for each university shall not exceed the number of students registered for degree purposes at such university multiplied by a factor of 1.5.

## **SIGNS**

**69** No person shall in any P Zone erect, place, or display any billboard or sign except:

- (a)** One fascia sign per building elevation facing a street;
- (b)** One fascia sign for the building elevation containing the main entrance where such entrance does not face a street;
- (c)** One free standing sign not to exceed 12 feet in height and 40 square feet in area (per side) per vehicular entrance and pedestrian entrance where such entrance is not part of a vehicular entrance, provided, however, that where the property contains more than one principal park and institutional use such sign shall not exceed 18 feet in height and an additional 10 square feet of area may be added to a maximum of 80 square feet (per side) for each additional park and institutional use;

## Schedule 7

Addressed to Bruce Fisher,

HRM Manager of Financial Policy and Planning

November 21<sup>st</sup>, 2013

Bruce:

The principals of the NCCC have met with members of their Advisory Group, and as a result of those conversations have decided to take a number of steps over the next weeks intended to inform the Community Members who have shown so much commitment for the proposal and to the broader public which has been requesting information on the proposal.

The steps proposed to be taken are:-

- A) The NCCC proposes to set up a formal Advisory Committee comprised of respected persons from the construction, architectural, engineering, investment, and planning, medical and educational communities to advise NCCC on steps to be taken to assist in its proposed development of the St. Patrick's Alexandra facility.
- B) The NCCC proposes to introduce a program entitled "Stapes Rises Again" in order to develop a process through which to publicly announce activities and programs proposed to be offered by the NCCC upon purchase of the site.
- C) The NCCC proposes to make available for interview, informed members of the Advisory Committee and other informed community members to be available as a pool of public speakers and interviewees equipped to discuss and review components of the NCCC proposal. Discussion would include both through written material and by means of appearances on radio and TV.
- D) The NCCC proposes to construct a model to display its present preliminary plans proposed for the NCCC site and to put this model on public display, supervised by members of the pool of public speakers mentioned in C) above.
- E) The NCCC will announce numbers, sizes and the general characteristics of housing units proposed for the St. Pat's site, including the amount of funds in total, and the general outline of the Assisted Home Ownership Program to be made available to area residents.
- F) NCCC will inform through its Advisory Committee and through its supporters on the programs and benefits anticipated to be achieved through programming provided for in its proposal, including programs and benefits to be offered through the three founding-member groups.
- G) The NCCC will begin to identify and announce where agreed, the names and activities proposed to be brought into the Community Centre component of the St. Pat's facility.

The NCCC would appreciate receiving your comments on the above proposals and particularly on any components of the proposed activities which in your opinion are not compliant with the terms and constraints of the proposal call, which NCCC responded to within the required time on November 12<sup>th</sup> 2013.

Best Regards, Bernard Smith

PS. I have been asked to request a response to this letter within seven days.



## Schedule 7 cont'd

December 3, 2013

Dear Bernie,

Thank you for your letter of November 21<sup>st</sup> in which you described upcoming, planned activities of the NCCC in support of their application for the former St Pat's Alexandra School property.

As you are aware, the Call for Submissions closed on November 12, 2013 and proposals are currently being evaluated by a staff team as required by the Call for Submissions. The evaluation is being done against the criteria listed in the Call for Submissions, namely "content compliance, viability, compensation, and for benefit to the Municipality".

It is crucial that the process for this evaluation be properly followed and that the staff team focus on these evaluation criteria. No one benefits from a process that does not provide for procedural fairness. Hence, it is critical that those assessing and deciding on the proposals do so based solely on the evaluation criteria and without other attempts to influence their decision making. Applicants should expect that they are successful or unsuccessful in that evaluation based on the merits of their proposal, not on the basis of any public communications campaign. Hence, section 9 was specifically added to the Call for Submissions entitled "Grounds for Disqualification"

*Any attempt on the part of the Applicants or any of its employees, agents, or representatives to contact any of the following persons with respect to this application may lead to disqualification:*

- (a) any member of the evaluation team (except those mentioned in this document) or any expert advisor to them;*
- (b) any member of Council; and*
- (c) any member of HRM staff.*

As part of that process, the evaluation team considers the evaluation and all information submitted to be confidential. Staff members from outside the evaluation team have not been permitted access to the application and will not be allowed to view or discuss the application unless their input is specifically required to evaluate the application under the criteria. Nor will HRM publicly comment on the application until the evaluation is complete. The application has not been forwarded to Regional Council and will be made available to Council only when the completed evaluation is simultaneously released to them. This approach ensures that outside pressures have not unduly influenced the evaluation team's review of the application.

Your specific question is whether your proposed activities might possibly lead to disqualification under Section 9. Such a determination would rest on many factors and in the end could only be firmly decided by a court of law. We are not able to provide a legal opinion on this matter as we do not represent the NCCC on legal issues. If NCCC wishes a legal opinion it should engage its own legal advice to ensure its position is defensible should there be a complaint from HRM or from a third party.

Hoping this helps.

Bruce



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

10 December 2013

Mr. Bernie Smith,  
Treasurer  
North Central Community Council Association (NCCC)

Dear Mr. Smith,

I am writing you with respect to the NCCC application under the Call for Submissions for the St Patrick's Alexandra site. There is additional information that will be required. As an initial request, we require a detailed explanation of the financial and governance structure between NCCC and Housing Nova Scotia including an explanation of the complete financial and other responsibilities of each party and all supporting written documentation. The transactions of interest include the purchase, operation and development of the property. For ease of clarification, you should consider, but not limit your answer to

- In the November 7<sup>th</sup> letter from Housing Nova Scotia, they state they are providing the "financial capacity" for the purchase of the property but they provide no further details on these funds.
  - o Are these funds a loan, grant or some other form of assistance?
  - o What terms and conditions are attached to these funds?
  - o Why has the down payment been provided by Housing NS and not the NCCC?
  - o Please provide any additional written documentation on these funds.
- As part of its proposal, NCCC has indicated that they have "secured financing from Housing Nova Scotia" (Page 2).
  - o What parts of the proposal does this financing provide for?
  - o What financial and other terms and conditions have been agreed to with Housing Nova Scotia?
- As part of its proposal, NCCC expects to dispose of housing units through the market, to first-time buyers, or operate as subsidized units. It also plans to rent parking and office space.
  - o What role will Housing Nova Scotia have in this part of the plan?
  - o What financial and other terms and conditions have been agreed to with Housing Nova Scotia?

- Who has responsibility for cost overruns and liabilities?
- With respect to the ownership of the property
  - Other than sales of residential units to individuals, what parties other than NCCC will, at any time, hold an ownership interest or option(s), either directly or indirectly, in NCCC or in any part of the St Patrick's Alexandra property?
  - Will any encumbrances be placed on the property?
- Under its proposal, NCCC plans to use the proceeds from housing sales to "contribute to affordable housing elsewhere in HRM and the province" (pages 8, 25).
  - What form will this contribution take?
  - Which organizations and what organizational structure will be used to make the contribution?
  - How much of these funds are expected to be used outside of HRM?

Your attention to this matter is appreciated. We are proceeding as quickly as we can on this evaluation but do require additional information and background.

Original Signed

Bruce Fisher, MPA, CMA  
 Manager of Financial Policy and Planning

## Schedule 7 cont'd

Bruce Fisher MPA CMA

Manager of Financial Policy and Planning

December 18<sup>th</sup> 2013

Halifax Regional Municipality, PO Box 1749, Halifax NS.

On behalf of NCCC, I wish to respond to your letter of December 10<sup>th</sup> 2013.

Relationship between NCCC and Housing Nova Scotia.

The fact that the down payment cheque was provided by Housing NS and not NCCC, was simply a matter of logistics. The cheque was intended to be from the NCCC lawyer's trust account but timing did not permit this. The cheque was available at Housing NS which is the NCCC Banker. Housing Nova Scotia is in the position of BANKER to NCCC.

- (a) The funds are drawn down from a loan facility negotiated between the two parties.
- (b) The loan will be supported by a first mortgage charge to be placed on the property once acquired.
- (c) NCCC has been very fortunate in its choice of banker, insofar as its banker has unquestionable funding capability while at the same time sharing the NCCC vision for the development of the property and in particular, its vision for the type of housing and for the development of the site in its totality in support of the community.

NCCC Secured Financing.

The "secured financing" initially provides funds for the initial purchase offer plus some modest amount for operations.

Disposal of Housing Units

HNS will have no direct role in the sale of housing units constructed under the agreement, other than as the overall lender. Individual properties are proposed to be discharged from the first mortgage at the time of their sale. Actual sales will be handled by a professional team as yet to be determined, as would be the usual case in any development.

NCCC will be solely responsible for any cost over-runs.

Ownership

No party other than NCCC will hold ownership on any property within the St Patrick Alexandra site, other than individual residential properties upon their sale to individual residential owners.

It is not anticipated that there will be any encumbrances on the lands except for the HNS mortgage.

#### Contribution Towards Affordable Housing Programs in General

It is proposed that there will be a profit sharing arrangement entered into between NCCC and HNS, whereby HNS will be able to use its share of any profits for the improvement and support of affordable housing.

An example of Housing NS assistance from these profits will be a revolving "Down Payment Assistance" fund which is intended to be available to qualifying low-income purchasers.

Submitted on behalf of NCCC. Bernard Smith FCA.

## Schedule 7 cont'd

December 20, 2013

Dear Bernie,

Thanks very much for your letter of December 18<sup>th</sup> and your overview of the NCCC and HNS relationship.

For our purposes, it is imperative that we confirm and understand the exact written terms, conditions and other details of the proposal. To this end we require the formal agreements, contracts and other correspondence between NCCC and HNS that relate to the NCCC and HNS relationship. Can you please forward these documents so that we may proceed as quickly as possible with our evaluation.

Thanks very much  
Bruce





February 11, 2014  
File #59774

**VIA EMAIL: fisherb@halifax.ca**

Bruce Fisher, MPA CMA  
Manager of Financial Policy and Planning  
Halifax Regional Municipality  
PO Box 1749  
Halifax, NS

Dear Mr. Fisher:

**Re: North Central Community Council Association**

Please be advised that I represent the North Central Community Council Association ("NCCCA"), which has submitted a proposal to HRM respecting the purchase and development of the St. Patrick's Alexandra School site, located in north end Halifax.

The NCCCA received a letter dated November 7, 2013 from Housing Nova Scotia containing an offer to finance the purchase of the St. Pat's site. Following the NCCCA submission of their application under the Call for Submissions, HRM asked additional questions of the NCCCA as per the correspondence attached dated December 10, 2013. As a result of this correspondence, Bernard Smith, FCA, responded to the questions asked by HRM, and further there has been additional response from Housing Nova Scotia based upon the inquiries raised by HRM. The correspondence from Housing Nova Scotia dated November 7, 2013, the response from HRM dated December 10, 2013, the response to the inquiries of HRM from NCCCA dated December 18, 2013, and the Housing Nova Scotia letter dated January 30, 2014, and our most recent email from you dated February 3, 2014 are attached to this correspondence.

As Housing Nova Scotia has approved the financing for the purchase of the property based upon the NCCCA's application to acquire the St. Patrick's Alexandra School, my client is quite anxious to finalize the purchase of this property and begin its development procedures.

As you are aware, in any major development of this kind, it is necessary to obtain confirmation of financing at various stages. The zoning for the property has not been approved, the environmental investigations have not been undertaken and the specific financials associated with the subsequent phased development of the property have

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not been finalized. Also, the approvals and requirements from Housing Nova Scotia related to the affordable housing have yet to be determined.

The Province's constraints and abilities with respect to affordable housing as it exists when the project and its various phases go forward cannot be determined at this time. As well, much of the development is quite far into the future and each phase will have to be reviewed and approved prior to obtaining all of the necessary permits and confirmations for financing. As a result, it is difficult to have any sort of financial commitment from any lending institution at this time and indeed such a commitment from the Province would not be available. To look for more than a commitment to finance the purchase from a non-for-profit group such as my client is quite unreasonable.

As the first step in the process is to have the property acquired in order that the appropriate planning may be conducted with respect to the development as outlined in NCCCA's application, it is my client's intention to proceed to acquisition as soon as possible. We are not sure what additional information you may require with respect to the acquisition and we would request that you provide us with a draft Agreement of Purchase and Sale at your earliest convenience, in order that we may proceed to have the issues associated with our acquisition settled at this time, and the funds may be transferred to HRM in exchange for the transfer of the property.

Kindly advise what specific additional information you may require. In our view, all of the documentation and submissions have been provided to you which are reasonably available at this time.

We look forward to receipt of the draft Agreement of Purchase and Sale in order that we may proceed with the acquisition of this property. If you have any questions respecting this, please advise the NCCCA or the undersigned at your earliest convenience.

Yours very truly,

**WICKWIRE HOLM**

**Original Signed**

Michael Kennedy

Direct Dial: [REDACTED]

MK/fc  
Enclosures  
#1280451

January 30, 2014

5675 Spring Garden Road  
5th Floor  
P. O. Box 696  
Halifax, NS B3J 2T7  
[www.housingns.ca](http://www.housingns.ca)

Dr. Margaret Casey, Chair  
North Central Community Council Association  
2099 Gottingen Street, Suite 206  
Halifax, Nova Scotia B3K 2B2

RE: St. Patrick's Alexandra Redevelopment.

Dear Dr. Casey,

I am writing to you following your recent correspondence with the Halifax Regional Municipality in the matter of the St. Pat's Alexandra property. I wish to clarify Housing Nova Scotia's relationship with the NCCC and its future role with regards to the housing development project. My hope is that this letter will assist you and HRM in better understanding our commitment to ensuring the social and economic success of this project.

First, let me state that Housing Nova Scotia is excited about the opportunity to work with the NCCC and your community partners to provide much needed affordable housing options for the people of central Halifax. We support non-profit organizations who are stepping up to answer the housing needs of their community.

As we move forward with our ambitious goal to ensure that Nova Scotians can find the housing choice that's right for them and their families, at a price they can afford, in a healthy, vibrant community that offers the services, supports and opportunities they need, there can be no ambiguity as to why Housing Nova Scotia is supporting your efforts. This project is a compelling opportunity, through housing and services, to showcase that healthy vibrant community can be achieved.

Housing Nova Scotia has already provided the NCCC an Offer of Finance intended to fund the purchase of the St. Pat's Alexandra property from HRM by way of loan supported by a mortgage. A deposit was also advanced to the NCCC to be applied against the purchase price of the property and forms part of the loan. Assuming a positive decision from City Council to the NCCC proposal, it is our understanding that the NCCC will:

- Start to refurbish the former school and begin utilizing space for the NCCC in 2014-2015 using the existing school facilities.
- Start a process to rezone the property from park industrial to residential use to allow for the development of mixed-income housing.

As you know, Housing Nova Scotia offers various programs that are designed to increase the supply of affordable housing and help low-income Nova Scotians find a home they can afford. This is done mainly through grants, loans and mortgages, and/or technical support to any organizations. These programs and services have been used successfully in previous years to provide thousands of affordable housing

units across the province. These tools could be used to help the NCCC with the development of affordable housing at St. Pat's Alexandra.

Should the NCCC be successful in its proposal to acquire the property from HRM, Housing Nova Scotia remains open to a contractual arrangement with NCCC (subject to Ministerial and any required approvals) to support and assist the proposed redevelopment of the property, as long as the plan includes a mix of affordable and social housing. We expect the NCCC to consult with the community around the development of the site, since the results of this engagement process will determine how HNS will be in a better position to assist the NCCC.

We welcome any further questions from the NCCC or HRM that will help clarify our involvement with regards to this project.

Sincerely,

Original Signed

Dan Troke, Executive Director  
Housing Nova Scotia