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**Item No. 12.1.2**  
**Standing Committee on Community Planning and Economic Development**  
**March 23, 2017**

**TO:** Chair and Members of Standing Committee on Community Planning and Economic Development

**ORIGINAL SIGNED**

**SUBMITTED BY:** \_\_\_\_\_  
Maggie MacDonald, Managing Director, Government Relations and External Affairs

**DATE:** March 23, 2017

**SUBJECT:** **Kindness Meters**

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**ORIGIN**

September 15, 2016 – **MOVED** by Councillor Mason, seconded by Councillor Mancini that the Standing Committee on Community Planning and Economic Development request a staff report with regard to:

Working with the Mayor's Office, United Way Halifax, service providers and urban Business Improvement Districts, evaluate a proposal to dedicate revenue from select parking meters (i.e. "kindness meters") to a United Way fund targeting street involved people.

**LEGISLATIVE AUTHORITY**

Halifax Regional Municipality Charter, Section 79, (1) The Council may expend money required by the Municipality for (av) a grant or contribution to (v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the Province.

**RECOMMENDATION**

That the Community Planning and Economic Development Standing Committee recommend that Halifax Regional Council:

1. Direct staff that procurement documents for parking pay stations specify that the pay stations have the ability to be programmed to accept charitable donations.
2. Direct staff that parking pay stations be programmed to accept charitable donations when they are installed (expected in summer of 2018).

3. Once parking pay stations are installed and operating, direct staff to negotiate a Contribution Agreement with United Way of Halifax Region for kindness meter funds to advance identified charitable purposes, and return to Council with the resulting Contribution Agreement or key terms.

## **BACKGROUND**

Many partners are working to meet the needs of street involved people. The proposal to establish kindness meters arose out of conversations with community stakeholders, including service providers, Business Improvement Districts and the United Way. The municipality has an established relationship with the United Way, and this potential initiative could build on that partnership.

### **Kindness Meters – What are they? | Where are they?**

Kindness meters have been installed in numerous Canadian<sup>1</sup> and American<sup>2</sup> cities. They are retrofitted/re-purposed parking meters that allow passersby to donate money by depositing coins or by swiping debit or credit cards. Revenue generated by the kindness meters goes to local charities and organizations (usually those that provide services such as housing, meals, counseling and job training to street involved individuals).

Kindness meters are typically brightly coloured to make them stand out from standard parking meters. They often incorporate eye-catching graphics to further set them apart. Text is often printed onto the meter heads to let passersby know that money deposited into the kindness meters will be directed to charitable causes (see Attachment 1). Some jurisdictions put up signage close to the kindness meters to convey the charitable purpose of the meters (see Attachment 2).

Kindness meters have been put in by some cities to redirect money that would otherwise go to panhandlers. Installation of kindness meters, in some places, has been done in tandem with either increased enforcement of panhandling laws or the introduction of additional panhandling legislation.

Kindness meters in other jurisdictions are frequently located in heavily trafficked locations such as convention centers, shopping malls and parking structures. In many cases kindness meters are situated in the right-of-way on sidewalks. Where discouraging panhandling is a primary motivation for their installation, kindness meters are typically located on stretches of sidewalk where panhandling is common.

## **DISCUSSION**

To the best of staff's knowledge, no formal evaluation of kindness meters has ever been conducted by another jurisdiction. The advantages and disadvantages, summarized below, are drawn from media coverage of kindness meter initiatives in Canada and the United States.

### **Advantages of Kindness Meters<sup>3</sup>**

Advocates of kindness meters assert the following:

- **Raises the profile of poverty and homelessness** – Kindness meters help to raise the profile of poverty and homelessness. This is particularly the case where a communication strategy is

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<sup>1</sup> Castlegar, Dawson Creek, Fredericton, London, Ottawa, Peterborough, Truro, Victoria and Vernon.

<sup>2</sup> Atlanta, Baltimore, Carlsbad, Cleveland, Dallas, Des Moines, Denver, Little Rock, Los Angeles, Los Vegas, Nashville, Orlando, Pasadena, San Diego, San Francisco, Seattle, Spokane, Virginia Beach and West Palm Beach

<sup>3</sup> For discussions of advantages of kindness meters, see news coverage in Attachment 3.

executed in support of kindness meters and charitable giving.<sup>4</sup>

- **Provides alternative giving opportunities** – Installation of kindness meters offers individuals a choice. This may facilitate giving by individuals who may be uncomfortable giving money directly to panhandlers.
- **Stimulates charitable sentiments** – Kindness meters act to stimulate charitable giving. Once an individual is motivated to give, that person is more likely to give later through other mechanisms/means.
- **Generates revenue that can be used productively** – Kindness meters provide badly needed additional sources of income for organizations that work to address poverty and homelessness.
- **Leverages additional giving** – Where matching funding is in place, charitable giving at kindness meters is multiplied. Sponsorships of kindness meters can also be used to leverage additional revenues (beyond donations made directly by passersby).<sup>5</sup>

### Drawbacks of Kindness Meters<sup>6</sup>

Critics of kindness meters assert the following:

- **Further impoverishes panhandlers** – Panhandling income for street involved individuals may be reduced in locations where kindness meters are installed, but panhandlers nevertheless continue to panhandle. These individuals are unlikely to have sources of income other than panhandling.
- **Displaces rather than discourages panhandlers** – Panhandlers develop strategies to deal with kindness meters, including, positioning themselves directly in front of the meters or relocating to streets where there are no kindness meters.
- **Reinforces condescending messaging** – Kindness meters convey a condescending message that infantilizes people who are homeless—that they are so incompetent and untrustworthy they can't be trusted with change.
- **Perpetuates myths** – Kindness meters can feed into popular myths about homeless people – that they are all drug addicts, dangerous or lazy.

Staff maintain that, on balance, kindness meters may be a positive addition to the city. Properly executed, their introduction can support a comprehensive and strategic municipal approach to addressing poverty and homelessness in Halifax.

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<sup>4</sup> See for example Pasadena's Real Change Movement (<http://www.realchangemovement.org/>).

<sup>5</sup> In Denver, kindness meter donation revenue is supplemented by sponsorship of individual kindness meters. Denver has 80 individual kindness meters with sponsorship revenues accounting for \$70,000 per year.

<sup>6</sup> For discussions of drawbacks of kindness meters, see news coverage in Attachment 3.

## Kindness Meter Options – Stand-Alone, Parking-Space-Associated or Pay Station

Staff have identified three options for proceeding with kindness meters as follows:

**Option A: Parking-pay-stations**

Public donations made by depositing coins or paying by credit card at a parking-pay-station. Users would select a donation icon/code on the pay-station's user interface to indicate their intent to donate money. Making a donation would not entitle donors to park.<sup>7</sup>

**Option B: Parking-space-associated kindness meters.**

Public donations made by depositing coins into a curb-side kindness meter located adjacent to a marked parking space. Making a donation would entitle donors to park in the adjacent parking space.

**Option C: Stand-alone kindness meters.**

Public donations made by depositing coins into a stand-alone kindness meter. Making a donation would not entitle donors to park.

To the best of staff's knowledge, only Calgary has implemented Option A. To the best of staff's knowledge, no other jurisdiction has implemented Option B. A detailed comparison of the three options is set out in Table 1 (see Attachment 4).

Staff recommend that parking-pay-station approach (Option A) be adopted, based on the following comparative advantages:

- Economical** – no (incremental) up-front costs / no (incremental) ongoing costs<sup>8</sup>
- Sustainable** – simple administration
- Impactful** – substantive revenue generation potential
- Revenue neutral** – no forgone revenue / no impact on municipal budget
- Uncomplicated** – does not require legislative change or contractual renegotiation
- Far-reaching** – donations possible at every parking pay station throughout the city

Staff note that by reducing/eliminating up-front and ongoing costs, additional money will be available to be put towards advancing identified charitable purposes.

## Kindness Meter Revenues

If a kindness meter initiative is endorsed by Regional Council, staff recommend that one or two charitable purposes be identified vis-à-vis kindness meters. Staff further recommend that these charitable purposes remain consistent throughout the life of the kindness-meter-based charitable giving initiative.<sup>9</sup> Consistency will assist with any communications/messaging intended to raise awareness and promote the kindness meter initiative.

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<sup>7</sup> See <https://www.calgaryparking.com/aboutthecpa/communitygiving/roadhome> for details on Calgary's model.

<sup>8</sup> Any costs incurred are related to parking pay station units that are otherwise being serviced/maintained by municipal staff in the regular course of municipal (parking) operations.

<sup>9</sup> In some jurisdictions, the beneficiaries change periodically (e.g. quarterly or bi-annually). Some jurisdictions have introduced application processes and/or lotteries to select beneficiaries.

Assuming Regional Council supports the parking pay station option (Option A), staff recommend that Halifax adopt the approach taken by Calgary's Road Home program. The Calgary Parking Authority (CPA) have identified "homes" and "food" for purposes of directing public donations made through parking pay stations.<sup>10</sup> This allows donators to pick how they want their money to be used without complicating the pay station user interface.

### United Way Halifax Role as Custodian of Funds

United Way Halifax (UWH) has been serving the needs of our community for over 90 years.<sup>11</sup> The charity has four strategic objectives: create opportunities for poor people; strengthen neighbourhoods; promote healthy living standards; and improve people's sense of belonging. The United Way Halifax could redirect kindness meter revenue to its partner agencies (to support initiatives to house the homeless or initiatives to feed those who are food insecure). At regional Council's direction, staff could negotiate a Contribution Agreement to govern the use of funds generated by kindness meters.

### FINANCIAL IMPLICATIONS

No financial implication if Option A is adopted.

### RISK CONSIDERATION

#### Recommendation: Use parking-pay-stations as donation points (Option A)

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (I/L/M/H/VH)	Mitigation
Financial	–	–	–	N/A
Environmental	–	–	–	N/A
Service Delivery	–	–	–	N/A
People	–	–	–	N/A
Reputation	1	2	L	N/A
Legal and Compliance	–	–	–	N/A

#### Alternative 1: Install parking-space-associated kindness meters (Option B)

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (I/L/M/H/VH)	Mitigation
Financial	5	1	M	N/A
Environmental	–	–	–	N/A
Service Delivery	2	1	L	N/A
People	–	–	–	N/A
Reputation	2	2	L	N/A
Legal and Compliance	2	2	L	N/A

#### Alternative 2: Install stand-alone kindness meters (Option C).

Risk	Likelihood	Impact	Risk Level	Mitigation
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<sup>10</sup> Donations go to the Calgary Homeless Foundation and the Calgary Food Bank respectively.

<sup>11</sup> United Way Halifax (UWH) is a registered charitable organization | Registration #11927-8232-RR0001.

	(1-5)	(1-5)	(I/L/M/H/VH)	
Financial	–	–	–	N/A
Environmental	–	–	–	N/A
Service Delivery	2	1	L	N/A
People	–	–	–	N/A
Reputation	2	2	L	N/A
Legal and Compliance	–	–	–	N/A

## **COMMUNITY ENGAGEMENT**

The Executive Directors of the urban core Business Improvement Districts were consulted regarding the proposed installation of kindness meters. The initiative was viewed, by the BIDs, as a positive, but minor, first step toward tackling poverty and addressing the needs of street involved individuals in the municipality.

## **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications.

## **ALTERNATIVES**

1. Install parking-space-associated kindness meters (Option B). This approach is not recommended for the reasons outlined in the Discussion section of the report (as summarized in Table 1).

If this approach is taken, staff recommend that the municipality remain responsible for upkeep of the parking-space-associated kindness meters and the collection of revenues. Parking Meter By-law (By-law No. P-500) would have to be amended if this option involves taking certain meters out of the management, supervision, and direction of the Traffic Authority.<sup>12</sup> The parking meter contract with ISS would also have to be amended – either to permit ISS to collect the money from the kindness meters, or to exclude the kindness meters from their collection responsibilities.

See Table 1 (Attachment 4) for up-front and ongoing costs associated with stand-alone and parking-space-associated kindness meters and parking pay stations. The parking-space-associated approach (Option B) would reduce the municipal operating budget by an amount equal to the parking revenue forgone. Parking-space-associated revenues would otherwise accrue to the municipality and be included in the municipality's operating budget (i.e. if not directed to a charitable purpose vis-à-vis a kindness meter initiative).

2. Install stand-alone kindness meters (Option C). This approach is not recommended for the reasons outlined in the Discussion section of the report (as summarized in Table 1).

If this approach is taken, staff recommend that a third party be designated to upkeep the stand-alone kindness meters and collect the revenues. Staff further recommend that the stand-alone kindness meters not be located in the right-of-way without the support of the Business Improvement District responsible for the area within which the kindness meter would be installed. If the municipality is responsible for stand-alone kindness meter upkeep/revenue collection, a Contribution Agreement with the recipient charitable organization would be required (vis-à-vis revenue transferred by the municipality to the charity). If a third-party is responsible for the stand-alone kindness meters, an encroachment agreement may be required, depending on whether or not the stand-alone kindness meters are located in the municipal right-of-way.

<sup>12</sup> See <https://halifax.ca/legislation/bylaws/hrm/documents/By-LawP-500.pdf>

3. Status Quo.

**ATTACHMENTS**

Attachment 1 Images of Kindness Meters

Attachment 2 Images of Signage

Attachment 3 Media Coverage of Kindness Meter Initiatives

Attachment 4 Table 1: Comparison of Kindness Meter Implementation Alternatives

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A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.php> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

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Attachment 1  
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Kindness Meter Images



Image #1: Ottawa Ontario

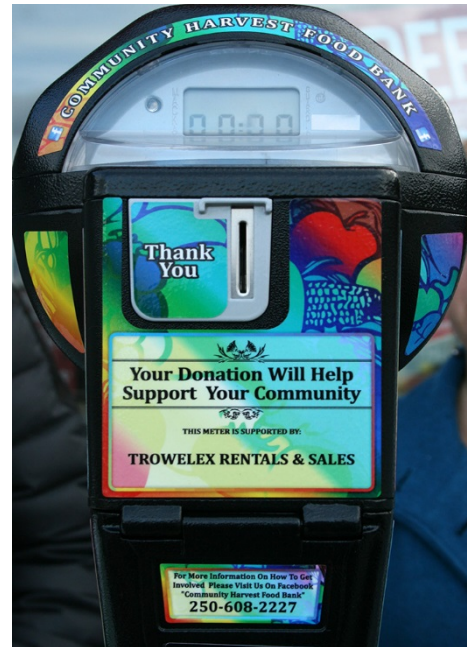


Image #2 Castlegar, British Columbia



Image #3 Victoria, British Columbia



Image #4 Denver, Colorado

Attachment 2  
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Signage Images



Image 5: Pasadena California



Image 6: Fredericton, New Brunswick



Image 7: Truro, Nova Scotia



Image 8: Dawson Creek, British Columbia

Attachment 3  
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Media Coverage of  
Kindness Meter Initiatives

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Article: "Parking Meters Aren't Going to Fix Homelessness | The converted parking meters have mixed results around the U.S."

Author: Josh Sanburn

Source: Time Magazine

Date: September 16, 2014

Web: <http://time.com/3379286/homeless-meters-pasadena/>

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Article: Why 'kindness meters' are a horrible way to deal with panhandlers | An new approach to dealing with panhandlers is catching on. But they fail to live up to the 'kindness' in the name.

Author: Aaron Hutchins

Source: Macleans Magazine

Date: March 14, 2016

Web: <http://www.macleans.ca/news/canada/kindness-meters-are-no-way-to-deal-with-panhandlers-say-experts/>

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Article: "Not the Brightest Idea | Cities install meters to combat panhandling"

Author: Unknown

Source: Travel Industry Today

Date: December 29, 2016

Web: <http://www.travelindustrytoday.com/2016-12-29-not-the-brightest-idea-cities-install-meters-to-combat-panhandling::25372>

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Article: "Kindness Meters' spreading around North County"

Author: Joe Little

Source: ABC News

Date: April 26, 2016

Web: <http://www.10news.com/news/kindness-meters-spreading-around-north-county-042616>

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Article: "Calgary Parking Authority Launches Calgary's Road Home | A program to help Calgary's homeless and hungry"

Author: Unknown

Source: City of Calgary News Release

Date: June 6, 2012

Web: <https://www.calgaryparking.com/documents/10184/11544/Media+Release+-+Calgary's+Road+Home.pdf/071851d4-7166-422b-b0db-00c0ee756a01>

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Article: "Vernon to install 'kindness meters'"

Author: Megan Turcato

Source: Global News

Date: June 13, 2016

Web: <http://globalnews.ca/news/2759871/vernon-to-install-kindness-meters/>

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Article: "Downtown Montreal parking meters becoming tools of philanthropy; Deposited coins will go toward charity benefiting the homeless"

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Author: Unknown  
Source: The Canadian Press / CBC News | Montreal  
Date: July 23, 2007  
Web: <http://www.cbc.ca/news/canada/montreal/montreal-parking-meters-used-to-raise-funds-for-homeless-1.653460>

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Article: "Drivers can help charities while getting a parking break in Lindsay | City partners with Lindsay BIA to launch two parking initiatives"  
Author: Unknown  
Source: Metrolandmedia / mykawartha.com  
Date: April 2012  
Web: <http://www.mykawartha.com/news-story/3700695-drivers-can-help-charities-while-getting-a-parking-break-in-lindsay/>

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Article: "Parking meters eyed as solution to panhandlers"  
Author: Doug Schmidt  
Source: Windsor Star  
Date: May 4, 2014  
Web: <http://windsorstar.com/news/local-news/parking-meters-eyed-as-solution-to-panhandlers-with-video>

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Article: "Cities revamp parking meters as donation stations | Money collected in a special parking meter in downtown Denver is used to help homeless people."  
Author: Marisa Kendall  
Source: USA Today  
Date: September 30, 2010  
Web: [http://usatoday30.usatoday.com/news/sharing/2010-09-30-parking-meter-donations\\_N.htm](http://usatoday30.usatoday.com/news/sharing/2010-09-30-parking-meter-donations_N.htm)

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Article: "Fredericton Kindness Meters collect hundreds | Panhandlers say they're feeling pinch since the meters were installed"  
Author: Unknown  
Source: CBC News  
Date: July 24, 2015  
Web: <http://www.cbc.ca/news/canada/new-brunswick/fredericton-kindness-meters-collect-hundreds-1.3166971>

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Article: "London community booster bringing 'kindness meters' to city streets"  
Author: Jennifer O'Brien  
Source: London Free Press  
Date: November 27, 2015  
Web: <http://www.lfpress.com/2015/11/26/can-you-spare-a-little-change--for-the-meter-and-the-need>

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Article: "Fredericton's kindness meters boost revenue to shelters | Warren Maddox says kindness meters have contributed \$3K to shelter's budget"  
Author: Jennifer O'Brien  
Source: CBC News  
Date: December 30, 2015  
Web: <http://www.cbc.ca/news/canada/new-brunswick/fredericton-kindness-meters-1.3384124>

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Article: "New charity collection program unveiled in Fredericton | 6 'Kindness Meters', meant to crackdown on panhandling, are being installed downtown"

Author: Alison Chiasson

Source: CBC News

Date: July 16, 2015

Web: <http://www.cbc.ca/news/canada/new-brunswick/new-charity-collection-program-unveiled-in-fredericton-1.3155782?cmp=rss>

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Article: "Spare change, sir? Feed the meter, Ottawa mayor says"

Author: Unknown

Source: CBC News

Date: December 3, 2007

Web: <http://www.cbc.ca/news/canada/ottawa/spare-change-sir-feed-the-meter-ottawa-mayor-says-1.661718>

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Article: "Kindness meters appear in Castlegar"

Author: Betsy Kline

Source: Castlegar News

Date: November 24, 2015

Web: <http://www.castlegarnews.com/community/353346951.html>

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Article: "Spare a dime? Cities install meters to combat panhandling"

Author: Unknown

Source: San Francisco Chronicle

Date: December 28, 2016

Web: <http://www.spokesman.com/stories/2014/aug/02/city-downtown-spokane-partnership-caign-to/>

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Attachment 4

Table 1: Comparison of Kindness Meter Implementation Options

Table 1: Comparison of Kindness Meter Implementation Options

	Option A	Option B	Option C
Description	Parking pay station (designated codes/zones for donation)	Parking-space-associated meter	Stand-alone meter
Incentives to deposit money	Philanthropic/charitable motives only	Philanthropic/charitable motives and eligibility to park	Philanthropic/charitable motives only
Parking availability optimization	No impact	Marginal decrease in parking availability optimization <sup>13</sup>	No impact
Donation points	All parking pay stations	Converted meters only	Converted meters only
Transactions supported	Coin and credit card	Coin only	Coin only
Anticipated annual revenue <sup>14</sup>	\$15,000 – \$30,000/year <sup>15</sup>	\$3,500 - \$7,000 (per meter) <sup>16</sup>	\$40-\$650 (per meter) <sup>17</sup>
Sponsorship opportunities	Matching donations only	Meter specific sponsorships or matching donations	Meter specific sponsorships or matching donations
Preparation cost <sup>18</sup>	None	\$130/meter	\$130/meter
Locking key replacement <sup>19</sup>	None	\$40/meter	\$40/meter

<sup>13</sup> Certain supply management, pricing, demand management and other strategies (to optimize parking availability) depend on pay-by-plate technology and the elimination of designated parking spaces.

<sup>14</sup> Anecdotal evidence from other locations suggests that kindness meter revenues are higher in the initial year (following launch/installation) and drop off thereafter.

<sup>15</sup> Based on four years of operation of donation-enabled parking pay stations in Calgary Alberta (146 stations).

<sup>16</sup> Based on current parking meter revenues (urban cores of Halifax and Dartmouth). Note that topping up of meters for philanthropic reasons may increase revenues.

<sup>17</sup> Based on kindness meter revenues reported by other jurisdictions.

<sup>18</sup> Cost to powder coat meter housings (to visually differentiate kindness meters). This cost will be higher if text/graphics are applied to the meter housing.

<sup>19</sup> Lock replacement costs only apply if a third party is responsible for collecting meter revenues. Replacement is necessary because a (common) master key is used to open all municipal parking meters

Installation/ removal cost <sup>20</sup>	None	\$150/meter	\$150/meter
Ongoing repairs/ maintenance	Included in cost of operating pay station	\$100/meter/year	\$100/meter/year
Impact on municipal revenues	No impact	Reduction in municipal revenues <sup>21</sup>	No impact
Location flexibility <sup>22</sup>	Locations limited to right of way	Locations limited to right of way	Locations not limited to right of way
Impact on right-of-way	Minimal impact	Minimal impact	Variable impact <sup>23</sup>
User confusion vis-à-vis parking payment	No potential for user confusion	Potential for user confusion	No potential for user confusion
Visibility	No visual impact	Visual impact	Visual impact
Tracking	Capacity to remotely track donations <sup>24</sup>	Audits of individual meters required	Audits of individual meters required
Collecting funds <sup>25</sup>	Collection not required	Collection required	Collection required
Contribution agreement	Required	Required	Required
Encroachment agreements	Not required	Not required	Required (if in right-of-way) <sup>26</sup>

<sup>20</sup> Labour cost for municipal staff to physically install, or remove, a standard parking meter.

<sup>21</sup> Parking-space-associated revenues would otherwise accrue to the municipality and be included in the municipality's operating budget (i.e. if not directed to a charitable purpose vis-à-vis a kindness meter initiative). The parking-space-associated approach would reduce the municipal operating budget by an amount equal to the parking revenue forgone.

<sup>22</sup> Parking-space-associated meters and parking-pay-stations are restricted to sites in the right-of-way that are in close proximity to designated parking spaces or parking zones.

<sup>23</sup> Locating kindness meters in the right-of-way could congest pedestrian through-fares, impacting the street's esthetic appeal, ease of municipal maintenance, and accessibility for people with vision or mobility challenges

<sup>24</sup> Charitable donations could be electronically tracked through the parking pay stations through the use of designated zones/codes (associated with charitable giving).

<sup>25</sup> Incremental staff/contractor time required to empty stand-alone or parking-space-associated kindness meters would depend on the number of meters retrofitted and installed as kindness meters.

<sup>26</sup> This assumes that a third-party is responsible for kindness meter upkeep and coin collection.

Contractual amendment (ISS) <sup>27</sup>	Not required	Required <sup>28</sup>	May be required <sup>29</sup>
By-Law amendment	Not required	May be required <sup>30</sup>	Not required
Third party involvement <sup>31</sup>	Not feasible <sup>32</sup>	Not feasible <sup>33</sup>	Feasible

<sup>27</sup> Physical collection of parking meter coinage is currently handled by ISS through a contractual agreement with the municipality. Parking meter coin processing (sorting/counting) is done at the municipality's Ragged Lake facility by municipal staff. Bank deposits of parking meter revenues are likewise handled by municipal staff.

<sup>28</sup> The parking meter contract with ISS would also have to be amended – either to permit ISS to collect the money from the kindness meters, or to exclude the kindness meters from their collection responsibilities.

<sup>29</sup> Contractual amendment would not be required if a third party collects coins from kindness meters.

<sup>30</sup> Parking Meter By-law (By-law No. P-500) would only have to be amended if this option involves taking certain meters out of the management, supervision, and direction of the Traffic Authority.

<sup>31</sup> Third parties designated by other jurisdictions to maintain kindness meters and collect meter revenues have included (a) business improvement districts; (b) direct beneficiaries of the money donated; or (c) charitable/non-profit organizations that re-direct the money donated.

<sup>32</sup> Parking pay stations must be exclusively managed by municipal staff since they will generate pay-by-plate parking revenues, in addition to any donation revenues generated

<sup>33</sup> Currently all Halifax parking meters are maintained/serviced by municipal staff (repair, replacement and ongoing maintenance). Municipal staff respond to 311 calls to service (standard) parking meters that are out-of-service. The municipality would not be able to ensure timely response to calls for service if a third party maintains the meters.