

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
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Item No. 14.1.7
Halifax Regional Council
January 30, 2018

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 24, 2018

SUBJECT: **Sheet Harbour Lions Club / Eastern Shore Lifestyles Centre**

ORIGIN

- June 25, 2014 motion of Regional Council moved by Councillor Hendsbee and seconded by Councillor McCluskey that due to the fact that the existing Community Facility Master Plan does not include sufficient data for a full assessment of the recently announced school project in Eastern Shore/Sheet Harbour and the timing does not permit the project to be considered in the upcoming Community Facility Master Plan (CFMP) revive, I request that Halifax Regional Council request staff to prepare a report regarding the Eastern Shore/Sheet Harbour school project including a possible enhancement, potential partnerships with the Province and possible infrastructure funding opportunities.

MOTION PUT AND PASSED UNANIMOUSLY

- October 6, 2015 moved by Councillor Mason, seconded by Councillor Whitman that Halifax Regional Council direct staff to:
 1. Decline the request from the Province of Nova Scotia, Department of Education and Early Childhood Development, and Halifax Regional School Board to fund a HRM enhancement or addition to the new Primary - 12 Eastern Shore School; and
 2. Engage with the Province of Nova Scotia in the design discussions of the new Primary-12 Eastern Shore School in order to ensure that, as much possible, the design of the new school is able to be used to support recreation uses.

Part 1 of the main motion be deferred pending more information on the site and design aspects of the school.

MOTION TO DEFER PUT AND PASSED UNANIMOUSLY

- February 7, 2017 Regional Council moved by Councillor Hendsbee, seconded by Councillor Mason that Halifax Regional Council decline the request from the Province of Nova Scotia, Department of Education and Early Childhood Development, and Halifax Regional School Board to fund a HRM enhancement or addition to the new Primary-12 Eastern Shore School.

MOTION PUT AND PASSED

- November 24, 2017 Eastern Shore Lifestyles Centre Society Submission (Attachment B)

.... RECOMMENDATION ON PAGE 2

LEGISLATIVE AUTHORITY

Halifax Reginal Municipality Charter, Section 79

- (1) The Council may expend money required by the Municipality for
....
(x) lands and buildings required for a municipal purpose

RECOMMENDATION

It is recommended that Halifax Regional Council direct staff to:

1. Allocate a maximum of \$100,000 (inclusive of HST) from capital account CB000080, Sheet Harbour Rec Centre, to procure consultant services to develop a business case and prepare concept architectural and site plans along with preliminary capital and operating cost estimates for the proposed Eastern Shore Lifestyles Centre;
2. Seek input from the Eastern Shore Lifestyles Centre Society on the conceptual design and business case; and
3. Return to Regional Council with recommendations regarding the conceptual design and business case that achieves a cost neutral operation of the proposed centre.

BACKGROUND

Between 2014 and 2017, HRM considered a possible building enhancement for community recreation purposes, as part of the construction of a new school in Sheet Harbour, the site of which is shown on Attachment A. Through this review, it was determined that such an enhancement was not recommended and furthermore, could not be accommodated due to limitations of the school site. In addition to the site limitations, consultation undertaken during the Recreation Needs Assessment of the Eastern Shore in 2014 outlined interest in and benefits of the current dispersed model of recreation and community service delivery. Specifically, that assessment determined that:

- many of the community facilities that provide community and recreation services in the Eastern Shore are comprised of church halls, community halls and local schools, which are seen as a benefit to the overall community and provide a level of access that would not be possible if all programs were concentrated in one centralized facility;
- the low size and wide distribution of population of the Eastern Shore area does not support a single community centre that might compete with existing community facilities; and
- there appears to be little interest consolidating within a single facility, with community groups indicating that they favoured retaining their own facilities in order to provide services to their respective communities.

In 2016, unrelated to the school review, roof and structural issues were uncovered with the Sheet Harbour Lions Community Centre, which is owned by HRM but managed by the Sheet Harbour Lion's Club. The building contains recreation and community meeting and function space. Because of the structural issues, the building is required to be closed during winter months due to concerns related to snow loads. As a result of the structural issues, as part of a February 7, 2017 report to Regional Council, staff identified that it was going to consider a scope of work for the repair, replacement, or relocation of the Sheet Harbour Lions Community Centre. It was further noted that a repaired or new facility could include a consolidation of HRM's recreation centre and the Sheet Harbour Public Library that are currently jointly located within the Bluewater Building in Sheet Harbour. Subsequently, funding in the amount of \$2.54 million was earmarked for repair or replacement of the existing community centre in the ten-year capital plan, anticipated for the 2018/19 fiscal year.

Shortly following Regional Council's consideration of the February 7, 2017 staff report, a community group, the Eastern Shore Lifestyles Centre Society, was formed in Sheet Harbour. In the summer of 2017, the Society approached the Mayor, local Councillor and HRM staff with interest in exploring opportunities to incorporate municipal, provincial and federal funding to enhance redevelopment of the existing facility. The Society further outlined that based on opportunities for consolidation of services and prospects for community programming, the operation of the facility could achieve a cost neutral operating position for the municipality. As a result, through a series of committee and community meetings, the Society has developed a plan for a more substantial community facility than which was envisioned in the staff report. The Society has submitted a proposal to HRM to assist in procuring architectural and planning services for the development of concept plans that could be used to illustrate an enhanced community facility and that could also be used to obtain capital funding commitments from other levels of government and other sources.

DISCUSSION

Eastern Shore Lifestyles Centre Society Proposal

As evidenced by the submission in Attachment B, considerable work has been undertaken by the Eastern Shore Lifestyles Centre Society. It has formed working subcommittees, undertaken community consultation, held a fundraiser, and discussed its concept for a community facility with other levels of government, including the area's federal Member of Parliament (Attachment C). The Society has formed several subcommittees dedicated to various aspects of the potential facility and process, including land analysis, building capacity, construction and programming. At this time, the Society's work has resulted in a proposal for a community facility that would be approximately 16,000 square feet in size and contain features such as:

- fitness centre;
- library;
- versatile community spaces;
- great hall;
- a bar;
- kitchen; and
- office space.

Consideration has also been given to the possible inclusion of government office tenants. A preferred location on a site that is owned by the province has been identified by the Society (Attachment A). The Society has indicated that they have reached out to Department of Natural Resources regarding the site and initial discussions appear positive towards possible acquisition. The Eastern Shore Lifestyles Centre Society has stated that facility components beyond current expenditures on recreation and library services in the community would be cost-neutral to HRM. Prospective ownership of the entire facility is unclear at this time and would need to be determined through future steps in the project. There is also some interest from the local Councillor and community to explore alternate uses of the existing community centre site, including attempting to re-establish the former pool, should the Eastern Shore Lifestyles Centre be realized. However, any consideration of potential future uses for the existing site would need to be completed separately from this project and require detailed assessment of the condition of the existing facility, especially as the pool has not been used for decades and was closed primarily as a result of financial sustainability.

Given that HRM has already committed to scoping the repair, replacement, or relocation of the Sheet Harbour Lions Community Centre and the proposal anticipates that the community centre would be a major part of the proposed new community facility, the Eastern Shore Lifestyles Centre Society has requested that HRM direct funds to support the Society's proposal through the development of architectural and planning concept plans. In discussions with HRM staff, the Eastern Shore Lifestyles Centre Society has requested between \$50,000 to \$60,000 directly for it to procure a consultant and manage its work to develop the required plans.

Assessment and Funding the Proposal

Deliverable #1 – Business Case Assessment

With the preliminary work that has been undertaken by the Society, there could be sufficient merit to further explore the viability of the facility envisioned by the Sheet Harbour Lifestyles Centre Society. This would occur through a Business Case assessment of the proposal from the Sheet Harbour Lifestyles Centre Society. The Business Case will be outsourced to a qualified consultant to assess the quantifiable and non-quantifiable characteristics of the project. The key elements of this deliverable will include:

- Recommendation(s)
- Assumptions
- Background
- Costs Summary – Capital and Operating
- Benefits
- Strategic Options Analysis
- Consultation
- Review against documents such as Community Facility Master Plan Update (CFMP2), the Eastern Shore Recreation Needs Assessment and the Halifax Public Libraries Facilities Master Plan.

An estimated cost of \$50,000 (inclusive of HST) is projected to be necessary for this assessment to ensure a fulsome review of the proposal, including required due diligence and determination of the appropriate location, size, components and scale of facility required to meet the recreational and library needs of the community.

Deliverable #2 – Drawings and Cost Estimates

In order to provide the best professional advice to Regional Council, architectural concept site and floor plans will need to be created in order to prepare capital and operating costs for each of the Strategic Options outlined in the Business Case. The key elements of this deliverable will include:

- Recommendations
- Background
- Site options including potable water, septic system, traffic, topography
- Floor plans in block form to concept level
- Class 'C' cost estimate of Strategic Options
- Calculation of operating cost of capital
- Calculation of furniture, fixtures and equipment (FF&E)

The estimated cost of the preparation of drawings and cost estimates is \$50,000 (inclusive of HST). It is anticipated that both deliverables can be completed concurrently.

Regional Council approved funding in the amount of \$100,000 as advanced capital on December 13, 2017 from Capital Project CB000080, Sheet Harbour Rec Centre, towards initial design work for a replacement for the Sheet Harbour Lions Community Centre. As the funding for the project is allocated in HRM's capital budget for the replacement of an existing HRM facility, the funds cannot be provided as a grant to the Society for its direct use.

Staff is proposing that Council use those funds to undertake its own assessment of the proposal from the Sheet Harbour Lifestyles Centre Society. All consulting services would be procured and managed by HRM, incorporating input from the Sheet Harbour Lifestyles Centre Society. The final report would be provided to HRM staff and presented to Council to aid in future decision making with respect to future of the Sheet Harbour Lions Community Centre. There is strong interest from the community in moving the project along quickly and procuring consulting services as soon as possible. In terms of timing, it should be noted that with the advanced capital approval, the process to procure a consultant can commence right away; however, awarding of a consulting contract cannot occur until Regional Council approves the 2018/19 Capital Budget, currently anticipated for March 2018.

HRM Facility Components

The Society's work to date has included consideration of consolidation of both the existing Lions Club Community Centre programming, HRM recreation programming with the possibility of including library services.

HRM Recreation Programming, as well as the Sheet Harbour Public Library, are currently located in a leased facility within the community, the Bluewater Building. While the location of the Bluewater Building is seen as ideal for provision of both services to the community (centrally located, accessible along the community sidewalk, etc.), the facility itself is not fully accessible, and has air quality issues. HRM and Halifax Public Libraries each pay modest rent for their respective spaces. Co-location of recreation services and the public library has some benefits, however, to date, neither the Library nor Recreation staff have committed to being part of the proposed Sheet Harbour Lifestyles Centre, and any decisions to relocate would be determined by Regional Council and the Library Board independently.

As part of the consultant's work, HRM will consider the size and nature of a potential community recreation facility component and whether it might be suitably integrated with the overall envisioned facility. At the same time, Halifax Public Libraries has indicated it will undertake an independent review of its options in order to determine the best location for library services to the community. If location within a potential community recreation facility and the location of that facility were deemed to be suitable, the public library may subsequently become part of the overall proposed community facility. The concept of concentrating services with a single centre needs to be considered from a community development perspective. This task will be included as part of the assessment of the proposal.

While the Eastern Shore Recreation Needs Assessment determined that the low size and wide distribution of population of the Eastern Shore area does not support a single community centre and the existing dispersed model enables programming in the various communities, there may still be benefit in exploring co-location opportunities within the specific area of Sheet Harbour. Currently in the Sheet Harbour community, as noted, community services and recreational programming is located in multiple dispersed buildings. Consolidation could enable opportunities for enhanced programming and additional community events both as a result of a new, purpose-built facility and the potential efficiencies achieved through co-location. Finally, community events and programming is an important aspect of rural communities, providing important social and economic benefits. Therefore, the proposal could enable provision of programming and services that are important to both the identity of the rural community and its economy.

In conclusion, it is worthwhile for HRM to further explore the proposal put forth by the Society. Through the proposal, there may be opportunity for HRM to improve upon its existing service provision in Sheet Harbour, with no additional capital expenditures than currently planned for the replacement of the Lions Community Centre, nor any additional operating costs than currently required to provide existing services. Through the recommended work, consultants and staff can also test the Society's funding assumptions to determine if they are realistic and then advise Regional Council regarding the benefit of potential relocation of recreational services within the proposed Eastern Shore Lifestyles Centre.

Next Steps

Upon completion of the consultant's work, staff will report back to Regional Council and the Library Board with the findings from the consultant and recommendations on how best to proceed. This report is expected in summer/fall 2018. It is also anticipated that the Sheet Harbour Lifestyles Centre Society will continue to explore funding from other levels of government and/or private sector sources towards both capital and operating expenses for the proposed facility.

FINANCIAL IMPLICATIONS

The procurement of consulting services, to a maximum of \$100,000 (net HST included) from Capital Account Number CB000080, Sheet Harbour Rec Centre would be allocated for this project. The funds have been approved by Regional Council through its approval of the advanced capital projects list, so the process

for procurement of the consultant can be initiated, with approval of the successful proponent able to be finalized once Regional Council approves the 2018/19 Capital Budget. The budget availability has been confirmed by Finance.

Budget Summary **Project Account No. CB000080 – Sheet Harbour Recreation Centre**

Cumulative Unspent Budget	\$ 100,000*
Less: Consulting Services	<u>\$(100,000)</u>
Balance	\$0

RISK CONSIDERATION

There is minimal risk in proceeding with the recommendation. While the work would focus on assessing the viability and possible development of the facility proposed by the Eastern Shore Lifestyles Centre Society, some aspects of the consultant's work would also likely be applicable to the existing replacement project outlined in the capital budget, should Regional Council decide to not support the Society's proposed project.

There is some risk in that undertaking the assessment of the Society's proposal would delay the currently planned replacement of the Lion's Community Centre facility, however, that risk would continue to be mitigated through ongoing closures of the facility during the winter months.

COMMUNITY ENGAGEMENT

The Eastern Shore Lifestyles Centre Society has undertaken considerable community engagement. To date, it has hosted several town hall meetings, engaged with community stakeholders, formed a board with subcommittees, and met with Municipal, Provincial, and Federal representatives. In addition, community consultation on recreation needs in the area was completed by HRM staff in 2014/15.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications that are associated with this report.

ALTERNATIVES

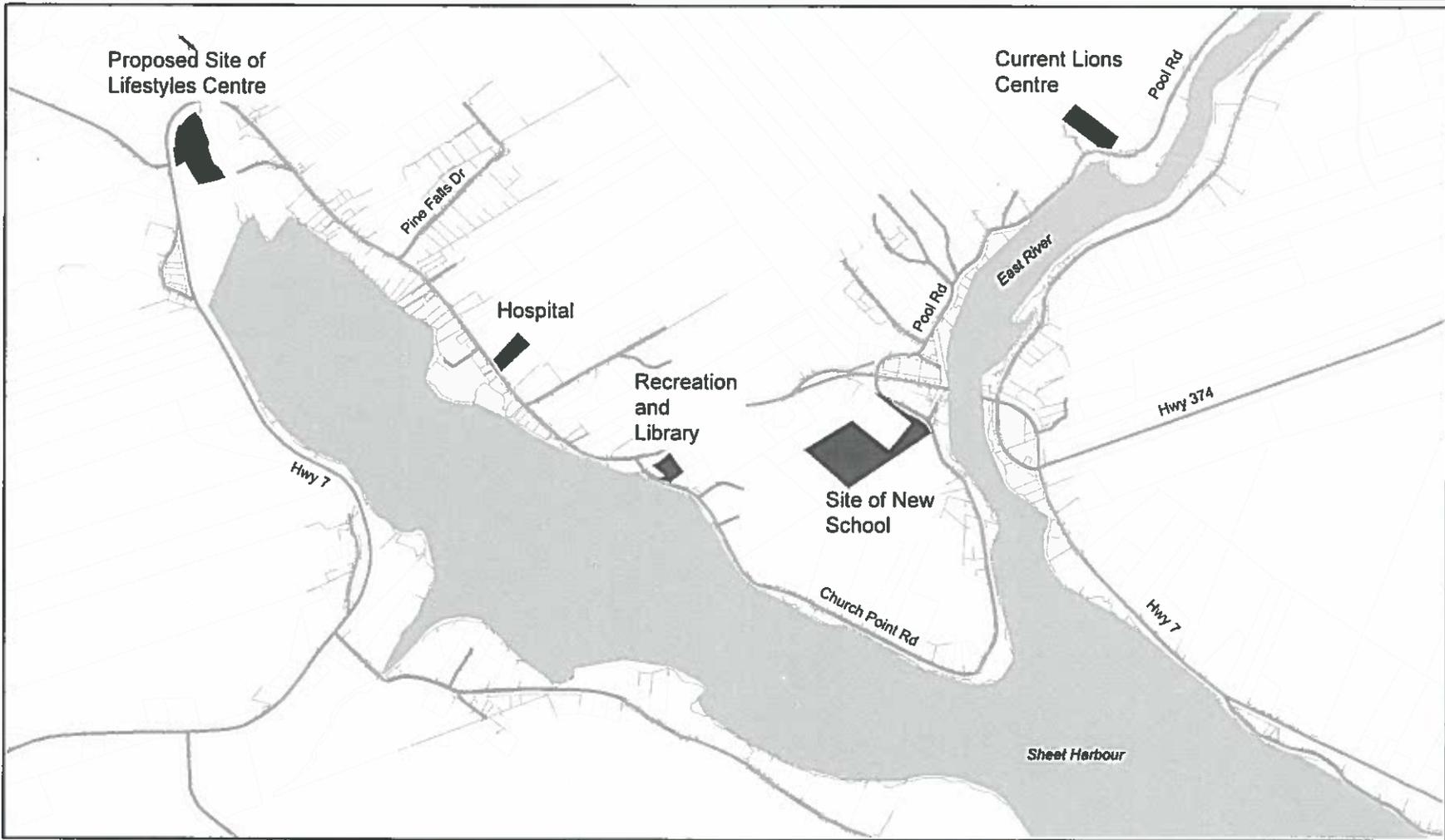
Alternative 1. Regional Council could direct staff to continue its own work to consider the repair, replacement, or relocation of the Lions Community Centre, not taking into consideration the proposal put forward by the Eastern Shore Lifestyles Society. This is not recommended at this time as the proposal could provide an opportunity for a community facility that offers opportunities for consolidation of services and increased community programming, at a cost neutral position for HRM.

ATTACHMENTS

- Attachment A: Context Map of Sheet Harbour
- Attachment B: Submission from Eastern Shore Lifestyles Centre Society
- Attachment C: Letter from Member of Parliament, Sean Fraser

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Gareth Evans, Recreation Planning Specialist 902.292.1264
Terry Gallagher, Director Finance & Facilities, Halifax Public Libraries, 902 476 4067



Sheet Harbour Context Map

Produced by Parks and Recreation
Policy and Planning



HALIFAX

Attachment B - Eastern Shore Lifestyles Centre Society Submission



Brad Anguish
Director of Parks and Recreation
Halifax Regional Municipality
PO Box 1749
Halifax, NS B3J 3A5

November 24, 2017

RE: Eastern Shore Life Styles Centre Society – Current Status

Mr. Anguish,

Enclosed you will find two reports, one from our Land Management Committee showing the preferred location for the Life Styles Centre, and another that provides the Components / Activity Committee report. You will appreciate that the latter is as complete as we can provide at this time, due in part to the determination and final decisions from the Halifax Regional Library, Recreation, YMCA, job Works, Natural Resources and Department of Fisheries and Oceans.

On Saturday, November 18th we hosted another large crowd at our town hall meeting, where of course many additional ideas were offered.

I draw your attention to a guestimate of the proposed facility square footage, with the hall not being as large as the existing Lions Hall.

Our Business Plan Committee provided those in attendance on Saturday with an understanding of what will be required prior to this project going forward. Essentially, that every occupant of the facility must contribute, not just fair market rent, but rent comparable to sustaining the overall costs of operation.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Prior to the Business Plan being completed additional information is required as to revenue sources, such as government agencies, private rentals, in addition to overall operational costs and requisite research into certain energy and other cost saving measures.

A number of site visits around the province have taken place and a great deal of inquiries as to operating costs have provided valuable information.

Overall you will see from the work that our volunteers have completed to date and the public consultations our board has undertaken, we are now ready and in fact require the assistance of a professional firm of architects / planners to assist with a conceptual design and costing.

We have held meetings with our Member of Parliament, Sean Fraser, our MLA, the Honourable Lloyd Hines, Mayor Mike Savage and Councillor Hendsbee and all are very supportive of the project. In fact Mr. Fraser has met with Mayor Savage and has provided our organization with a letter stating that this is his number one infrastructure priority.

In addition we have held meetings with the Halifax Regional Library CEO, Asa Kachan, Natural Resources, Recreation, YMCA, Job Works and Fisheries and Oceans Canada with respect to their potential participation.

Finally, it would be extremely helpful if the requisite funds for the professional firm could now be available, so as we may publicize the RFP and award the contract before the New Year. This would certainly facilitate the early access to the available capital funding, particularly on the federal level.

Once again thank you for your support, direction and understanding of the needs of our rural catchment area.

Best Regards,

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Thomas Johnson McInnis

*CC: Sean Fraser, Member of Parliament
Honourable Lloyd Hines, Minister Natural Resources
Denise Schofield, Manager Recreation Programming, HRM
Councillor David Hendsbee*



RECOMMENDED SQUARE FOOTAGE ESTIMATES

Great Hall	4000
Kitchen	1250
Bar	200
Washrooms	465
Storage	400
Lobby/Reception	400
Office/Management	200
Boardroom/Visitor Off.	450
Meeting Rm	720
Meeting Rm Stor. Lockers	180
Meeting/Gathering Rm.	1300
HRM Serv. Lib./Recreation	7000
TOTAL	16565

Circulation and Mechanical will fall from Design/Construction requirements

+ Parking recommend 150 spaces slightly more than average due to rural nature and lack of public transit



FACILITY COMPONENTS COMMITTEE

GUZINTA COMMITTEE

MANDATE

**To provide Design and Construction
Committees with Input as to
Facility Inclusion**

GOALS

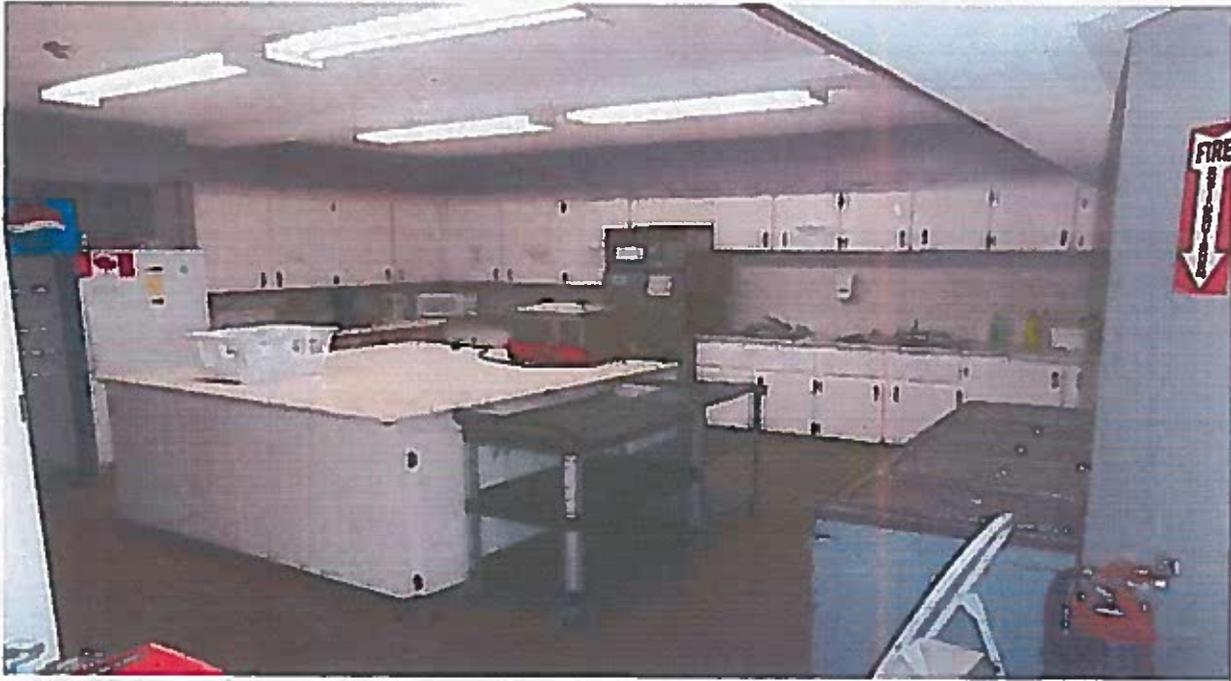
- to replace the current Lions Center facility with improvements
- to incorporate other HRM facilities if possible
- to expand with other needed facilities
- to explore the inclusion of Revenue Generating facilities
- to recommend a “Wish List” for further long term discussion

APPROACH

- To view and compare various facilities now in use as well as the current Sheet Harbour Lions Center and the HRM facilities of Library and Recreation in Sheet Harbour
- To review studies and reports such as the Eastern Shore Needs Assessment
- To gather input from the public through “Town Hall” meetings and consultations



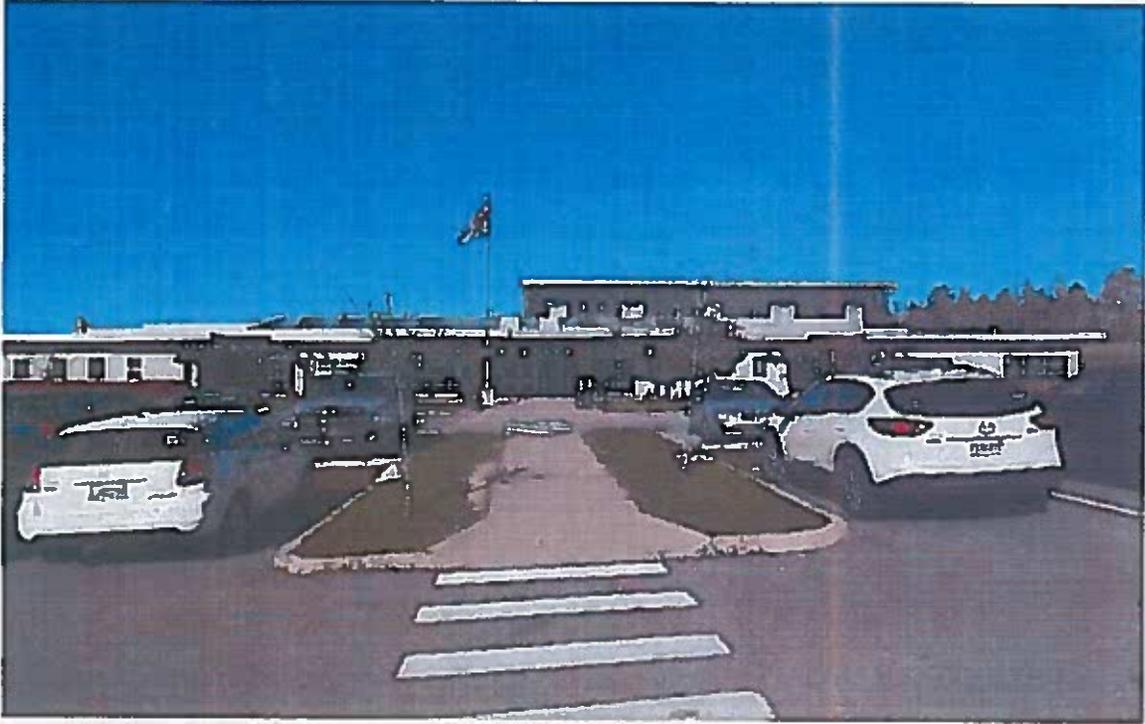
SHEET HARBOUR LIONS CENTER - GREAT HALL



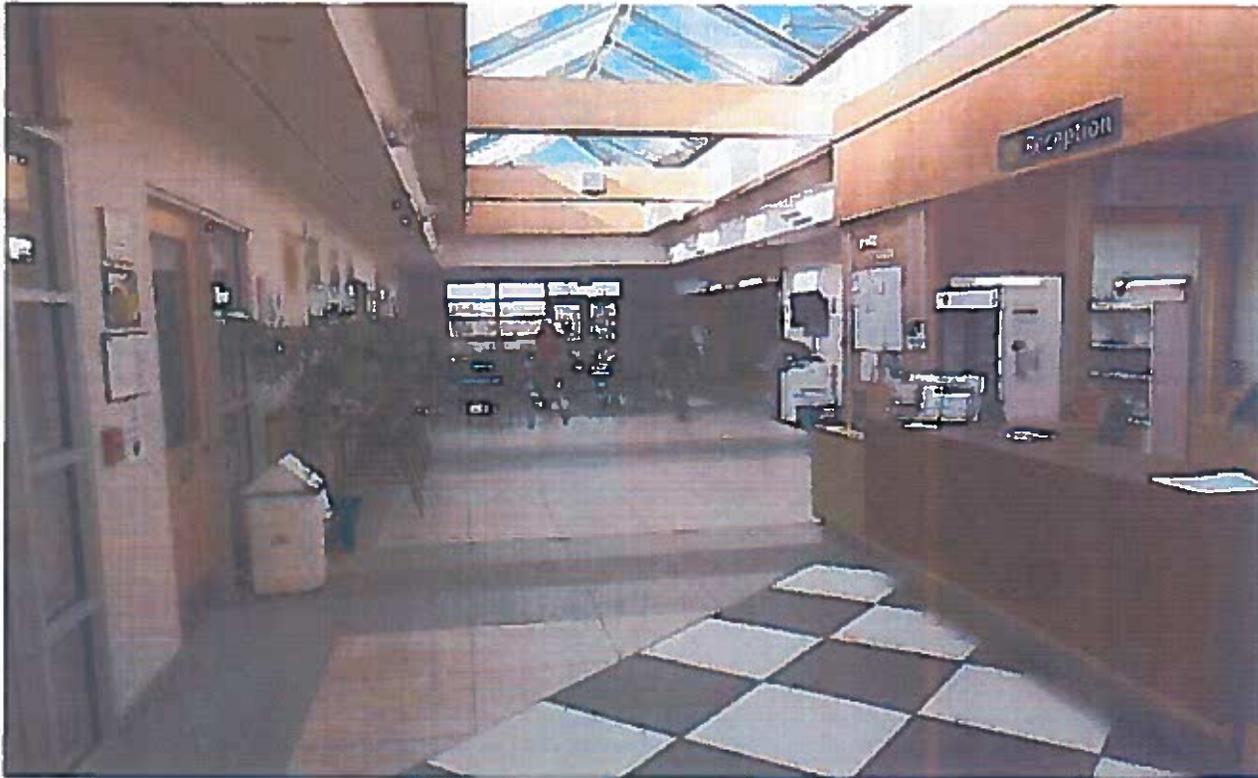
SHEET HARBOUR LIONS CENTER - KITCHEN



MUSQUODOBOIT HARBOUR RENOVATIONS



PROSPECT ROAD COMMUNITY CENTER



PROSPECT ROAD "PUBLIC STREET"



PROSPECT ROAD GREAT HALL



PROSPECT ROAD FITNESS CENTER



KINGS MUTUAL CENTER - BERWICK



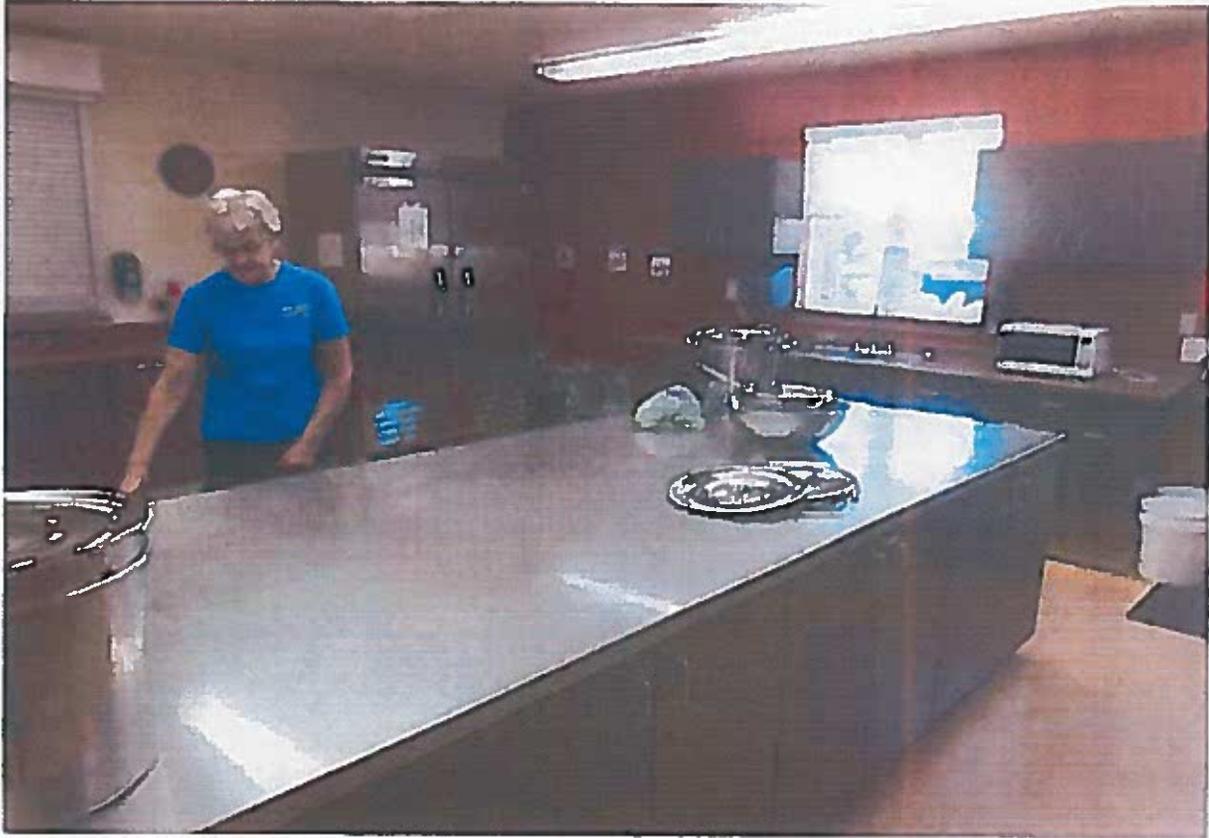
KINGS MUTUAL – GREAT HALL



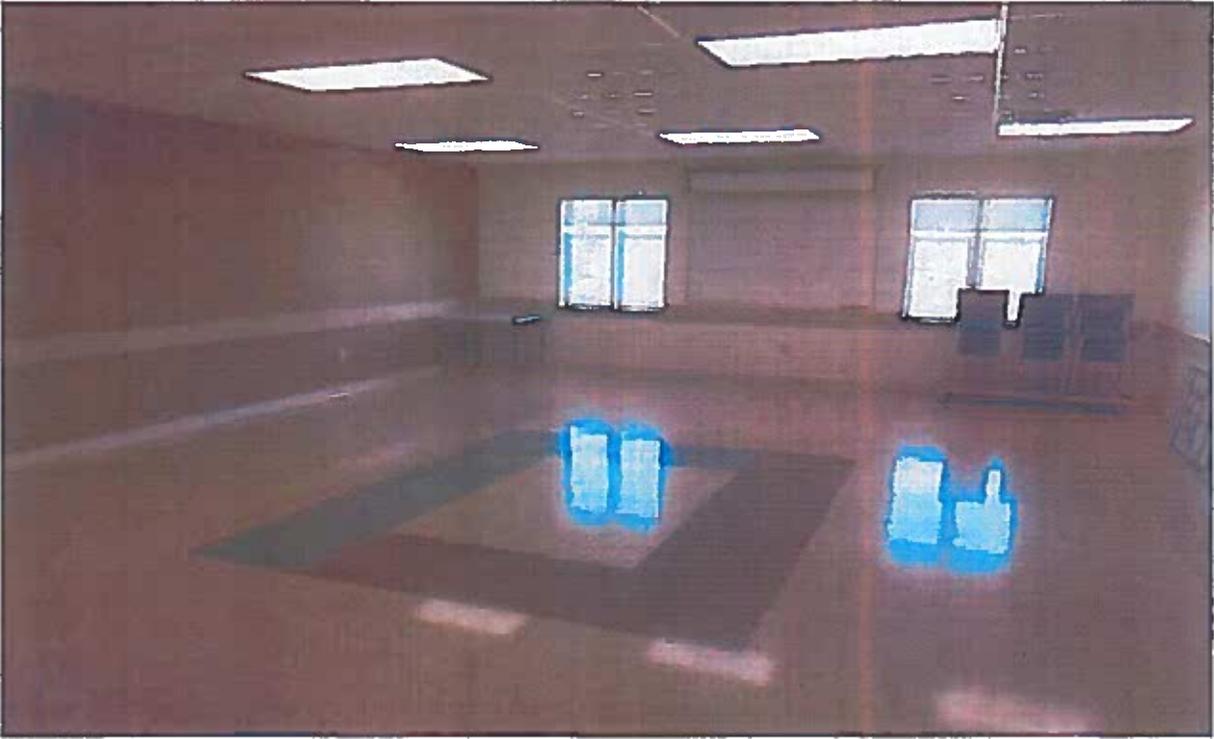
KINGS MUTUAL - KITCHEN



LOUIS MILLET CENTER – NEW MINAS



LOUIS MILLET CENTER - KITCHEN



LOUIS MILLET CENTER – MULTI PURPOSE ROOM

CONSTRAINTS

- Avoid Duplication with Existing or Planned Facilities
- Demographics and Geography
- Operationally Sustainable
- Capital Budget

RECOMMENDED FACILITIES

RECOMMENDED FACILITIES

Great Hall

Kitchen

Bar

Washrooms

Storage

Lobby/Reception

Office/Management

Boardroom/Visitor Office

Meeting Room

Meeting/Gathering Rm. - Large - with Storage "Lockers" for Dedicated Use

HRM Services – Fitness & Recreation

Public Street

Mechanical and Circulation will fall from Design/Construction requirements

+ Parking recommend 150 spaces slightly more than average due to rural nature and lack of public transit

Possible Additions – under study

- Library
- Marine Interpretive Center
- Provincial Government Offices/ Nat'l Resources etc.

- could be attached or treat as “Campus Concept”

WISH LIST - SUGGESTIONS - DISCUSSION

- EV Charging Station
- Shelter Center
- Patio off Great Hall
- Outdoor Amphitheatre
- Walking Track
- Others from Public Input

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017



Land Management Committee

Subject: **Site Evaluation Report**

Date: **18/NOV/2017 (revised)**

Committee:

Chair: **Greg Cross**

Members: **Christopher Snow**

Associates: **Carla Aspery**
 Ulf Mattson

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Executive Summary

The Land Management Committee has identified, through an auditable process, a short list of potential sites for further consideration for the new community centre.

The process identified a primary site, **Site J (22324 Highway 7, St. Peter's, Lot A)** and a secondary site, **Site K (22324 Highway 7, St. Peter's, Lot B)** and a third site, **Site H (Martin Lane Site)** comprising four parcels. The primary site achieved a 4 point margin above the secondary site over a nominal score of 60 points.

The Land Management Committee recommends that the primary and secondary sites be subject to further investigation, in particular as to the previous use of the lands and the extent of any environmental or other assessments and/or site studies required to confirm the suitability of this initial selection.

Sites Scrutinized

The Land Management Committee tabled a Preliminary Report at a meeting of the committee leads of the "Eastern Shore Life Style Committee" (ESLSC) on September 12, 2017 and attached hereto as Appendix "H". Please refer to this report for details on the selection of sites that were potentially to be given consideration. Following discussions at that committee meeting an additional 2 sites were recommended for consideration bringing the **total number of sites** to be considered as **15**.

Site List

The following is the list of sites that were to be considered for data evaluation and collection. The sites were selected based on size and location, factors that had previously been determined. The listing is in no particular order but is generally from the centre of Sheet Harbour and working outward to the perimeter. There were 2 additional sites added to the list following the meeting of September 12, 2017 which are identified as Sites "N" and "O".

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Sites Under Consideration

Site	Title	PID #s
A	Behie Road East	00584904
B	Behie Road West	00584888
C	Hospital East	40220121
D	Hospital West	00584284
E	Pine Falls Drive	00584763
F	Highway 7 West Bridge	40221905
G ¹	United Church / Masonic Hall	00585380, 00584391
H	Martin Lane	Main Site: 00585364 16 Martin Lane: 00584722 22606 Hwy 7: 00584466 22614 Hwy 7: 00585331
I	Provincial - East River Road	40595548
J	22324 Hwy 7 - St. Peter's, Lot A	40209942
K	22324 Hwy 7 - St. Peter's, Lot B	41170382
L	Elmhurst Drive	40210445
M	Lion's Club Community Hall	00583831, 40210106
N	Lot M-X, Church Point Drive	00583989
O	Church Point Road	40210114

¹ - The repurposing of the existing buildings was considered to be uneconomical and for the purposes of this review the land only was considered. A report dated 2008 identified significant costs to bring the building up to code and, as with the potential refurbishment of the Lion's Club Community Hall, the costs were expected to be higher per sq ft than replacement and with limited longevity.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Scoring Criteria

The leads of the Land Management, Design, Business, Construction and Facility Committees met on September 9, 2017 for the purpose of creating a scoring matrix to be used to rank the sites. It was identified that the use of a matrix would result in an impartial evaluation of all sites based on selection criteria and weighting. Applying the criteria and scoring each site against the criteria would result in the sites with the highest scores being considered for further analysis. As a result of this methodology the optimum sites would be identified based on their merits and would not likely be subject to emotional influences or personal preferences.

At that meeting, discussions were held that yielded a complete list of 19 criteria that were to be considered for each site. Once identified, the criteria were then rated in terms of importance from HIGH, MEDIUM, MEDIUM-LOW to LOW.

Numerical weighting, or an "importance factor", was then applied to each criteria based on 10 for HIGH and 1 for LOW.

It was recognized that we would not have complete data to conduct a detailed analysis of each site against specific criteria however, our ability to act on information known about each site would suffice at this stage of the selection process. For the most part, criteria whereby no known information or likely information existed would typically apply to most sites, if not all, and the overall scoring would not be significantly affected.

Every site was to be scored against each criteria on the basis of 100% if the site completely met all aspects of the criteria to 0% if the site did not meet any aspect of the criteria.

The percentage would then be multiplied by the weighting factor resulting in a numerical score for that criteria for each site. All the criterion scores for each site would be added together resulting in an overall score for the site. The sites with the highest scores would be representative of meeting as much of the desired aspects as a site for the project and would be selected as a "short list" for further detailed evaluation.

An electronic spreadsheet was utilized for the tracking of scores and completion of mathematical calculations.

APPENDIX "A", Site Evaluation Criteria, details the Criteria, Rating, Importance Factor, Comments on what the criteria means and Scoring Guidance.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Site Evaluation Data Collection Meeting - Notification

As "time is of the essence" in meeting the proposed critical path for completion of this project in 2019, a meeting of the ESLSC as a whole was called for Sunday September 24, 2017, Sheet Harbour Lion's Hall, from 12:30PM to 4:00PM. The site information would be available for viewing from 12:30PM to 1:00PM with the group scoring to commence at 1:00PM sharp.

Notification of the meeting time and place was sent by email the morning of September 15, 2017 to all committee leads and it was the responsibility of the leads to ensure their members were aware of the meeting. The meeting was open to all members of the ESLSC.

Site Evaluation Criteria and Terms of Reference for the meeting were included with the notification.

APPENDIX "A" and APPENDIX "B" are copies of the documents included with the email notification.

Site Tour

Recognizing that many of the committee members would not be familiar with all of the sites, the leads of the Land Management Committee and Construction Committee conducted a simple tour of all sites on Thursday September 14, 2017. This was completed such that basic qualitative data could be shared with the committee members during the data collection meeting. Photographs of the sites were also obtained for presentation at the meeting.

Site Evaluation Data Collection Meeting

Date: Sunday September 24, 2017

Time: 12:30PM to 4:00PM

Location: Sheet Harbour Lion's Hall

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Attendees

Meeting Chair:	Greg Cross	Lead - Land Management Committee
Assistant Meeting Chair:	David Hoskin	Lead - Design Committee
Members & Associates:	Tom McInnis	Chair - Board of Directors
	Christopher Snow	Land Committee
	Ulf Mattson	Land Committee
	Jack Marshall	Treasurer
	Lorraine Snyder	Business Plan
	Mark Snyder	Design
	Sandy Moser	Design
	Susan Boutilier	Fundraising
	Rebecca Atkinson	Business Plan
	Russ Mayne	Construction
	Janice Christie	Facilities Components
	Ed Empringham	Lead - Business Plan
	David Hendsbee	Halifax Regional Municipality - Councillor

Site Familiarization - 12:30PM - 1:00 PM

Upon arrival each participant was provided with "Site Evaluation Worksheets" that included a comments page and a Site Evaluation Criteria page. See APPENDIX "C" for a copy this document.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Each participant was also encouraged to familiarize themselves with the sites. The site information was presented on a series of storyboards, charts and maps. **APPENDIX "D"** provides photographs of the material available to the participants.

Call to Order - 1:00PM

The formal evaluation data collection portion of the meeting was called to order by the Meeting Chair at 1:00PM.

Opening Remarks

The Meeting Chair remarked on the following items to open the meeting:

- a) "Thank-you" to all for attending and participating.
- b) Process to date:
 - i) estimated probable use and size of facility, "great hall".
 - ii) identified land requirement for parking, septic, ingress etc.
 - iii) 3-5 acres minimum required.
 - iv) 10 acres ideal for future expansion.

- Sites:
 - i) selected based on size and location **ONLY**.
 - ii) assumed that each site is available at a price.

Confidentiality: Reminder of the need for confidentiality at this time as the owners of the various sites may not be aware their lands are under consideration.

- c) Timelines: Based on proposed critical path: 31/OCT/2017 - short list of sites, 18/NOV/2017 - public town hall meeting, AUG/2019 - opening of facility.

- d) Purpose of Meeting:
 - i) To score the sites without emotion or individuality.
"The best sites will select themselves!"

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

- ii) Scoring will be based on what we are aware of at this time, it is not absolutely a perfect process but will yield reliable results for moving forward.
 - iii) No determination of sites will be made today. The data will be reviewed, entered and analyzed after the meeting to ensure accuracy.
- e) Rules:
 - i) Work "horizontally" to score each criteria against ALL sites then move to the next criteria.
 - ii) If we get into debate on a particular item the time for debate will be limited to 3 minutes as there are many decisions to be made.
 - iii) A score for each criteria will be made on the basis of the "best consensus" in the room with the Meeting Chair to make the final determination.
 - iv) Parking Lot: Items which we are unable to achieve consensus on will be placed in a "parking lot" for subsequent review and assessment by the Land, Design, Business, Construction and Facility committees.
 - v) Comments are encouraged. They may be provided on the comments page of the worksheets or using additional comment pages as provided. They should be submitted to the Meeting Chair for review and assessment following the meeting.
- f) Next Steps:
 - i) The data gathered will be entered and analyzed by the Land, Design, Business, Construction and Facility Committees. Comments will be reviewed and, if required, any scores amended.
 - ii) Any changes to the scoring will be justified and documented.
 - iii) Once scoring is completed a short list of sites will be determined.
 - iv) The short list of sites will be presented to the ESLSC and subsequently to the public.
 - v) As required, further analysis of the sites and negotiations for acquisition will take place.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Site Criteria Scoring

A master worksheet was used to track and record the scoring of the sites. The worksheet listed all of the sites from "A" to "O" horizontally and the criteria were listed from "1" to "19" vertically. Scoring was recorded as a percentage in increments of 5% against each criteria for all the sites at one time. Where there was the possibility of a criteria to be assessed as either being "POSITIVE" or "NEGATIVE", all sites were assumed to have a neutral score of 50% and they were then ranked above and below that neutrality. This was applied to the following criteria:

#6 - Potential impact on adjacent businesses/facilities.

#9 - Has existing septic classification.

#10 - Demolition.

#16 - Site Grade.

#20 - Pedestrian Access.

The site scoring commenced at approximately 1:10PM. As the process moved reasonably quickly debate on contentious items was generally not restricted by time. Several items were restricted but were allowed to continue well beyond the 3 minute limit originally specified.

Prior to the Site Evaluation Data Collection Meeting the Land Management Committee was able to obtain a copy of the Halifax Regional School Board, Site Selection Report dated June 25, 2014. Some of the same sites were considered for location and construction of the new Eastern District P-12 School. It was felt that this report may provide additional input for our purposes when evaluating the sites in question. Data from the report was referenced during the meeting.

During the meeting Councillor Hendsbee provided, by email, links and documents regarding geology information for the Eastern Shore and a Pleistocene Geology Map of the Eastern Shore Region, Guysborough and Halifax Counties.

The site scoring was completed by approximately 3:25PM.

The scoring worksheets were photographed and are attached as APPENDIX "E". The originals have been retained.

Comment sheets were collected. Those comments have been transcribed may be reviewed in APPENDIX "F".

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Closing Remarks

The Meeting Chair addressed the following items in closing the meeting:

- a) The attendees were thanked for their attendance and participation.
- b) The committees will convene to enter the data into the spreadsheet, analyze and revise any items as necessary. It was noted that there were NO un-scored criteria and NO "parking lot" items to be reviewed.
- c) The findings would be presented to the ESLSC for site selection.
- d) It is anticipated that the short list of sites will be presented to the public at the Town Hall meeting on November 18, 2017.

Post Meeting Data Entry

Subsequent to the meeting the meeting Chair entered the data into the spreadsheet. The raw scores were calculated and divided by 100 for ease of interpretation. A summary of the scoring and ranking of the sites appears below. The full spreadsheet is attached as APPENDIX "G".

Copies of the spreadsheet and worksheets were distributed to the Land Management Committee members and to the leads of the Design and Business Committees for independent verification of accuracy. There were no errors observed.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Summary of Results of Site Evaluation Data Collection Meeting

24/SEP/2017

RANK	Identifier	Description	Score
1	Site J	PID: 40209942, 22324 Highway 7 – St. Peter's, Lot A	65.85
2	Site K	PID: 41170382, 22324 Highway 7 – St. Peter's, Lot B	61.80
3	Site H	PID: Main Site: 00585364, 16 Martin Lane: 00584722, 22606 Hwy 7: 00584466, 22614 Hwy 7: 00585331 Martin Lane Site	55.95
4	Site G	PID: 00585380 & 00584391, United Church Hall/Masonic Lodge	50.30
5	Site L	PID: 40210445, Elmhurst Drive	50.15
6	Site N	PID: 00583989, Lot M-X, Church Point Drive	41.00
7	Site F	PID: 40221905, Highway 7 - West Bridge	38.70
8	Site O	PID: 40210114, Church Point Drive	35.60
9	Site M	PID: 00583831 & 40210106, Lion's Community Hall	34.90
10	Site I	PID: 40595548, Provincial East River Road	33.20
11	Site D	PID: 00584284, Hospital West	31.80
12	Site C	PID: 40220121, Hospital East	31.40
13	Site E	PID: 00584763, Pine Falls Drive	26.00
14	Site B	PID: 00584888, Behie Road West	25.10
15	Site A	PID: 00584904, Behie Road East	21.85

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Eastern Shore Lifestyles Centre Society

Site Evaluations - September 24, 2017

Land Management, Design, Construction, Facility and Business Committee Review

As there were **NO** items of significant dissension raised during the Site Evaluation Data Collection Meeting it was decided that a subsequent meeting of the various committees was not necessary to review or analyze any un-scored criteria.

There were **NO** "parking lot" items that required further investigation, review and analysis.

As the comments received were basically generic in nature and did not have an impact on the scoring there was **NO** further need to review these items.

There were **NO** changes made to any scores following the Site Evaluation Data Collection Meeting.

APPENDIX "A"

Site Evaluation Criteria

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Plot Evaluation Criteria

HALIFAX EAST				
				
LIFESTYLES CENTRE				
Criteria	Rating	Importance Factor	Comments	Scoring Guidance
1 Existing site resources?	Low	1	Potential Sale of Lumber Trees, reduces site clearance cost?	If yes = 100% If no = 0%
2 Trial pit data available	Low	1	Could identify pollution and or foundation issues	If yes = 100% If no = 0%
3 Has a well? - do adjacent sites have, what depth etc	Low	2	Increases certainty of site suitability	If yes = 100% If no = 0%
4 Access to water for fire water supply	Low	2	Avoids need for a storage tank and associated Opex maintenance costs	If yes = 100% If no = 0%
5 Adjacent sites -- any possible sharing of facilities eg fire storage tank	Low	2	Potential savings in construction if well or septic or fire tank can be shared	If yes = 100% If no = 0%
6 Potential impact on adjacent businesses / facilities	Low	2	Synergy -- would complement and increase "footfall" or conflict -- take business away from	If synergy is yes = 100% If conflict is yes = 0%
7 Meets tenants stated requirements	Low	3	Library want in "centre" of town with Highway 7 frontage	If yes = 100% If no = 0%
8 Expansion potential	Medium/Low	3	Supports expansion to accommodate additional tenants	If yes = 100% If no = 0%
9 Has existing Septic Classification	Medium	4	Increases certainty of site suitability	If yes = 100% If known to have failed = 0%
10 Existing buildings to be demolished	Medium	4	Cost to Demolish existing buildings	If No buildings = 100% If Yes = 0%
11 Distance from Road to main site	Medium	4	Shorter reduces opex -- less plowing etc	If short then 100% If very long 0%
12 Neighbours during construction and / or use of facility	Medium	4	Noise, dust, traffic	If No = 100% If hospital / nursing home Yes = 0% If Government / Crown yes = 100% If Private with vendor reluctant to sell = 0%
13 Ownership	High	8	Government could be easier to trade resulting in more money for construction, Private will require negotiations, risk of opportunism by seller, multiple owners will complicate the process!	
14 Location the "Sheet Harbour Fee"	High	8	Community feel	If perceived good = 100% If perceived poor = 0%
15 Current / Previous use of Land	High	8	Remediation costs to meet Environmental Standards	If no previous use = 100% Eg Gas Station = 0% high risk of contamination
16 Site grade -- capable of a 10 000 sqft single storey building and associated areas for parking	High	8	Level Lot, reduces cut and fill for building footprint and eliminates need for a multi storey building and opex resulting from elevators.	If yes = 100% If no = 0%
17 Pedestrian Access -- existing sidewalk to site	High	10	If no will need to cost linking site to existing sidewalk	If yes = 100% If no = 0%
18 Road frontage capable of supporting "in" and "out" lanes	High	10	Segregation of in and out traffic eases potential congestion, in particular delveries from visitors.	If yes = 100% If no = 0%
19 Access to targeted users eg exercise for seniors	High	10	Adjacency to other amenities could encourage use, eg daily checking of post box, walking distance from road.	If easy access is yes = 100% If difficult access is yes = 0%

APPENDIX "B"

Terms of Reference

Site Evaluation Data Collection Meeting

Terms of Reference

- 1) The meeting to collect evaluation data on the various sites will take place on Sunday, September 24, 2017.
- 2) The purpose of the meeting is to review each of the identified sites against designated criteria in order to work towards a short-list of sites.
- 3) The schedule will be as follows:
 - 12:30PM - 1:00PM - site selection maps and photos available for viewing prior to completing the criteria review.
 - 1:00PM - 4:00PM - criteria review with a 5 minute introduction and 5 minute stretch breaks at 2:00PM and 3:00PM.
 - 4:00PM - meeting adjourned with a 5 minute summary of achievements.
- 4) This meeting is intended to simply facilitate a review of the criteria against each site. There will be **NO DECISIONS** made at the meeting as to the viability of any site. Compilation of the data will be made by the affected committee leads in a subsequent meeting.
- 5) Items that may require more in-depth evaluation than is possible at this meeting will be placed in a "parking lot" for review at a later date.
- 6) A single criteria will be reviewed against all the sites sequentially before moving on to the next criteria.
- 7) A numeric value (*as a percentage rounded to the nearest 5%*) for each criteria will be assigned to each site based on a general consensus from the participants. Where a wide variation in values is apparent the chair of the meeting will make the final assessment. The ranges of values expressed will be recorded in support of any final decision and may be subject to subsequent review.
- 8) Time will be of the essence! We will have approximately 300 decisions to make over the course of 165 minutes of time. Most decisions will be able to be made in a matter of seconds. We propose doing the low ranking/easy items initially and save the difficult items for the end. Where discussion on an item ensues, that discussion will be limited to 3 minutes. If necessary, some items will be placed in the "parking lot" for further review and subsequent discussion before a final decision is made.

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Halifax East Lifestyles Centre

the Hub

- 9) While there may be some significant differences of opinion on what evaluations are being made, all participants are asked to be respectful of the opinions of others.

- 10) **CONFIDENTIALITY:** As the potential sites have strictly been selected based on size and location, the property owners involved have not been contacted. **NO DISCUSSION** of the sites should take place outside of the Committee. The short list of sites under consideration will be announced by the Committee chair in a public meeting later this fall.

APPENDIX "C"

Site Evaluation Worksheets

Halifax East Lifestyles Centre

the **HUB**

Site Evaluation Worksheets

Name: _____ **Date:** 24/SEP/2017

Attachment B - Eastern Shore Lifestyles Centre Society Submission

The **HUB**

Site Scoring Worksheet

Page 1 of 3

	CRITERIA	Imprtnc	Weight	A Behle - E	B Behle - W	C Hosp- E	D Hosp- W	E Pine Falls
1	Existing Resources	L	1					
2	Trial Pit Data	L	1					
3	WELL	L	2					
4	Water - FIRE	L	2					
5	Adjacent Sites	L	2					
6	Adjacent Businesses	L	2					
7	Tenants Needs	L	3					
8	Expansion Potential	M-L	3					
9	Septic - Classification	M	4					
10	Demolitions	M	4					
11	Distance from Road	M	4					
12	Neighbours	M	4					
13	Ownership	H	8					
14	Location - FEEL?	H	8					
15	Land Use - Crnt/Prev	H	9					
16	Site Grade	H	9					
17	Pedestrian Access	H	10					
18	Road Frontage	H	10					
19	Targeted USERS	H	10					

Attachment B - Eastern Shore Lifestyles Centre Society Submission

	CRITERIA	Imprtnc	Weight	F Hwy 7 - WEST BRIDGE	G United Church Masonic	H Martin Lane	I Prvncl East River	J 22324 Hwy 7 Lot "A"
1	Existing Resources	L	1					
2	Trial Pit Data	L	1					
3	WELL	L	2					
4	Water - FIRE	L	2					
5	Adjacent Sites	L	2					
6	Adjacent Businesses	L	2					
7	Tenants Needs	L	3					
8	Expansion Potential	M-L	3					
9	Septic - Classification	M	4					
10	Demolitions	M	4					
11	Distance from Road	M	4					
12	Neighbours	M	4					
13	Ownership	H	8					
14	Location - FEEL?	H	8					
15	Land Use - Cmt/Prev	H	9					
16	Site Grade	H	9					
17	Pedestrian Access	H	10					
18	Road Frontage	H	10					
19	Targeted USERS	H	10					

Attachment B - Eastern Shore Lifestyles Centre Society Submission

	CRITERIA	Imprtnc	Weight	K 22324 Hwy 7 Lot "B"	L Elmhurst Drive	M Lion's Hall	N Lot M-X Chrch Pt	O Church Point Road
1	Existing Resources	L	1					
2	Trial Pit Data	L	1					
3	WELL	L	2					
4	Water - FIRE	L	2					
5	Adjacent Sites	L	2					
6	Adjacent Businesses	L	2					
7	Tenants Needs	L	3					
8	Expansion Potential	M-L	3					
9	Septic - Classification	M	4					
10	Demolitions	M	4					
11	Distance from Road	M	4					
12	Neighbours	M	4					
13	Ownership	H	8					
14	Location - FEEL?	H	8					
15	Land Use - Crnt/Prev	H	9					
16	Site Grade	H	9					
17	Pedestrian Access	H	10					
18	Road Frontage	H	10					
19	Targeted USERS	H	10					

Attachment B - Eastern Shore Lifestyles Centre Society Submission

Plot Evaluation Criteria

HALIFAX EAST				
				
LIFESTYLES CENTRE				
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APPENDIX "D"

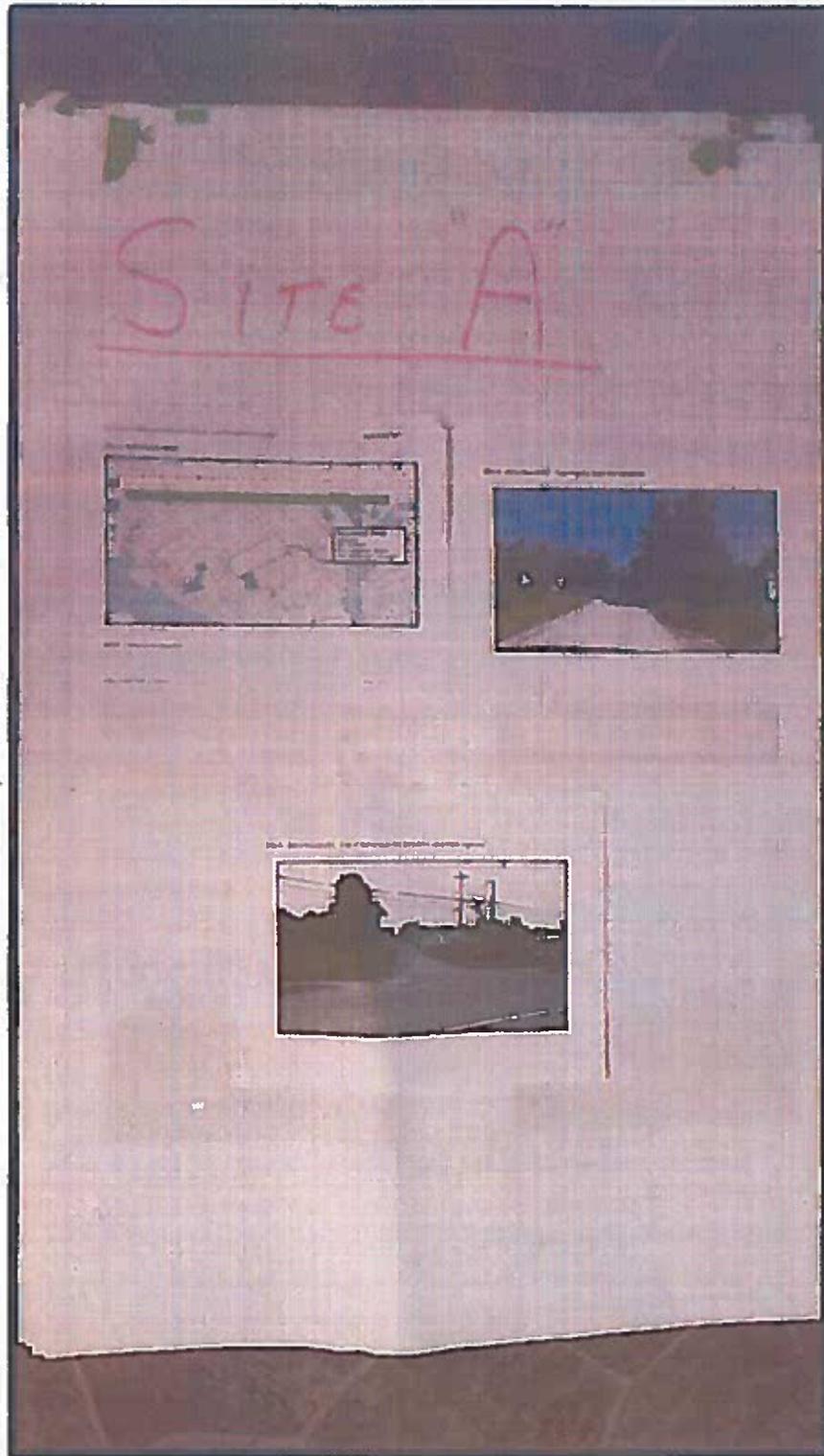
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Storyboards

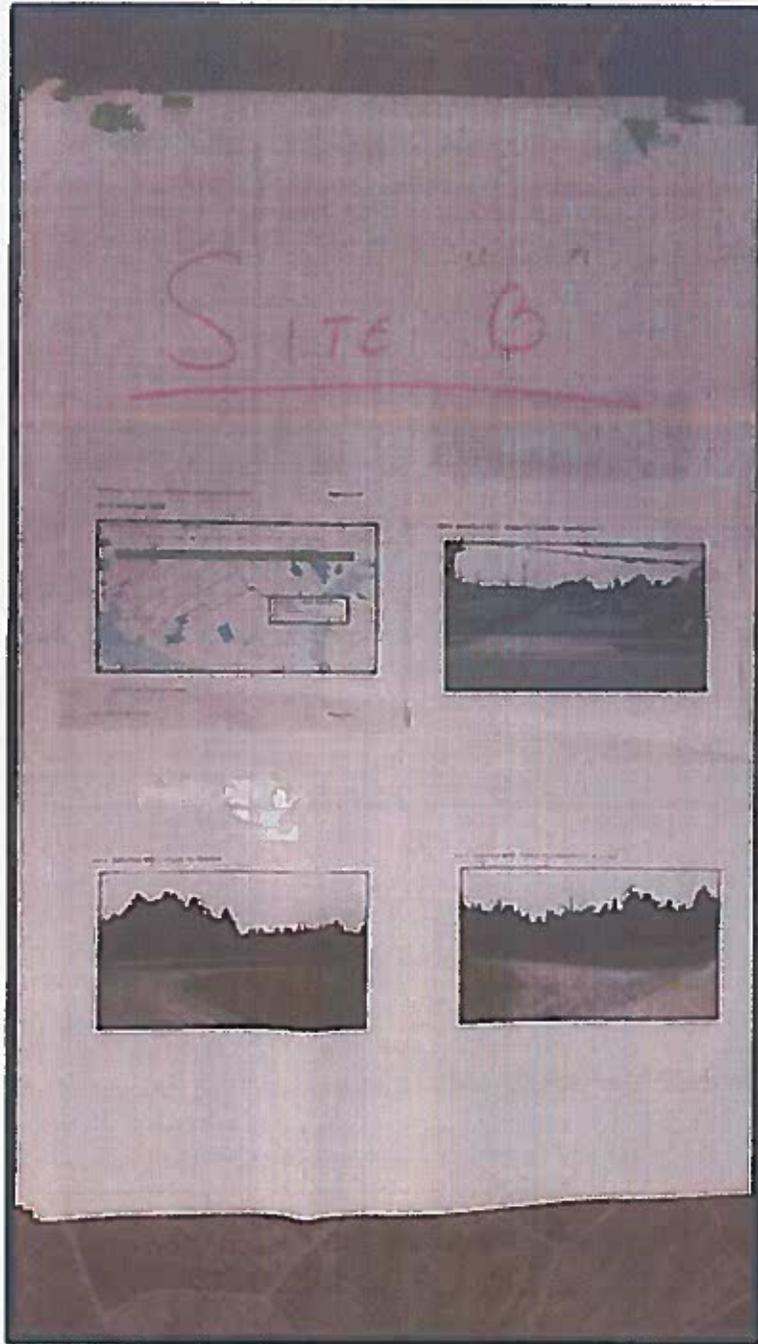
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Map

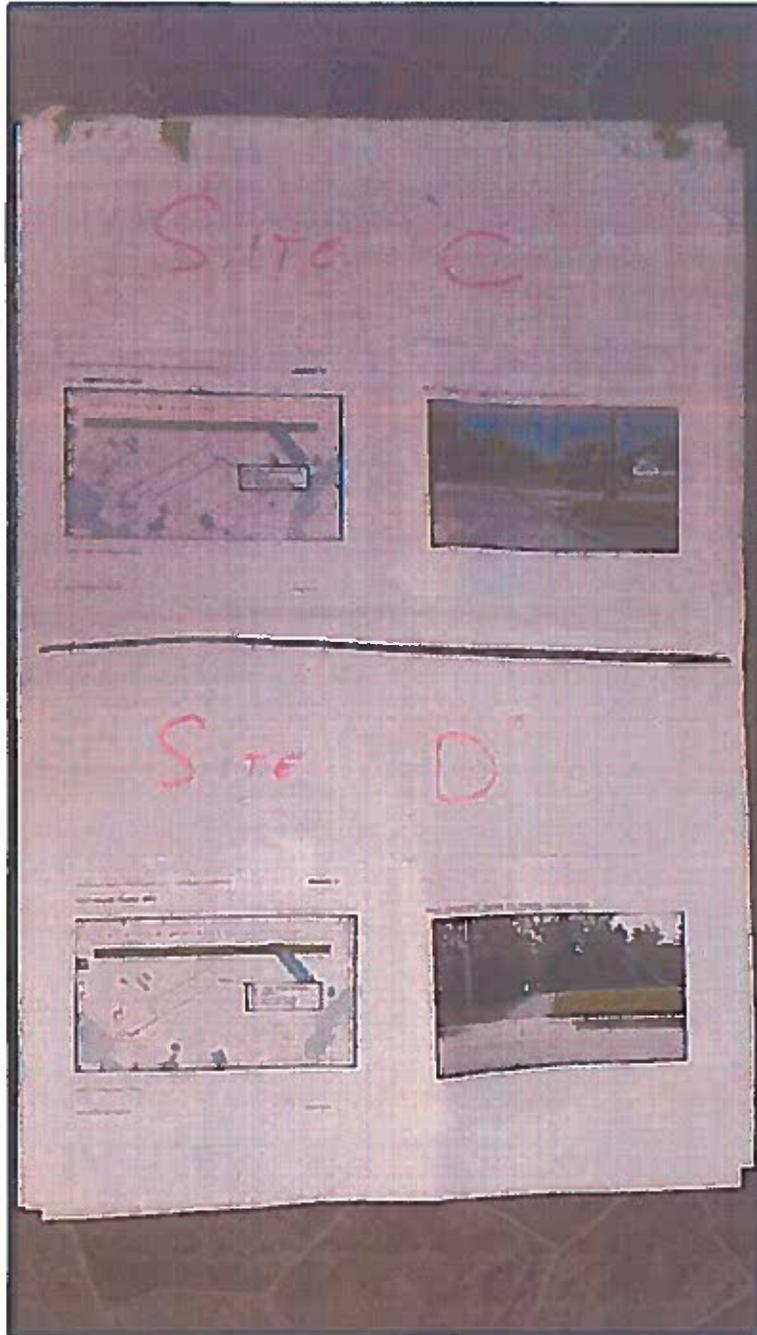
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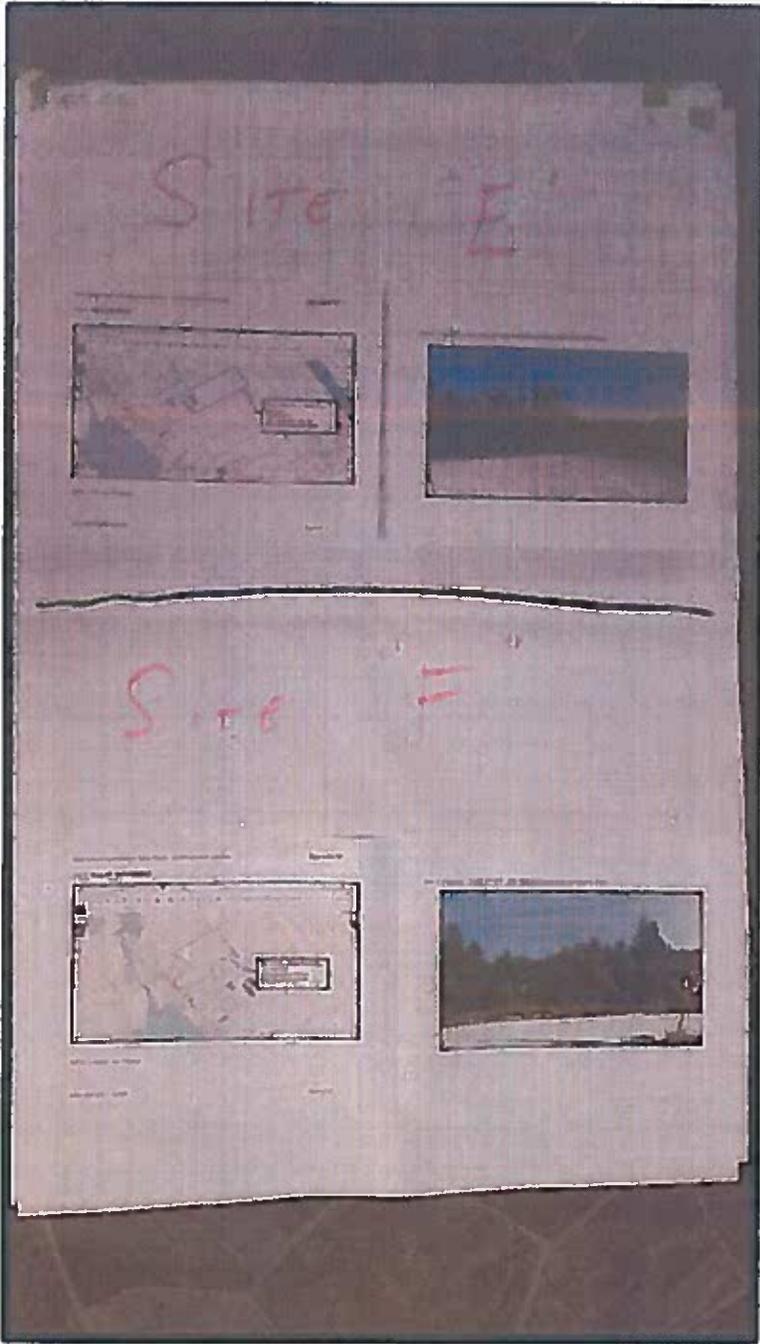
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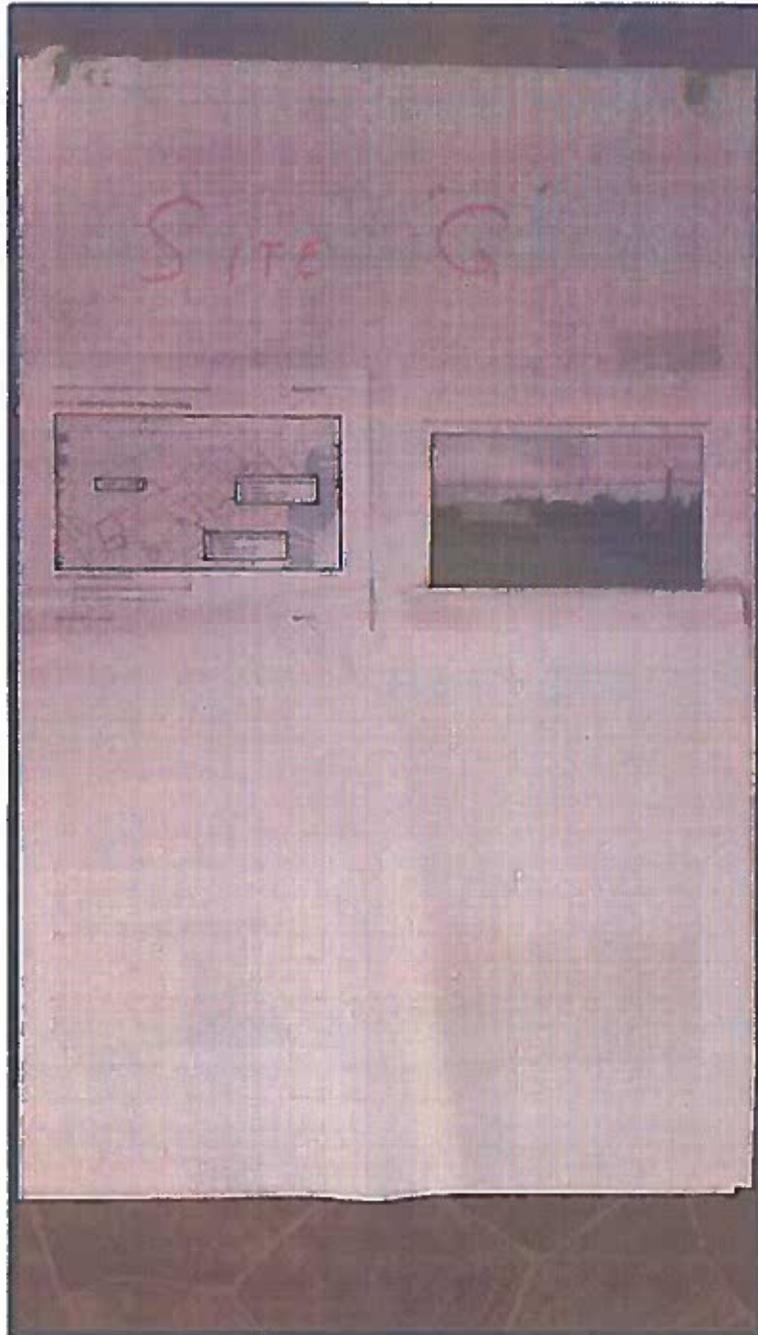
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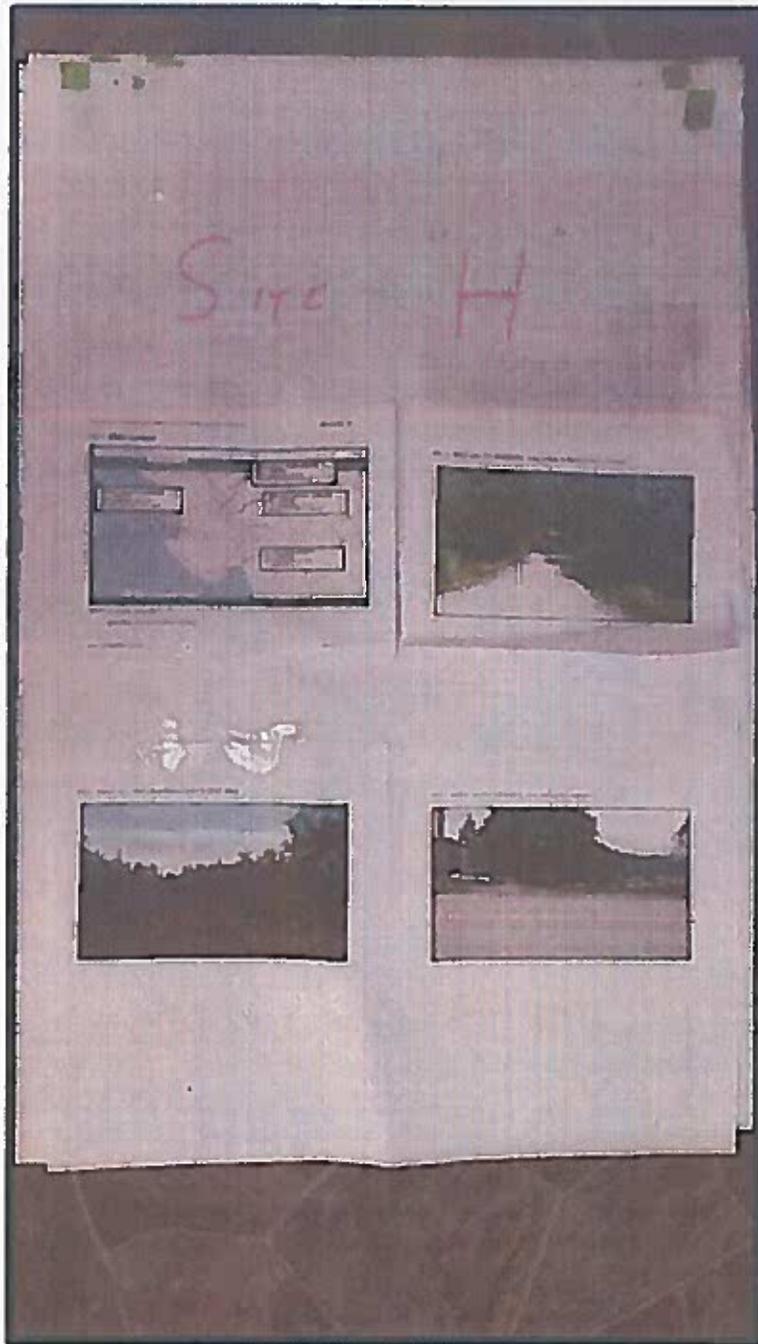
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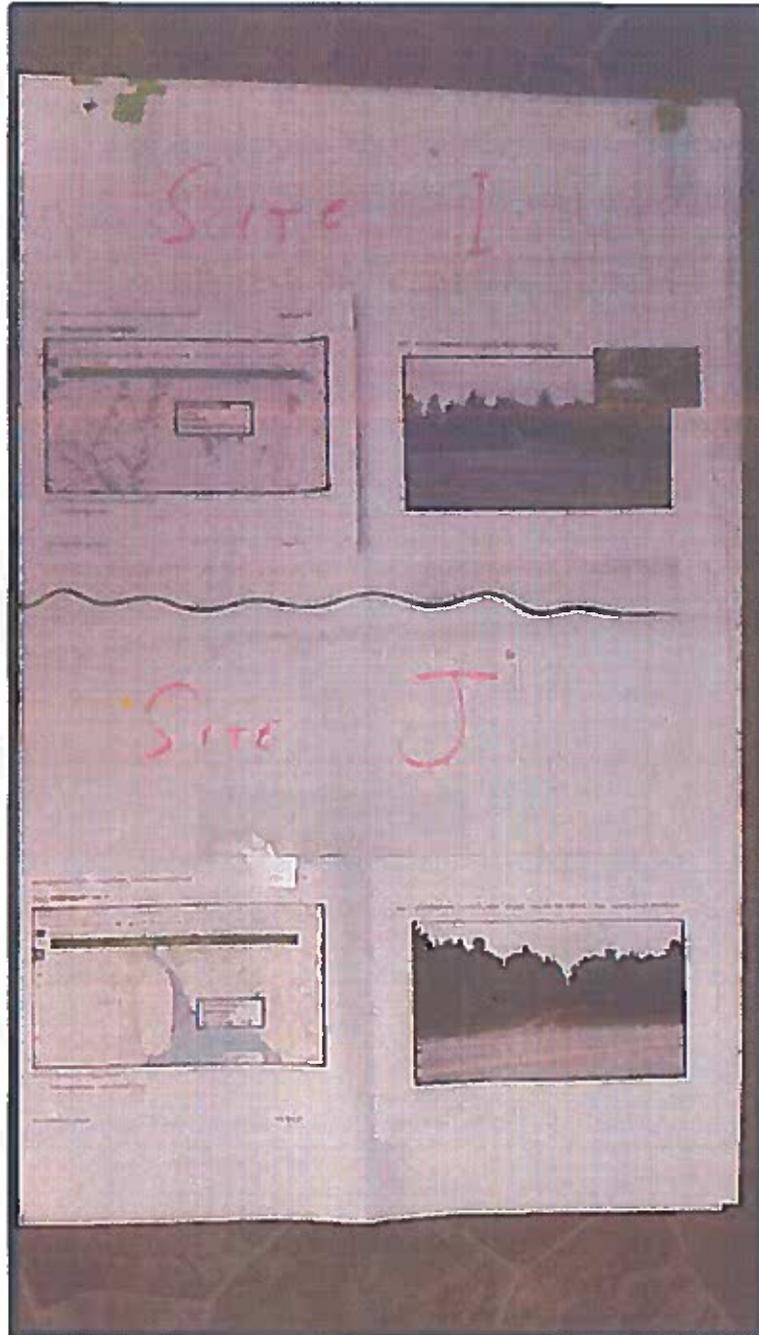
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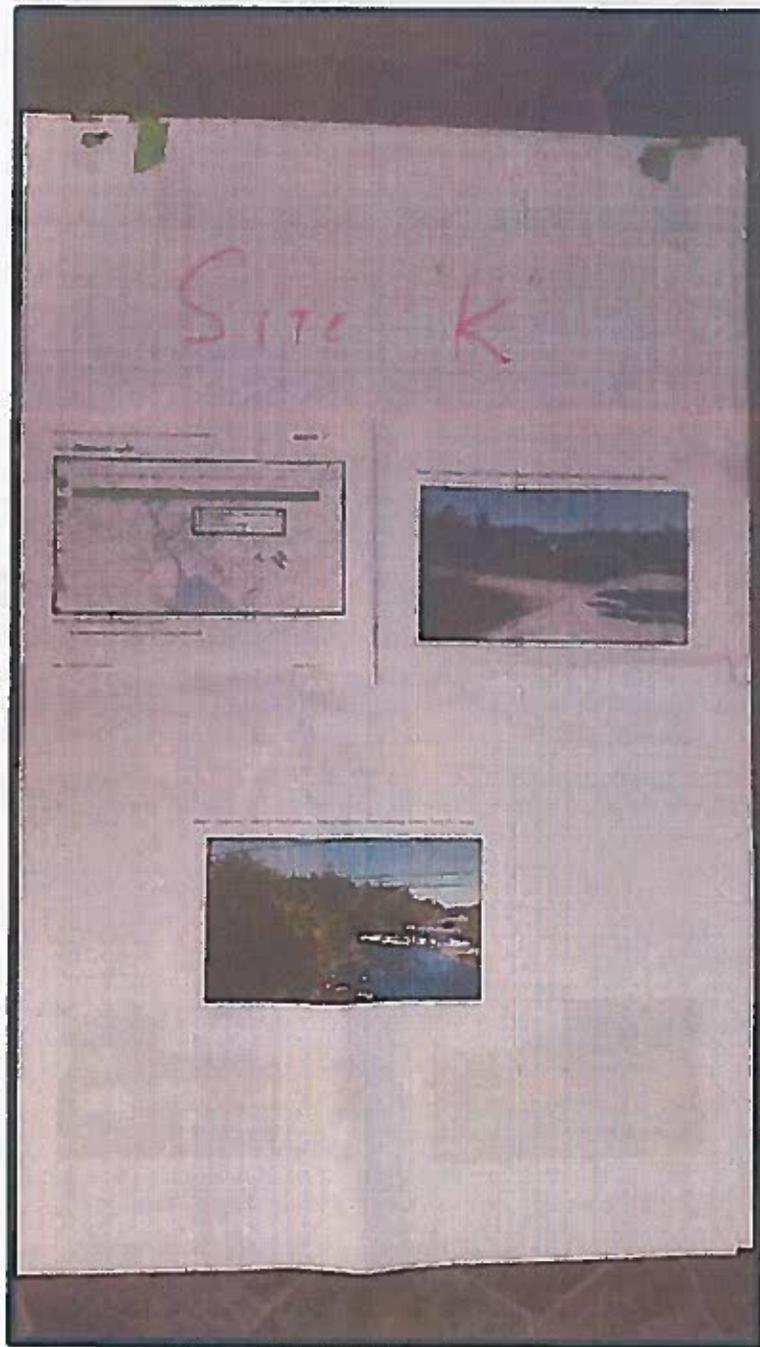
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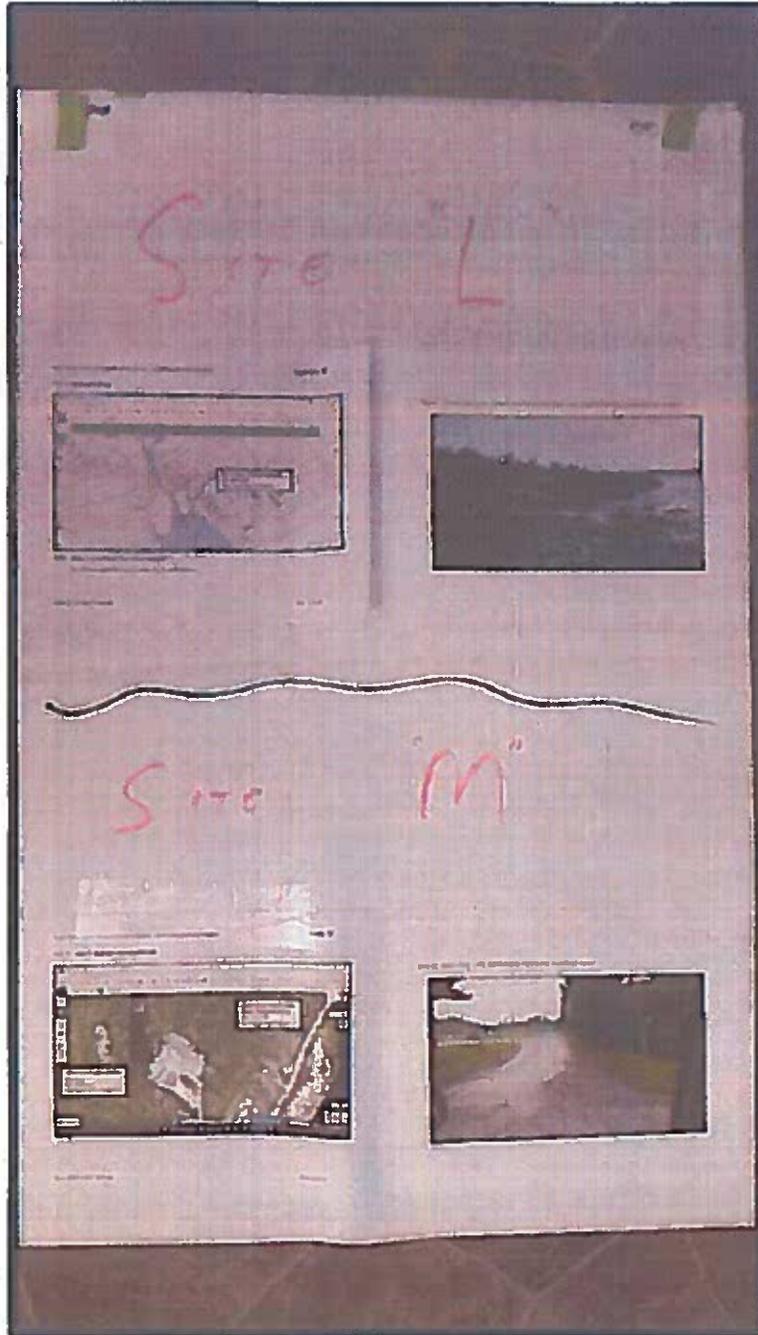
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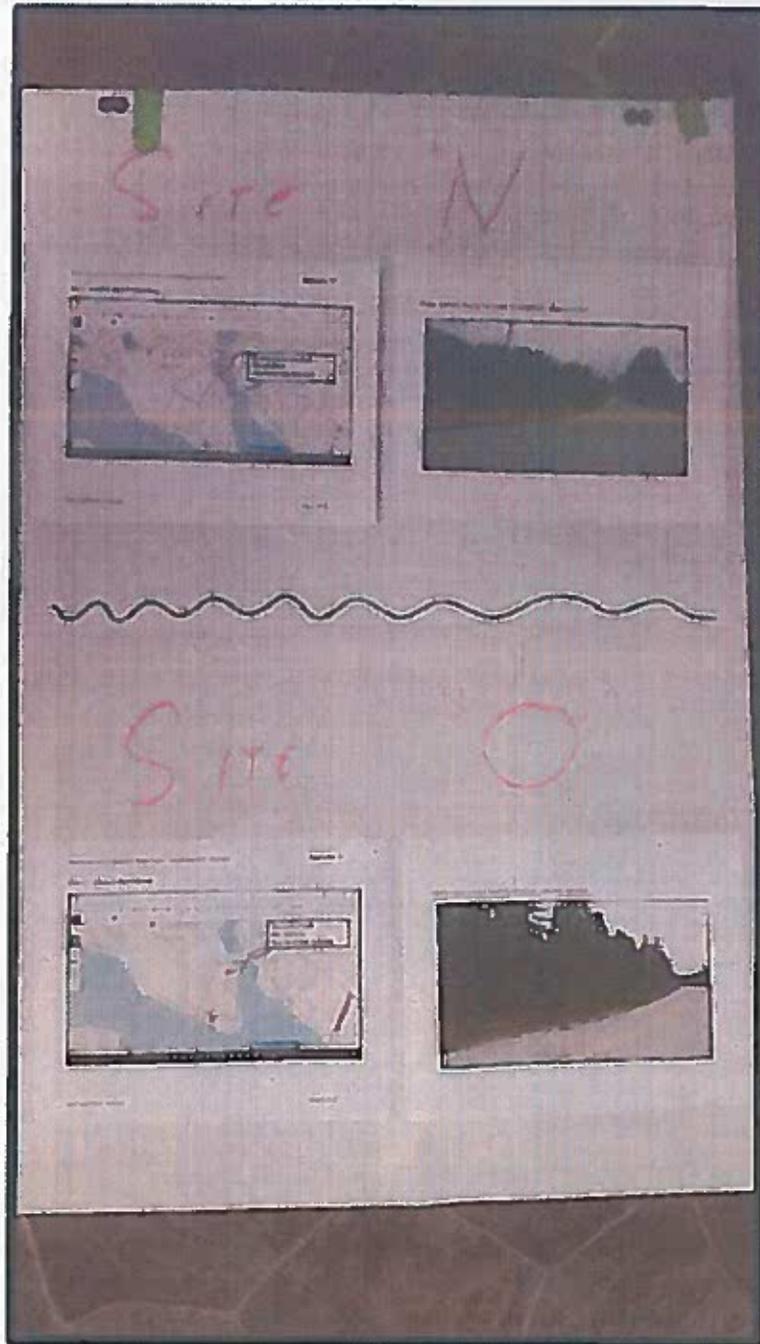
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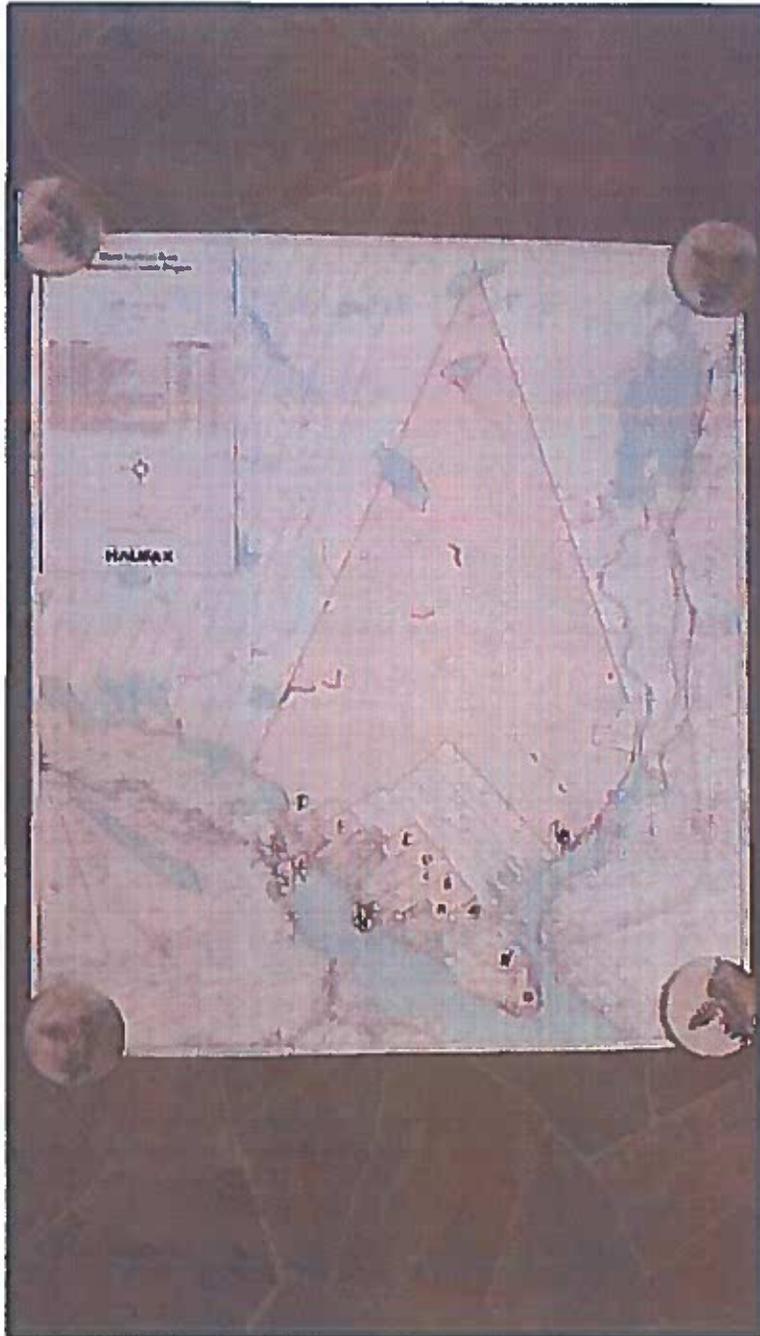
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Attachment B - Eastern Shore Lifestyles Centre Society Submission



Attachment B - Eastern Shore Lifestyles Centre Society Submission



Attachment B - Eastern Shore Lifestyles Centre Society Submission



Attachment C - Letter from Member of Parliament Sean Fraser



Sean Fraser

Member of Parliament / Député
Central Nova / Nova-Centre

November 18, 2017

Sheet Harbour Chamber of Commerce & Civic Affairs
22404 Hwy 7
Sheet Harbour, NS
B0J 3B0

Re: Recreational Facility Town Hall – Sheet Harbour Lions Club

Good morning,

Thank you for the opportunity to provide remarks during today's meeting. It is my absolute pleasure to lend my support to the exciting project that the Eastern Shore Lifestyle Centre represents. I am disappointed to miss today's event, as I previously committed myself to be in East Ship Harbour during the meeting. I look forward to an update from Senator McInnis and Ed Empringham on how today's meeting unfolds.

I am enthused by the level of local support I have observed for a project of this scope in your community. I'm frequently asked what the best part of my job is, and I often share the optimism I am surrounded by when so many local communities take on projects that improve their areas and invite me to be part of the process. I will never be convinced that small communities can't do big things and will work with the Chamber and the community to help improve Sheet Harbour and the Eastern Shore in a manner that the local residents deem best.

It wasn't that long ago that I was at the Lion's Centre for one of the variety show back in August and previously to speak at the Chamber's annual dinner. I've seen first-hand here in this community the importance of having a common gathering space for all ages and abilities for social events. I also learned very quickly not to schedule events outside of the Lions Centre on Bingo nights after having arranged an event at another venue only to find myself alone in an empty room!

In all seriousness, I hope today you have a productive meeting and discussion about the potential that this project will and can have for the community of Sheet Harbour. With an aging population in this province, and the need for facilities such as this to support attraction and retention of young professionals and their families, it's wonderful to see plans moving forward to

Parliament

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Sean.Fraser@parl.gc.ca
Toll-free 1-844-641-5886



Attachment C - Letter from Member of Parliament Sean Fraser



Sean Fraser

Member of Parliament / Député
Central Nova / Nova Centre

bring a state-of-the-art facility here to Sheet Harbour.

I will be an advocate for you throughout this process. I will assist in navigating potential funding options, and provide general guidance you may need or find useful. I have already flagged this project as a personal priority with the Minister of Infrastructure and Communities, the Honourable Amarjeet Sohi, and have met with Mayor Mike Savage to discuss how the federal government may partner with the Municipality to make this plan come to fruition.

Congratulations on taking on this worthwhile endeavour. I look forward to continuing the conversation on how we can take the next step on this project and continue to serve the community of Sheet Harbour and rest of the Eastern Shore

Sincerely,

Removed from copies

Sean Fraser
Member of Parliament, Central Nova

Parliament

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