

HALIFAX

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Item No. 4
Budget Committee
March 28, 2018

TO: Chair and Members of Budget Committee (Standing Committee of the Whole on Budget)

Original Signed by 

SUBMITTED BY: Jacques Dubé, Chief Administrative Officer

DATE: March 6, 2018

SUBJECT: 18/19 Budget Adjustment List for Consideration

ORIGIN

As per Administrative Order 1, and the Multi-year budget process and consultation plan presented to Regional Council November 14, 2017, staff is required to present the 2018/19 draft Business Unit Budget and Business Plans to the Committee of the Whole for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that Budget Committee recommends that Regional Council approve that

1. Any ongoing program changes on the Budget Adjustment List that Council wish to approve be funded through an increase in the 1.9% average tax increase, and, that
2. Any one-time changes on the Budget Adjustment List that Council wishes to approve are funded through use of the General Contingency reserve.

BACKGROUND

On December 13, 2017 Regional Council directed staff revise the 2018-19 Budget according to Council's approved priorities and preliminary fiscal direction, including:

- "Maintaining the appropriate level of existing services with the addition of new services previously approved by Council;
- A stable capital budget that maintains the state of good repair while also funding growth related issues and service improvements;
- A responsible and declining debt position;
- Appropriate reserve balances that allow for risk mitigation, future obligations and opportunities;
- Alignment of the current average tax bill for residential homes and commercial properties at a 1.9% increase ..."

As part of the revised 2018/19 Budget and Business Plan development process, staff presented high-level Business Unit Budget and Business Plans consistent with the year-two approved in principle approach. Budgets were built to be balanced according to the fiscal direction presented to Committee of a Whole on December 13. Staff identified risks and pressures associated with the year two balanced budgets and Council made motions to have "options" brought forward to the Budget Adjustment List for consideration in the broader context of the overall municipal budget. This report includes all of the options the Committee has chosen to consider for inclusion in the 18/19 Budget and Business Plan.

DISCUSSION

Over four Committee of the Whole on Budget meetings, each business unit presented proposed budgets that meet Council's preliminary fiscal direction. Those budgets, combined with the fiscal budget total approximately \$760 million in expenditures annually to provide a wide range of municipal services. In preparing proposed budgets, staff made adjustments to accommodate additional services as previously directed by Council, incorporated inflation on goods and services, and identified cost reductions and performance improvements where practical. In the interest of full disclosure and transparency, all of the changes included in proposed budgets were identified within the business unit presentations.

The additional \$2.66 million in options identified by the Committee for consideration are all outside of Council's preliminary fiscal direction and had not been originally included in Year 2 of the Approved in Principle 2018-19 Budget. It remains Council's prerogative to prioritize these options and determine whether and how they are funded.

Attached to this report is a summary of the Options for Consideration (Attachment A reordered by Priority Area) as well as more detailed briefings for each option as submitted by the respective business unit. In addition to sorting the Budget Adjustment Sheet by Council Priority Area and Business Unit, staff has also indicated which requests are for one-time funding and those which have on-going operational budget impacts.

In addition to the Budget Adjustment List of \$2.66m, the Police Commission has requested an additional \$555,000 bringing the total of possible additions to \$3,215,000. This additional request would add just over \$2 to the average tax bill.

FINANCIAL IMPLICATIONS

Each Budget Adjustment item is above the Council-directed fiscal framework and to be approved would require additional funding. The general options would be to fund through higher tax levels, offset through cost reductions, or delay until the upcoming 2019-20 and 2020-21 two year budget cycle.

The \$2.66m in options include \$2.195m in changes that are likely ongoing in nature plus \$465,000 of one-time items. One item (new RCMP officers) is proposed to start part-way through the year. In 2019-20 the RCMP ask will cost an additional \$650,000. Should Council approve all of the items presented in the Budget Adjustment parking lot, these options would increase the average tax bill in 2018-19 by an additional

\$10.50, on top of the \$36 increase that was previously approved. Approval of the Police Commission request would add another \$2.20 to the average bill, for an additional increase of \$13. (2.6%).

2017 Average Tax Bill	\$1,880	
Plus Adjustments for 2018	36	
2018 Average Tax Bill	\$1,916	1.9%
<u>Budget Adjustment List (\$2.66m)</u>		
Ongoing (\$2.195)	8.70	0.5%
One-Time (\$465k)	1.80	0.1%
Sub-Total	\$10.50	0.6%
Police Commission (\$555k)	2.20	0.1%
Revised Average Tax Bill	\$1,929	2.6%

HRM's financial position is general strong, being characterized by low debt levels and average residential taxes that generally benchmark well compared to other Canadian cities. In 2018-19 average taxes are rising by 1.9% which is less than expected increases in inflation (2.0%) and income (2.5%). Raising taxes further from 1.9% to 2.0% would add an additional \$486,000 in revenues.

Of note, is the approach used to fund the over/under list in 2017-18. Those changes to the budget were funded through reducing capital from operating and using reserves to maintain the capital budget for the first two years. However, in 2019-20 and 2020-21, those program additions will lower the expected capital budget by \$1.8 million.

On February 21, 2018, staff presented the Third Quarter 2017/18 Financial Report to the Audit and Finance Standing Committee which projects a surplus of 12.1 million. As outlined in the report, the projected surplus is primarily due to increased deed transfer taxes and other one-time program and contingency savings. There has been some discussion at Council as to whether these funds could be used to offset some of the program options on the adjustment list. Funding through the surplus would not cause significant financial risk but is not sustainable. In essence, a decision on permanent funding would be deferred until 2019-20. Staff have not prepared a preliminary estimate of the financial picture for 2019-20 but are already aware of a number of upward pressures on the operating budget. In particular, growth in the commercial tax base is expected to be relatively flat, putting even greater pressure on residential taxes.

RISK CONSIDERATION

If Council provides ongoing funding for items on the options list, there are no significant financial risks. If only one-time funding is provided for ongoing items than there is a likelihood that either taxes will increase in 2019-20 by the amount of that funding, or there will be offsetting reductions in services.

COMMUNITY ENGAGEMENT

Public participations have been invited throughout the Business Unit presentations during the Committee of the Whole process. In addition, the results of Shape your City, Public Participation in Budgeting will be made available to Council before finalizing the 18/19 Budget.

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

The Committee of the Whole could recommend to fund all or a part of the Budget Adjustment List through the General Contingency Reserve. (Any surplus arising from 2017-18 would be transferred to the general contingency reserve.) In 2019-20 taxes could be increased to offset those costs. The alternative motion would be:

The Committee of the Whole recommends that Regional Council approve that any items selected from the Budget Adjustment List are to be funded through

- (1) In 2018-19, the General Contingency reserve, and,*
- (2) In 2019-20, an increase in average taxes.*

The Committee of the Whole can also choose not to refer items on the Budget Adjustment List to the upcoming budget cycle in 2019-20 and 2020-21.

ATTACHMENTS

Attachment A - Budget Adjustment List Reordered by Council Focus Area
Attachment B - Briefing Notes for each Budget List Adjustment Item

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: Victoria Horne a/Manager Corporate Planning, Finance & Asset Management,
902.292.8434

Financial Approval by: Original Signed
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

Attachment A - Budget Adjustment List by Council Focus Area

Budget Adjustment List Summary - March 28, 2018 (Version 2)

COW Date Added	Business Unit	Category	Adjustment Description	2018/19 Amount	2018/19 Rate Impact	2018/19 Avg Bill Impact	Priority Area Impacted	Priority Outcome Impacted
14-Feb-18	Police (RCMP)	On-going	RCMP Staffing - Six New Officer Positions	\$225,000	\$0.0004	\$0.89	Healthy, Liveable Communities	Public Safety
14-Feb-18	HRFE	On-going	HRFE Training Materials and Courses	\$294,000	\$0.0005	\$1.16	Healthy, Liveable Communities	Public Safety
14-Feb-18	HRFE	On-going	HRFE Uniforms / Clothing for Recruits	\$268,000	\$0.0005	\$1.06	Healthy, Liveable Communities	Public Safety
14-Feb-18	HRFE	On-going	HRFE Logistics Cost Pressures	\$278,000	\$0.0005	\$1.10	Healthy, Liveable Communities	Public Safety
19-Jan-18	Library	On-going	Food Literacy Program Funding	\$50,000	\$0.0001	\$0.20	Healthy, Liveable Communities	Community Health
19-Jan-18	P&D	One-time	Lake Banook Pollution Control Study (one-time amount)	\$150,000	\$0.0003	\$0.59	Healthy, Liveable Communities	Energy and Environment
17-Jan-18	P&R	One-time	Youth Centre (Sackville)	\$65,000	\$0.0001	\$0.26	Healthy, Liveable Communities	Recreation and Leisure
17-Jan-18	P&R	One-time	Recreation Trail Pilot Program (HRTA)	\$250,000	\$0.0004	\$0.99	Healthy, Liveable Communities	Recreation and Leisure
17-Jan-18	P&R	On-going	Recreation Fee Reduction / Ice Fees *	\$300,000	\$0.0005	\$1.18	Healthy, Liveable Communities	Recreation and Leisure
17-Jan-18	P&R	On-going	Maintain 2nd Parade Float	\$40,000	\$0.0001	\$0.16	Healthy, Liveable Communities	Recreation and Leisure
13-Feb-18	P&R	On-going	Additional Funding to Grants Operating Budget process for the Grants to Professional Arts Organizations Program	\$100,000	\$0.0002	\$0.39	Economic Development	Arts, Culture, and Heritage
10-Jan-18	CAO	On-going	Councillors Office Out-of-Town Travel Expenses	\$30,000	\$0.0001	\$0.12	Multiple Priority Areas	Multiple Outcomes
07-Mar-18	P&D	On-going	Rural Transit	\$60,000	\$0.0001	\$0.24	Transportation	Interconnected and Strategic Growth
24-Jan-18	Transit	One-time	Expanded Hours for Alderney Ferry **	\$550,000	\$0.0008	\$1.88	Transportation	Interconnected and Strategic Growth

On-going (all showing) \$1,645,000 \$0.0030 \$6.50

One-time (all showing) \$1,015,000 \$0.0016 \$3.72

Full Running Total \$2,660,000 \$0.0046 \$10.22

General Rate: \$0.004 (rounded)

Reg'l Transp'n: \$0.001 (rounded)

* The maximum budget adjustment amount is shown above for Recreation Fee Reduction / Ice Fees. See briefing sheet for details.

** On the Regional Transportation Rate

Budget Adjustment List Briefing

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Revised - updated page numbers starting with page 13 to add Environment and Sustainability
Standing Committee report dated February 2, 2018

Budget Adjustment List Briefing
RCMP Staffing – Six New Officer Positions

COW Date Added: 14-Feb-2018

Business Unit: Hal. Reg. Police (RCMP)

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg. Bill Impact (negative is reduction)
10	Operating	\$225,000	\$0.89
Adjustment Description	<p>This service delivery request sets out 6 new Regular Member positions at the Constable rank to be placed within the District at the District Management Team's discretion based upon current and future needs. The rationale and total costing for these new resources is outlined below.</p> <p>It is important to recognize that the \$225,000 costing above for the approaching fiscal year is calculated as a pro-rated amount as these new officers will not begin to arrive until later in the fiscal year once suitable resources are secured. On a go-forward basis, the amount (\$877,890) noted below in the table on page 2 would be the annual additional cost for these six resources.</p>		
Priority Alignment	Healthy, Liveable Communities – Public Safety		

Service Implications and/or impact on Priority

This request for six (6) resources is based upon a balance between having an effective impact upon those issues identified above while at the same time recognizing the fiscal realities faced by the Halifax Regional Municipality.

- Criminal organizations have no boundaries and have seen recent growth in the HRM. However, law enforcement structures continue to segregate resources provided based upon jurisdictions.
- The prolific growth of Outlaw Motorcycle Gang (OMG) representation embedded in RCMP areas is remarkably different today than in recent years. Between Musquodoboit Harbour and Fall River, there is a significant presence of the Gate Keepers, Sedition, Bacchus and the Hells Angels each intent on growing their presence in the area.
- There has been significant residential and commercial growth in the last 10 years in suburban HRM where we now see RCMP residential areas bordering up against outside HRM municipalities; Middle Sackville meets Mount Uniacke, North Central meeting Enfield, Tantallon to Hubbards, Musquodoboit Harbour/Porters Lake area, etc.
- New subdivisions provide new areas for crime to occur. Coupled with this is the fact that other infrastructure such as schools, shopping and commercial areas in turn impact both internal and external drivers such as public and corporate benefit, health, safety and quality of life including a community sense of security.
- Homeowners in these areas have an expectation that their service delivery response times for calls for service would be the same or similar regardless of where they live in the HRM.
- Given the vast area the RCMP is responsible for policing, calls for service take a greater amount of time to attend.

- The Jordan Supreme Court Decision is applying further pressure on existing resources to ensure more timely, efficient and effective investigations.
- Contributing factors for crime, quality of life issues and social issues that did not have a substantial impact years ago have changed and increased creating growing pressures on existing RCMP resources today, i.e. social media.
- Mental health calls, mobile mental health assistance, cybercrime calls and complaints related to social media have increased exponentially. These calls for service often occupy members for hours at a time on first response.
- While it has not been quantified to determine what effect the legalisation of cannabis will have on our frontline resources, there will no doubt be a significant impact both from an enforcement perspective as well as from a training perspective.
- The issue of Human Trafficking is a growing problem within the HRM and more capacity is needed in order for frontline members to be active in identifying, preventing and investigating cases.
- Detailed Report may be found at: <https://www.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/180129bopc4.pdf>

RCMP HRM Cost per Officer (Six in total)

RCMP Cost per Officer	
<i>Salary & Pension</i>	<i>\$79,810</i>
<i>Accommodations</i>	<i>\$10,852</i>
<i>Leased Accommodations</i>	<i>\$ 791</i>
<i>Divisional Administration</i>	<i>\$19,858</i>
<i>Police Reporting Occurrence System (PROS)</i>	<i>\$ 508</i>
<i>Other:</i>	
<i>Direct & Indirect (excl PROS & SS)</i>	<i>\$15,291</i>
<i>Overtime</i>	<i>\$ 7,470</i>
<i>Public Service Pay</i>	<i>\$10,434</i>
<i>Vehicle Fuel</i>	<i>\$ 2,341</i>
<i>Vehicle Repairs & Fit Up</i>	<i>\$ 1,500</i>
<i>Shared Services</i>	<i>\$ 815</i>
<i>Equipment:</i>	
<i>Criminal Operations</i>	<i>\$ 643</i>
<i>Informatics</i>	<i>\$ 1,148</i>
<i>Police Vehicles</i>	<i>\$ 3,831</i>
<i>Special Projects & Initiatives</i>	<i>\$ 773</i>
<i>Adjustment for HRM: PROS, OCC, etc</i>	<i>(\$ 9,750)</i>
<i>Total Cost Per Officer @ 70%</i>	<i>\$146,315</i>
<i>Total Cost for Six (6) Officers</i>	<i>\$877,890</i>

The estimated RCMP costs provided in this proposal include: • Member uniforms and personal equipment; Member salary and overtime; Member pensions and other benefits.

Original Signed

Briefing Approved by:

C/Supt. Lee Bergerman, Officer in Charge, Halifax District

Budget Adjustment List Briefing

Training Materials and Courses

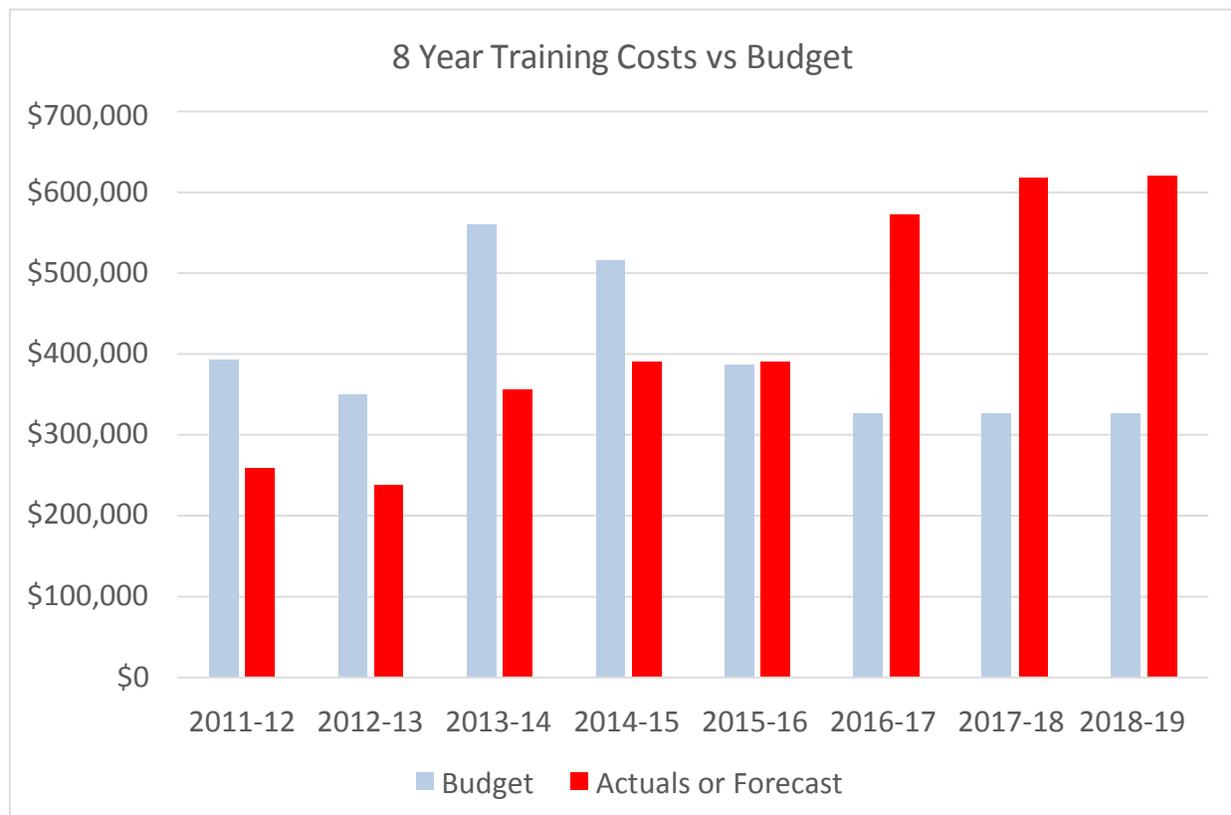
COW Date Added: 14-Feb-2018

Business Unit: HRFE (Fire)

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
11	Operating	\$294,000	\$1.16
Adjustment Description	This adjustment is intended to address ongoing funding shortfalls in the cost center used to provide firefighter training.		
Priority Alignment	Healthy, Liveable Communities – Public Safety		

Service Implications and/or impact on Priority

A funding increase is requested to address deficiencies in the provision of training courses and study materials for HRFE. As the graph below indicates, since 2011-12, while the budget for training decreased by 17%, the cost has increased by 140%. In the current fiscal year (2017-18), total training costs are estimated to be \$617,600 which is almost double the budget of \$326,500. This has resulted in a significant cost pressure on the budget for Fire & Emergency.



The increased requirement for training courses (internally and externally provided) and study materials (textbooks and online content) have multiple contributing factors:

- Basic firefighter training is increasingly complex as we meet internationally recognized standards such as NFPA 1001 “Firefighter Professional Qualifications”. A career firefighting recruit requires textbooks and online material for curriculum in firefighting, hazardous materials response, medical first response, fire apparatus driving and pump operations. A volunteer firefighter requires the same volume of learning materials, but will usually study driving and pump operations later in their career. Each textbook or online module can cost more than \$100 per firefighter. As our intake of firefighters has increased, so has our requirement for these training materials. Failure to provide these materials and meet these educational standards would decrease the safety and effectiveness of our firefighters. This would also expose HRM to a risk of prosecution under many sections within the **NS Occupational Health and Safety Act**.
 - Occupational Safety General Regulations made under Section 82 of the *Occupational Health and Safety Act*
 - Part 3 – Personal Protective Equipment
 - Article 9 (2)(a): an employee receives adequate training in the proper use and care of the personal protective equipment or devices.
 - Part 12 – Confined Space Entry
 - Article 129 (2)(b): a firefighter engaged in structural firefighting or rescue, if the firefighter has received adequate training for confined space entry and rescue.
 - Clause 130(5)(b) a person who undertakes rescue operations is trained at least once every year in accordance with the procedures set out in clause (3)(b).
 - Part 13 of the Act imposes a duty to “... *provide such information, instruction, training, supervision and facilities as are necessary to the health or safety of the employees...*”.
- HRFE provides medical first response services to residents across HRM. Training and certification of firefighters in this area is provided in partnership with St. John Ambulance. A rigorous recertification protocol ensures that firefighters are up to date, trained and certified to provide medical care. This protocol requires formal recertification for every firefighter every two years. Failure to maintain professional certification would expose HRM residents to risk of substandard care and expose HRM to liability risk.
- HRFE provides specialized emergency services to residents beyond structural firefighting. Operations such as hazardous materials response, technical rescue (from elevated areas, within confined spaces or within collapsed trenches), water rescue / boat operations and elevator passenger evacuation are examples which require ongoing training courses and expertise sourced within and from outside HRM. Failure to maintain proficiency in these specialties exposes residents and firefighters to risk of injury. It would also expose HRM to risk of prosecution under the Act and civil liability.
- HRFE is increasing the training of front line supervisors in the Operations Division. This is critically important, as the single biggest risk to firefighters at an emergency scene is a failure of the incident management team to recognize incident risks and correspondingly control the location, task and function of all firefighting teams. HRFE now requires all operations officers to be certified in a fire specific external Incident Management System program (Blue Card). Blue Card has a 3-year recertification requirement. All officers are also being trained and certified in the Incident Command System (ICS 200/300/400) promulgated by ICS Canada to the level appropriate to their role. This aligns with HRMs overall transition to ICS for all multi-agency emergency incidents.
- Numerous other cost factors are also experiencing inflationary pressures. Many services, such as scrap automobiles (required to practice vehicle rescue), rental of private sector fire training facilities, meals for volunteer firefighters who give their time to attend training programs, and upkeep of the training facilities at Fire Station 7 are all increasing in cost.

Many of these costs are “demand driven” as firefighting supervisors request more access to training services. As the culture of firefighting evolves to a more modern accountability and performance based perspective, volunteer and career supervisors are requesting more opportunities for them and their crews to learn and

practice skills they need for emergency response. Simply put – demand is increasing for access to firefighter training.

- There is no running water at the Station 7 training facility for drinking or washroom facilities. Provision of these items is required under the NS Workplace Safety General Regulations. As a result, the HRFE Training Division must expend funds for the provision of bottled water and for the ongoing rental and operation of portable self-contained toilet facilities.
- In addition to emergency operations, our firefighting supervisors require additional training (now under development) to be competent and able to meet their other responsibilities, such as basic fire cause investigation, conduct of fire safety inspections, fire service instruction and all aspects of non-emergency supervision and leadership such as coaching, performance management, harassment prevention and occupational health and safety leadership. Failure to provide this education will mean that our officers will not meet the requirements of NFPA Standard 1021 “Fire Officer Professional Qualifications” and as per Nova Scotia Occupational Safety General Regulations. This will expose firefighters to risk of injury, expose residents to reduced quality of services and expose HRM to risk of prosecution or civil liability.
- HRFE’s Fire Prevention Division requires increased training and educational support. In past years, the training provided to Fire Inspectors, Fire Investigators and Public Educators was inconsistent and did not always meet industry standards. It also took too long to prepare new Fire Prevention Officers for their duties. As the division strives to improve on key performance indicators, it is necessary to provide the job specific training and education they need. Failure to do so will expose HRM to degraded results in fire safety inspections, fire investigations and public education.

Briefing Approved by: _____ Original Signed _____
Ken Stuebing, Fire Chief, Fire & Emergency Services, 902-490-4239

Budget Adjustment List Briefing Uniforms / Clothing for Recruits

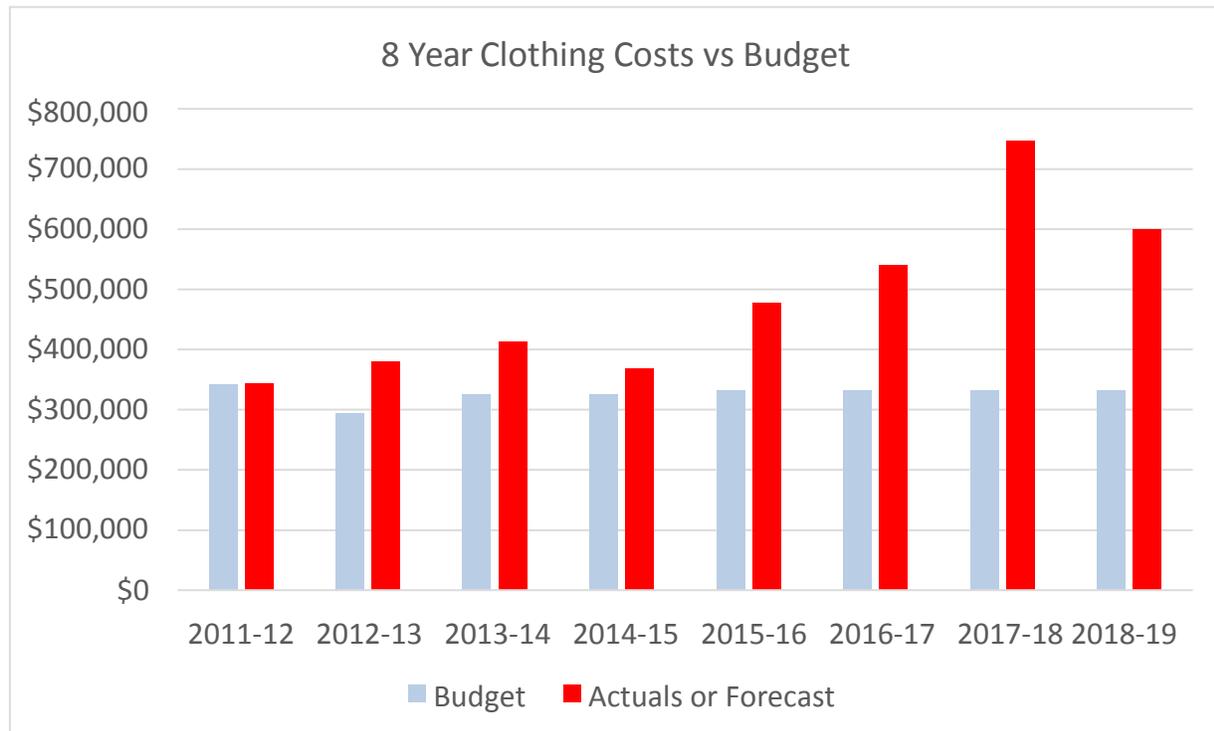
COW Date Added: 14-Feb-2018

Business Unit: HRFE (Fire)

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
12	Operating	\$268,000	\$1.06
Adjustment Description	Increases in annual budget costs for clothing / uniforms and the success in recruiting career and volunteer Firefighters has placed an unfunded budget pressure on this budget.		
Priority Alignment	Healthy, Liveable Communities – Public Safety		

Service Implications and/or impact on Priority

A funding increase is requested to address deficiencies in the provision of clothing and uniforms for Halifax Regional Fire & Emergency (HRFE) Volunteer and Career Members. As stated in the IAFF Collective Agreement, clothing and equipment shall be issued on an as required basis. HRFE also is required to provide the identical types of clothing and equipment to the Volunteers. Not providing uniforms / clothing, due to an insufficient budget is not rational outcome, and why the budget has been overspent in previous years.



As the above graph indicates, since 2011-12, while the budget for clothing decreased by 3%, the cost has increased by 74%. In the current fiscal year (2017-18), total clothing costs are estimated to be \$747,500

which is more than double the budget of \$332,000. These increases are due to an increase in career firefighters, as well as increased clothing and equipment costs. This has resulted in a significant cost pressure on the budget for Fire & Emergency.

All HRFE firefighters are issued clothing and equipment during their recruitment period. The cost to outfit a career firefighter during recruitment totals approximately \$1550. Based on 445 Operations firefighter personnel, the cost could be as high as \$690,000 per year. In addition, it costs roughly \$50,000 per year to provide uniforms to volunteer firefighters.

Briefing Approved by:

Original Signed

Ken Stuebing, Fire Chief, Halifax Fire & Emergency Services, 902-490-4239

Budget Adjustment List Briefing

Logistics Cost Pressures

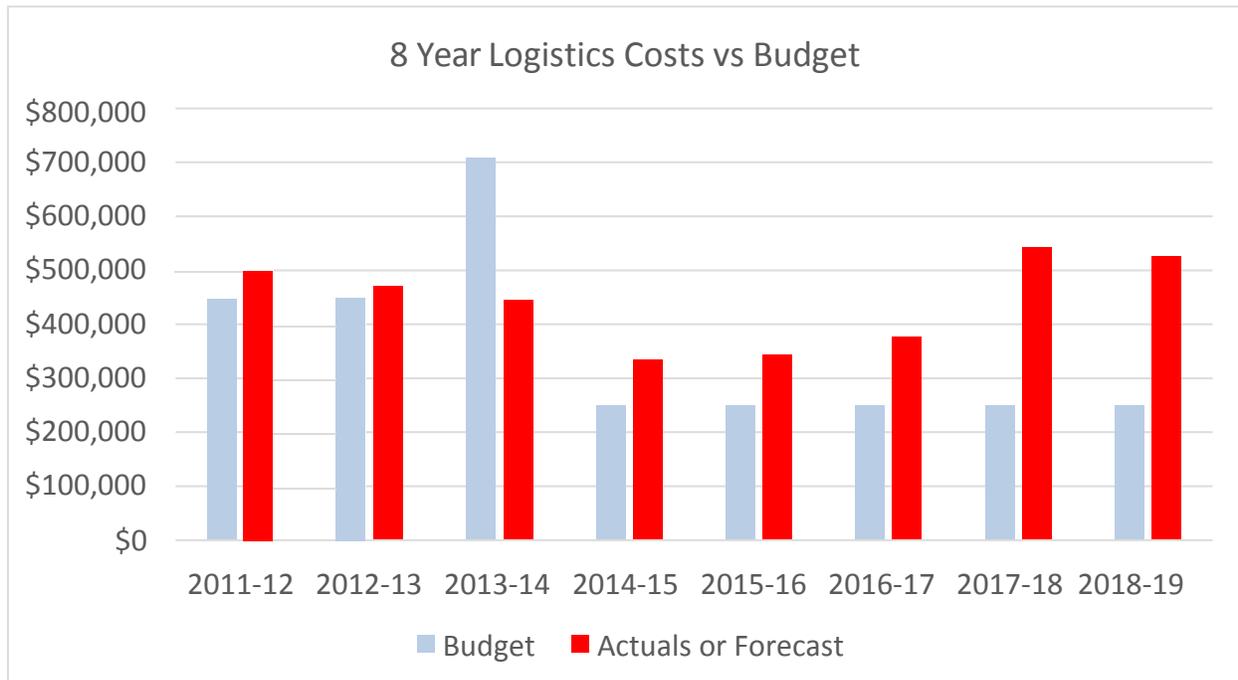
COW Date Added: 14-Feb-2018

Business Unit: HRFE (Fire)

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
13	Operating	\$278,000	\$1.10
Adjustment Description	This adjustment is intended to address ongoing funding shortfalls in the cost center used to fund firefighting equipment (replace, repair, maintenance, and standardization).		
Priority Alignment	Healthy, Liveable Communities – Public Safety		

Service Implications and/or impact on Priority

The cost centre for Logistics provides funding for items including the overtime required to coordinate annual testing for fire hose, conduct annual ladder testing, complete general maintenance for all HRFE firefighting equipment and rescue tools (rescue tools such as the heavy rescue pneumatic tools – Holmatro). HRFE is required to ensure all members are trained on every piece of equipment as well as, all equipment is maintained in accordance with each manufacturer’s operating instructions. Firefighting and technical rescue equipment is designed for a very specific use, under extremely adverse conditions. HRM-HRFE cannot risk this equipment breaking / and or not working when required. If it does, a rescue tool malfunctioning under extremely high pressures has the potential to seriously injure and / or kill the firefighter using the tool, as well as failing to perform a rescue of trapped individuals.



As the above graph indicates, since 2011-12, while the budget for Logistics decreased by 44%, the costs have increased slightly by 2%. In the current fiscal year (2017-18), Logistics costs are estimated to be \$542,500 which is more than double the budget of \$249,000. This has resulted in a significant cost pressure on the budget for Fire & Emergency.

	2018-19 Budget	2018-19 Proposed Budget	Extra Required
Overtime due to testing of hose, ladders & equip; fittings for career & volunteer recruits	\$29,000	\$77,000	\$48,000
Equipment requirements have increased	\$100,000	\$194,000	\$94,000
Increasing repair cost for existing equipment	\$120,000	\$247,000	\$127,000
Rental of trailer required for Station 54	\$0	\$9,000	\$9,000
	<hr/>	<hr/>	<hr/>
	\$249,000	\$527,000	\$278,000
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Until a satisfactory life cycle process can be achieved, increasing costs for aged equipment repairs will continue.

This cost centre also provides funding for the rental of a washroom trailer on the Knightsridge (Station 7) training grounds. The training grounds does not have running water, making the washroom trailer and bottled water a necessity.

Briefing Approved by: Original Signed
 Ken Stuebing, Fire Chief, 902-490-4239

Budget Adjustment List Briefing

Food Literacy Program Funding

COW Date Added: 19-Jan-2018

Business Unit: Library

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
6	Operating	\$50,000	\$0.20
Adjustment Description	<p>The investment of \$50,000 focused on programming in the area of food literacy would have a significant impact on our community. It would allow the library to continue to deliver programs through all our branches and beyond to build on the great work undertaken this past year when we received a \$49K 150 Forward grant from Communities, Culture and Heritage Nova Scotia (<i>Tastes Like Home</i>).</p> <p>Food programming requires investment and resources that have traditionally not been factored into the Library budget. These additional funds will allow the library to leverage the knowledge and resources developed through <i>Tastes Like Home</i> to continue to support the health of all our communities.</p>		
Priority Alignment	Healthy, Livable Communities - Community Health		

Service Implications and/or impact on Priority

Halifax Public Libraries branches welcome and support people from all backgrounds and abilities each day, and we are proud to be part of a larger network of support for vulnerable populations. We are poised to continue to address food security issues in our communities. Our work in this area is directly aligned with Council's priority outcome of Healthy, Livable Communities – Community Health. Food literacy is an important component of food security. Understanding food and how to make healthy choices, building confidence in reading recipes, learning cooking techniques and trying new foods are all important to building food security and improving health.

As a democratic space in our community, distribution of food and food knowledge through our libraries is something that does not require people to self-identify as food insecure. This makes participation and learning inclusive and dignified for everyone. Our success in after-school programming for children and teens creates a natural bridge for food related programs.

Library locations are conveniently located, offer hours that are ideal for after-school and weekend programming, and offer services that are accessible and free. The wonderful connections we have made through the *Tastes Like Home* initiative in 2017 make us excited to continue with food-literacy programming. In this next chapter, we will better support some of our visitors who are most in need.

Recent & Continuing Initiatives

Community Food Action

The library is involved in food security discussions and action at the regional and local level. Collaboration occurs with a variety of organizations ranging from community health boards to neighbourhood teams such as the Dartmouth North Association Food Security Committee and the Fairview Mobile Food Market Committee. Halifax Central Library hosted two *Our Halifax, Our Food* community conversations in

October 2017 led by the Halifax Food Policy Alliance. These focused on providing input to the development of a food charter.

Food Literacy Programming

Cooking, gardening, nutrition and food security programs for all ages have been taking place across all fourteen branches of Halifax Public Libraries over the past year. We would like this momentum to continue in 2018.

Community Food Leadership Program

Staff are participating in a professional development opportunity provided by the Ecology Action Center's *Our Food Project*. This 6 month program is focused on building capacity in local service organizations so that they can support food action, and food literacy/skill development in their communities.

Connections with Vulnerable Populations & Local Service Providers

Library branches reach out to connect with and support vulnerable residents in collaboration with other service providers. Examples of organizations we work with are MOSH, Phoenix Youth, Restorative Justice, CEED, Homebridge, Choices, Recreation, community police services, the YWCA, MISA, and local schools.

Upcoming Initiatives

Youth Healthy Snack Program

- Snack time in the library or at school pop-ups for children and teens.
- Complemented by youth involvement in preparation/serving and opportunity for social interaction, building relationships with supportive adults, relaxation and greater engagement with other library services and resources, such as homework support.

Youth Food Literacy Programs

- Hands-on workshops for children and teens/young adults in gardening, cooking, health and food security
- Includes implementation of the Ecology Action Centre's Plants to Plates (2017) program series

Snack Social

- Healthy minimum-prep snack available for all ages 2 times/week when vulnerable populations are using the library.
- Opportunity for social interaction, building relationships with supportive adults, relaxation and use of library services and resources

Youth Engagement as Food Literacy Assistants

- Creation of opportunities for community youth ages 14-20 from group(s) we are trying to reach
- Youth will assist with implementation of the program elements
- Opportunity for skill development and personal growth through training, work experience and mentorship from library staff and partners

Original Signed

Briefing Approved by:

Asa Kachan, CEO & Chief Librarian, Halifax Public Libraries, 902.490.5868

Budget Adjustment List Briefing

Lake Banook Pollution Control Study

COW Date Added: 19-Jan-2018

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
7	Operating (one-time amount)	\$150,000	\$0.59
Adjustment Description	<p>Projected upper bound cost of the cost to conduct the proposed study. The study would be comprised of three elements: 1) determine where fecal contaminants are coming from; 2) determine the sources of fecal contaminants (e.g., human, dog, waterfowl); and 3) based on the findings of steps 1 and 2, recommend actions that can be taken to reduce bacteria loading so that water-dependent uses of the beach and lake can continue without the threat of risks to health.</p> <p>The study should initiate by late May and a final report is expected by the end of December 2018.</p>		
Priority Alignment	Healthy, Livable Communities - Energy and Environment		

Service Implications and/or impact on Priority

There has been an upward trend of beach closures at Birch Cove Beach at Lake Banook over the last three years, with a record 33 days of closures in 2017 due to high bacteria counts. A lake pollution control study can assess the health of the two lakes to identify the source and spread of bacteria through testing, and can identify potential solutions through land-use planning, infrastructure, and public education.

As an example of the council priority, Healthy, Livable Communities, safe and uncontaminated water resources such as Lake Banook and Lake Micmac are integral regional recreational assets for the municipality, serving the paddling and rowing communities for recreational and competitive purposes, as well as swimming and fishing. These activities depend on adequate lake water quality. Increasingly high bacteria levels observed at Birch Cove since 2015 suggest that water quality conditions in Lake Banook are degrading. If true, and if these conditions persist, the viability of continued use of these lakes for current user groups may be threatened.

The activities associated with a pollution control study are not expected to impact municipal operations, including beach use and aquatic weed harvesting/monitoring, or recreational / competitive activities in Lake Banook or Lake Micmac. Should this study proceed, it would not be expected to conclude until after the end of the 2018 beach season. The estimated budget required to support the study scope is \$150,000. This estimate was developed by staff and validated by independent environmental professionals.

On February 1, 2018, the Environment and Sustainability Standing Committee received a report on the matter (<https://www.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/180201essc1211.pdf>) and passed a motion recommending that Halifax Regional Council include \$150,000 for a Pollution Control Study of Lake Banook and Lake Micmac in Planning and Development's 2018/19 operating budget. As of the date of this briefing, Regional Council had not deliberated on the matter.

Attachments

Attachment 1 – Feb 27, 2018 Regional Council Item 9.1 - Pollution Control Study for Lake Banook

Original Signed

Briefing Approved by:

Kelly Denty, Acting Director Planning and Development, 902.490.4800



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

Item No. 9.1
Halifax Regional Council
February 13, 2018
February 27, 2018

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY: _____
Councillor Tony Mancini, Chair, Environment & Sustainability Standing Committee

DATE: February 2, 2018

SUBJECT: **Pollution Control Study for Lake Banook**

ORIGIN

Motion approved at the February 1, 2018 meeting of the Environment and Sustainability Standing Committee.

LEGISLATIVE AUTHORITY

Administrative Order 1 – Schedule 5
Section 6(a) Environment and Sustainability Standing Committee - Terms of Reference

- 6. The Environment and Sustainability Standing Committee shall:
 - (a) be involved in policy development and oversight of policies appropriate to promote and protect water resources in the Municipality;

.....

RECOMMENDATION

The Environment and Sustainability Standing Committee recommends that Halifax Regional Council include \$150,000 for a Pollution Control Study of Lake Banook and Lake Micmac in Planning and Development's 2018/19 operating budget.

BACKGROUND

The Environment and Sustainability Standing Committee considered the staff report dated November 28, 2017 at their meeting held on February 1, 2018.

For further information on the background of this item, please refer to the November 28, 2017 staff report (**Attachment 1**).

DISCUSSION

The Committee discussed the report dated November 28, 2017 with staff, including the proposed methodology and timeline for the study, as well as the possibility of seeking funding partnerships with other levels of government. It was determined that it may be more effective to seek partnerships with other levels of government once the results of the study in question have been received.

Following discussion, the staff recommendation was approved, as outlined in the "Recommendation" section of this report.

FINANCIAL IMPLICATIONS

Refer to the "Financial Implications" section of the November 28, 2017 staff report (**Attachment 1**).

RISK CONSIDERATION

Refer to the "Risk Consideration" section of the November 28, 2017 staff report (**Attachment 1**).

COMMUNITY ENGAGEMENT

Meetings of the Environment and Sustainability Standing Committee are open to public attendance, a live webcast is provided of the meeting, and members of the public are invited to address the Committee for up to five minutes at the end of each meeting during the Public Participation portion of the meeting. Standing Committee agendas, reports and minutes are posted on Halifax.ca.

Refer to the "Community Engagement" section of the November 28, 2017 staff report (**Attachment 1**) for further information.

ENVIRONMENTAL IMPLICATIONS

Refer to the "Environmental Implications" section of the November 28, 2017 staff report (**Attachment 1**).

ALTERNATIVES

The Environment and Sustainability Standing Committee did not identify any alternatives.

Refer to the "Alternatives" section of the November 28, 2017 staff report (**Attachment 1**) for further information.

ATTACHMENTS

Attachment 1 – Staff recommendation report dated November 28, 2017.

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: David Perusse, Legislative Assistant, Office of the Municipal Clerk, 902-490-6517

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

Item No. 12.1.1
Environment and Sustainability Standing Committee
February 1, 2018

TO: Chair and Members of Environment and Sustainability Standing Committee

Original Signed

SUBMITTED BY: _____
Kelly Denty, Acting Director, Planning & Development

DATE: November 28, 2017

SUBJECT: Pollution Control Study for Lake Banook

ORIGIN

On September 19, 2017, the following motion of Regional Council regarding item 14.3.4 was put and passed:

“THAT Halifax Regional Council request a staff report for a pollution control study of Lake Banook and Lake Micmac. “

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, Part IV, c. 79 (1) (k). Power to Spend Money. The Council may expend money required by the Municipality for: recreational programs; c. 228, Purpose of municipal planning strategy.

Subclause 79(1)(aw)(iii) of the *Halifax Regional Municipality Charter* provides that “The Council may expend money required by the Municipality for ... all other expenditures ... incurred in the due execution of the duties, powers and responsibilities by law vested in, or imposed upon, the Municipality, the Mayor, Council or officers.”

RECOMMENDATION

It is recommended that Halifax Regional Council consider including \$150,000 for a Pollution Control Study of Lake Banook and Lake Micmac in Planning and Development’s 2018/19 operating budget.

BACKGROUND

There has been an upward trend of beach closures at Birch Cove Beach at Lake Banook over the last three years, with a record 33 days of closures in 2017 due to high bacteria counts (Table 1). A lake pollution control study can assess the health of the two lakes to identify the source and spread of bacteria through testing, and can identify potential solutions through land-use planning, infrastructure, and public education.

Table 1: Beach closures at Birch Cove Beach at Lake Banook

Year	2012	2013	2014	2015	2016	2017
# of Days Closed	5	0	6	17	17	33

Lake Banook and Lake Micmac are integral regional recreational assets for the municipality, serving the paddling and rowing communities for recreational and competitive purposes, as well as swimming and fishing. These activities depend on adequate lake water quality, which may be summarily described as high clarity, with contaminant levels low enough to avoid impacts to human and fish health. Increasingly high bacteria levels observed at Birch Cove since 2015 suggest that water quality conditions in Lake Banook are degrading. If true, and if these conditions persist, the viability of continued use of these lakes for current user groups may be threatened.

Lake Micmac and Lake Banook are in a subwatershed of the Shubenacadie river system that originates with Lake Charles and is shared with Red Bridge Pond and Sullivan's Pond. Three control structures (locks) regulate the water levels of these lakes. Lock 1 is located at the outlet of Lake Banook, and Locks 2 and 3 are located between the outlet of Lake Charles and the inlet of Lake Micmac. Lands within the subwatershed are developed with a mix of high density residential, medium density residential, commercial and institutional uses.

Weed Growth

Lake Micmac and Lake Banook are presently experiencing nuisance weed growth, first observed in 2009. Commissioned by HRM, Stantec Consulting Ltd. (Stantec) studied the weed growth, assessed the likely cause of that growth, and recommended approaches to manage the situation. In 2014, Stantec reported that the mostly likely cause of the nuisance weed growth was the convergence of two conditions: 1) a prolonged water level reduction in Lake Banook from winter-spring 2009 to accommodate installation of the North Dartmouth Trunk Sewer, and 2) the presence of dormant seeds for the nuisance weeds, and a significant nutrient resource in the sediments of Lake Banook. The low, over-winter water level may have disrupted the local species ecology, favoring hearty species that can withstand stressed conditions better than existing dominant species. Lakebed sediment exposure to higher light, oxygen, and wind stresses may also have played a role in plant survival and in opening new areas for colonization by hearty species, such as native pondweeds. Stantec's assessment suggested that one of the likely causes of the weed growth is the result of sediment enrichment because of non-point source sediment loading to the lake.

Following this assessment, HRM hired Natural Ocean Products Inc., and Stantec for weed harvesting and weed harvesting monitoring services, respectively, from 2016 through 2018. The goal of this project is to minimize the impact of aquatic weeds on recreational and competitive boating in the lakes.

Pollution Control Studies in HRM

Several pollution control studies have been conducted in HRM since the 1960s and 1970s. Most of these studies have related to point source pollution to establish sewage treatment facilities in the region and to mitigate water pollution due to on-site septic failures. One study of relevance is the Shubenacadie Lakes Planning/Pollution Control Study of 1993, which focused on managing water quality in the Shubenacadie Headwaters. The growth of suburban developments has long been recognized as adversely affecting water quality in the surrounding area. Although this study focussed on protection of the headwaters during development pressures, it provides guidance on a general approach to a pollution control study.

Objectives for the Shubenacadie Pollution Control Study were as follows:

1. Determine the desired end uses from a community perspective;
2. Propose an achievable water quality target based on the desired end uses;
3. Assess the current situation with respect to how different pollutants contribute to the overall issue and recommended actions to reduce the inputs;
4. Assess the impact of future development within the watershed and recommended actions to minimize these impacts; and,
5. Prepare recommendations for planning and management strategies which make use of existing legislation and regulatory tools, amended as necessary to match pollution control requirements and outline next steps to be taken in the overall Watershed Management Program.

Current Work

In addition to the beach monitoring program, two water quality monitoring projects were recently completed for the Municipality. One of these, a three-year contract collecting surface water quality data from 33 sites, included data collection from the Shubenacadie subwatershed including Lake Banook and Lake Micmac in 2015 and 2017. The other, a four-year contract to collect surface water quality data from Russell Lake, concluded the Municipality's obligations with respect to development agreements for the Morris-Russell Lake subdivision.

HRM plans to conduct a water quality monitoring & watershed study program review, commencing April 2018, contingent on funding approval through reserves. The overall intent of the proposed review is to assess our current and former water quality monitoring activities and watershed studies for use and effectiveness, to provide a strategic, evidence-based approach to advance Regional Planning outcomes and enable effective responses to emerging watershed management issues.

Water Resource Jurisdiction and Responsibilities

The responsibility for ownership and protection of watercourses in Nova Scotia is assigned to the Province, with Nova Scotia Environment (NSE) as the lead agency, as per the Nova Scotia Environment Act (1998, amended to 2013). This authority applies to all forms of water – *i.e.*, drinking water, wastewater, stormwater, groundwater, surface water, & wetlands - and is exercised through applicable regulations, policies, management strategies, licences, certifications, standards, and guidelines. To fulfill these obligations, NSE imposes requirements and restrictions on watercourse alterations to protect surface water resources, aquatic habitat, and to ensure sustainable use for drinking water, recreational, agricultural, industrial, and other purposes. Although NSE regulates water quality standards for drinking water and wastewater, no such standards have been established for stormwater, which is consequently managed exclusively for flow (quantity), and not quality. Based on this stormwater management framework, there is no long-term historical data for stormwater quality in the municipality.

Through regulatory and permitting processes, Nova Scotia Environment assigns additional responsibilities to protect water quality to organizations conducting approved works – including but not limited to industrial operations and municipal water utilities, such as the Halifax Regional Water Commission (Halifax Water). As the owner and operator of public infrastructure for drinking water, wastewater, and stormwater systems in HRM, Halifax Water has several facilities operating within the Shubenacadie River subwatershed, including wastewater pumping stations at the shores of Red Bridge Pond and Oathill Lake, the Dartmouth North Trunk Sewer running along the western shoreline of Lake Banook, and 14 storm sewer outlets draining into Lake Banook and immediate tributaries.

The Municipality's role is principally to set service boundaries for water, wastewater, and stormwater services, manage stormwater within the public right of way, assess the impact of overland flow during development, and to ensure that land use planning policies conform to provincial policies respecting wetlands and floodplains. Despite the lack of formal responsibility to protect watercourses, the Municipality requires riparian buffers along watercourses for all new developments. In most cases, the required buffer

ranges from 65 to 100 ft. measured from the ordinary high water mark of every watercourse. Building permits for new structures within this watercourse buffer will not be granted. Regulations for watercourse setbacks and the maintenance of buffers within the setback have been implemented consistently across all land use bylaws since 2006. Structures constructed before 2006 may be within the watercourse buffer as they were not subject to the same requirements when they were built.

DISCUSSION

Fecal Pollution, Pollution Sources, and Source Tracking

The Guidelines for Canadian Recreational Water Quality (Health Canada, 2012) indicate that contact with fecal pollution represents a significant concern for swimming-based recreation, and that *Escherichia coli* (*E. coli*) is currently considered the best indicator of fecal contamination in freshwater recreational environments. Its abundance is used to indicate the microbiological quality of recreational waters and the possibility of the presence of other fecal bacterial pathogens.

Fecal pollution in recreational waters may originate from specific, identifiable sources such as discharge pipes from factories, wastewater (sewage) treatment facilities, vehicles, buildings, etc., - known as point sources – or from numerous indeterminate sources spread over a large area – known as nonpoint sources. Typical examples of nonpoint pollution sources include stormwater runoff, wild or domesticated animals including birds, and even by swimmers themselves. Contributors to nonpoint source pollution may include agricultural lands, malfunctioning septic systems, residential areas, roadways, parklands, and improperly managed construction sites, among others. While point source pollution and their solutions have long been recognized and are typically regulated, nonpoint source pollution is more difficult to identify and mitigate.

To determine the underlying source of *E. coli*, Microbial Source Tracking (MST) techniques can be used to identify whether the contributions are human or animal origin. Further discrimination may also be made, for species specific results (e.g., humans vs. dogs vs. birds), group comparisons (e.g., humans vs. wildlife vs. livestock), and specific individual hosts (e.g., cows from a specific farm), to determine which source is the main contributor. The MST approach can be either through a known-source library (i.e. matching “fingerprints” of bacterial strains from the water to specific hosts) or through a library-independent approach. Currently, Nova Scotia does not have a library of species available. Therefore, if an MST approach is selected, it requires a library-independent approach.

In 2015, an article was published in the *Journal of Environmental Quality* investigating library-independent microbial source tracking markers in urban (Lake Fletcher) and rural (Middle Musquodoboit) watersheds in HRM¹. In this research, a multi-faceted approach using a variety of techniques (environmental bacteria and DNA-based MST together with pathogen detection, turbidity, and *E. coli* quantification) was used to identify sources of fecal pollution. The study found that these tools were valuable for monitoring water quality management. Results showed that the chances of detecting intestinal pathogens increased in surface water samples when levels of *E. coli* and turbidity reached a certain threshold. The study’s research noted that storm events “were associated with higher pathogen and fecal marker concentrations in the waterways, possibly due to problems with runoff and stormwater management.”

Regardless of the approach, MST techniques have limitations in their ability to identify the sources of pollution and require specialized expertise in population genetics, population biology, host-microbe interactions, microbial physiology, and microbial ecology. The U.S. Environmental Protection Agency (EPA) notes that “protection from fecal microbial contamination is one of the most important and difficult challenges facing environmental scientists trying to safeguard waters used for recreation (primary and secondary contact), public water supplies, and propagation of fish and shellfish.”² They also noted that

¹ Stea, E., Truelstrup Hansen, L., Jamieson, R., and Yost, C (September 16, 2015). Fecal Contamination in the Surface Waters of a Rural- and an Urban-Source Watershed. *Journal of Environmental Quality*.

² U.S. Environmental Protection Agency, Office of Research and Development (June, 2005). Microbial Source Tracking Guide Document, p. 11.

fecal source identification is a challenge due to the variety of potential fecal sources impacting watersheds, and that it must be accomplished prior to implementing remediation measures.

Recent Fecal Contamination Study at HRM Beaches

During 2014, a graduate student at Dalhousie University conducted a focused study of fecal contamination at four HRM beaches, including Birch Cove Beach. The study enumerated *E. coli*, assessed the presence of pathogens, and used a library-independent MST approach that compared human markers against those of dogs and birds. Although the summer of 2014 had comparatively few beach closures and *E. coli* counts for most HRM beaches, the study generated a few interesting findings.

Those findings relevant to Birch Cove Beach include:

- *E. coli* levels were higher before and after the beach season;
- Human markers were prevalent before and after the season but not during the beach season, likely due to hydrological conditions (elevated water tables); and,
- Dog markers were detected most often during the beach season.

Perhaps most usefully, this study demonstrated the viability of library-independent MST methodologies in the local environment.

Proposed Study

A pollution source control study is an appropriate means by which to understand the locations and sources of fecal contamination affecting Lake Banook and Lake Micmac. Such a study requires the collection of environmental samples before, during, and after the beach season to properly characterize when, and from where, bacterial loads into the lakes are coming, and for this reason such a study cannot be completed during the remainder of the 2017-18 fiscal year.

A properly scoped study will consist of three interrelated parts:

1. Conduct a bacterial loading analysis of the Lake Banook and Lake Micmac subwatersheds to determine total *E. coli* loading, the principal locations from which loads originate, and timing of loading;
2. Conduct MST analysis study to determine the principal sources, and discriminate among non-human sources (e.g., dog, avian, wildlife); and
3. Develop recommendations to manage bacteria loads in the watersheds and/or the lakes to reduce future beach closures and enable safe ongoing use of Lake Banook and Lake Micmac for swimming, boating, and other recreational purposes.

A library-independent MST technique will be required, given the absence of a DNA library for Nova Scotia. Local expertise in associated techniques has been developed and demonstrated over the past several years by Dalhousie University's Centre for Water Resource Studies.

The activities associated with a pollution control study are not expected to impact municipal operations, including beach use and aquatic weed harvesting/monitoring, or recreational / competitive activities in Lake Banook or Lake Micmac. Should this study proceed, it would not be expected to conclude until after the end of the 2018 beach season.

The estimated budget required to support the study scope identified above is \$150,000. This estimate was developed by staff and validated by independent environmental professionals. As with the weed harvesting project, this amount can be added to the Energy & Environment operating budget for 2018/19.

FINANCIAL IMPLICATIONS

There are no financial implications for the current 2017/18 operating budget.

Funding in the amount of \$150,000 for the Pollution Control Study is not included in the approved-in-principle 2018/19 operating budget and would need to be incorporated as part of the on-going 2018/19 budget development process.

The Budget Committee, on January 19, 2018, moved and passed a motion directing a \$150,000 increase to the Planning and Development budget for the Lake Banook Study be added to the Parking Lot for future consideration in the 2018/2019 Budget.

Furthermore, any subsequent decisions related to pollution source control actions, to meet Council's environmental objectives or service delivery priorities, could have additional financial implications beyond the initial \$150,000 study.

RISK CONSIDERATION

The Municipality recognizes that land development and land use practices impose risks to water quality. Further, it recognizes that a water pollution control study represents a way to identify the status of these risks, and options by which they may be mitigated by the Municipality or other responsible parties.

COMMUNITY ENGAGEMENT

Community engagement was not required for the development of this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications directly associated with this report. Should Council approve funding a pollution control study, that study may locate, quantify and identify sources of fecal pollution affecting Lake Banook and Lake Micmac and identify possible remediation opportunities to address principal sources. Future projects undertaken to implement approved remediation strategies will, if successful, result in improved environmental conditions and reduced environmental risks to beach and lake users.

ALTERNATIVES

No alternatives are recommended.

ATTACHMENTS

None.

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

Report Prepared by: Cameron Deacoff, Environmental Performance Officer, 902.490.1926

Report Approved by: Shannon Miedema, Energy & Environment Program Manager,

902.490.3665

Budget Adjustment List Briefing

Youth Centre (Sackville)

COW Date Added: 17-Jan-2018

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
2	Operating	\$65,000	\$0.26
Adjustment Description	Multi-Services Youth Centre for Sackville One-time cost - \$35,000 (renovations and fit-up) \$30,000 (Project Coordinator position)		
Priority Alignment	Healthy, Livable Communities - Recreation and Leisure		

Service Implications and/or impact on Priority

Report presented at the March 6, 2018 meeting of Regional Council - the request to recommend to Regional Council a one-year pilot project to establish a collaborative multi agency, multi service Youth Centre in Sackville will include a repurposing of a designated space within Acadia School, an existing municipal-owned facility.

RECOMMENDATION

That Halifax Regional Council approve the following:

1. Subject to approval of funds in the 2018/19 budget, approve a one-year pilot project to establish a collaborative multi agency, multi service Youth Centre at Acadia School in Sackville, to be developed in three phases as outlined in the discussion section of the staff report dated February 5, 2018.
2. That this report be forwarded to the Budget Committee for its meeting on March 28, 2018 to provide supplemental information for parking lot considerations (clauses 2a and b) as outlined below:
 - a. Allocation of \$30,000 in the 2018/19 operating budget for Parks and Recreation to fund a 25 hour per week Project Coordinator position to oversee the pilot program;
 - b. A one time allocation of \$35,000 in the 2018/19 operating budget for Parks & Recreation for renovations and fit up costs; and
 - c. Allocation of \$10,000 in the Building Operations budget for Corporate & Customer Services to fund janitorial services for the additional square footage.
3. Should funding for the pilot program be approved, direct the CAO to return to CPED with an evaluation report to determine future scope and funding for the program.
4. Direct the CAO to continue to seek opportunities to establish multi services youth centres in other areas of the municipality.

Motion put and passed by Regional Council March 6, 2018.

Attachments

Attachment 1 – March 6, 2018 Regional Council Item 17.1 - Multi Service Youth Centre in Sackville

Original Signed

Briefing Approved by:

Brad Anguish, Director, Parks & Recreation, 902.490.4933



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

Item No. 17.1
Halifax Regional Council
March 6, 2018

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Deputy Mayor Wayne Mason, Chair, Community Planning & Economic
Development Standing Committee

DATE: February 16, 2018

SUBJECT: Multi Service Youth Centre in Sackville

ORIGIN

February 15, 2018 meeting of the Community Planning & Economic Development Standing Committee, Item No. 12.1.1.

LEGISLATIVE AUTHORITY

Administrative Order 1, *Respecting the Procedures of the Council*, Schedule 3, Community Planning & Economic Development Standing Committee Terms of Reference, section 5 (b):

Oversight – Community Building Initiatives

The Community Planning and Economic Development Standing Committee shall oversee the Municipality's Community building initiatives in the areas of arts, culture, recreation and heritage and related facilities strategies by promoting and enabling access to arts, cultural, recreation and heritage facilities that support the Municipality's Community Outcome areas.

RECOMMENDATION

That the Community Planning & Economic Standing Committee recommends that Halifax Regional Council approve the following:

1. Subject to approval of funds in the 2018/19 budget, approve a one-year pilot project to establish a collaborative multi agency, multi service Youth Centre at Acadia School in Sackville, to be developed in three phases as outlined in the discussion section of the staff report dated February 5, 2018.
2. That this report be forwarded to the Budget Committee for its meeting on March 28, 2018 to provide supplemental information for parking lot considerations (clauses 2a and b) as outlined below:
 - a. Allocation of \$30,000 in the 2018/19 operating budget for Parks and Recreation to fund a 25 hour per week Project Coordinator position to oversee the pilot program;
 - b. A one time allocation of \$35,000 in the 2018/19 operating budget for Parks & Recreation for renovations and fit up costs; and

Allocation of \$10,000 in the Building Operations budget for Corporate & Customer Services to fund janitorial services for the additional square footage.

3. Should funding for the pilot program be approved, direct the CAO to return to CPED with an evaluation report to determine future scope and funding for the program.

4. Direct the CAO to continue to seek opportunities to establish multi services youth centres in other areas of the municipality.

BACKGROUND

A staff report dated February 5, 2018 pertaining to a Multi Service Youth Centre in Sackville was before the Community Planning and Economic Development Standing Committee for consideration at its meeting held on February 15, 2018.

For further information, please refer to the attached staff report dated February 5, 2018.

DISCUSSION

On January 17, 2018, the Standing Committee of the Whole on Budget approved a \$65,000 increase to the 2018/19 Parks and Recreation Budget for the Sackville Youth Centre pilot program for consideration during Budget Parking Lot discussions to be held on March 28, 2018, as referenced in recommendations 2 a. and b. of this report. On January 24, 2018, Halifax Regional Council directed staff to proceed to prepare the 2018/19 Multi-year Corporate and Customer Services Budget and Business Plan as presented, which includes a provision within the Building Operations Budget for an allocation of \$10,000 to fund janitorial services for the additional square footage referenced in recommendation 2 c. of this report.

The Community Planning and Economic Development Standing Committee considered the February 5, 2018 staff report at its February 15, 2018 meeting and passed an amended motion to forward the February 5, 2018 staff report to the Standing Committee of the Whole on Budget for consideration as part of the Parking Lot list discussions on March 28, 2018.

FINANCIAL IMPLICATIONS

The financial implications are outlined in the attached staff report dated February 5, 2018. Subsequent to the meeting of the Community Planning and Economic Development Standing Committee on February 15, 2018, staff have confirmed that the 2018/19 Multi-year Corporate and Customer Services Budget and Business Plan presented to the Standing Committee of the Whole includes a provision within the Building Operations Budget for an allocation of \$10,000 to fund janitorial services as referenced in recommendation 2 c. of this report.

As also outlined in the attached staff report dated February 5, 2018, an allocation of \$30,000 to fund a 25 hour per week Project Coordinator position and a one-time allocation of \$35,000 for renovation and fit up costs, as referenced in recommendation 2 a. and b. of this report, for Parks & Recreation's 2018/19 Operating budget be forwarded to the Budget Committee for its meeting on March 28, 2018 to provide supplemental information for parking lot considerations.

RISK CONSIDERATION

As outlined in the attached staff report dated February 5, 2018.

COMMUNITY ENGAGEMENT

The Community Planning & Economic Development Standing Committee meetings are open to public attendance, a live webcast is provided of the meeting, and members of the public are invited to address the Committee for up to five minutes at the end of each meeting during the Public Participation portion of the meeting. The agenda, reports, video, and minutes of the Community Planning & Economic Development Standing Committee are posted on Halifax.ca.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

The Community Planning and Economic Development Standing Committee did not discuss alternative recommendations.

ATTACHMENTS

1. Staff report dated February 5, 2018.

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: Liam MacSween, Legislative Assistant, 902.490.6521



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

Attachment 1
Community Planning and Economic Development Committee
February 15, 2018

TO: Chair and Members of the Community Planning and Economic Development Committee

Original Signed

SUBMITTED BY: _____
Brad Anguish, Director of Parks and Recreation

DATE: February 5, 2018

SUBJECT: **Multi Service Youth Centre in Sackville**

ORIGIN

February 23, 2017 motion of the Community Planning and Economic Development Committee (CPED):

THAT the Community Planning & Economic Development Standing Committee waive the rules of order with respect to notice of motion and request a staff report outlining the benefits, opportunities and challenges of establishing a multi services youth Centre in Sackville that includes, but is not limited to, the following:

- Removal of barriers of access around mental and physical health (Goal 1.1)
- Provision and implementation of various drop in programs (Goal2.3)
- Creation of youth services that are inclusive for all youth (Goal2.2)
- Design of physical spaces that are open and welcoming to youth (Goal 3.1)
- Policies and best practices for service delivery of youth programs (Goal3.3)
- Use of partnerships to deliver on non-HRM programs and services

Additionally, CPED requested that the report provide some information/guidance as to how the multi services youth centre as outlined in the motion could be established in other areas of the municipality outside of Sackville.

January 17, 2018 Regional Council Budget Committee - Motion approved to place \$65,000 in the parking lot for the Sackville Youth Centre pilot program

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, Section 79 (1) (k), Council may expend money required by the Municipality for recreational programs.

Recommendation on page 2

RECOMMENDATION

It is recommended that the Community Planning & Economic Standing Committee recommend that Halifax Regional Council:

- 1) Subject to approval of funds in the 2018/19 budget, approve a one-year pilot project to establish a collaborative multi agency, multi service Youth Centre at Acadia School in Sackville, to be developed in three phases as outlined in the discussion section of this report.
- 2) Direct the Chief Administrative Officer to include:
 - a. An allocation of \$30,000 in the 2018/19 operating budget for Parks and Recreation to fund a 25 hour per week Project Coordinator position to oversee the pilot program;
 - b. A one time allocation of \$35,000 in the 2018/19 operating budget for Parks & Recreation for renovations and fit up costs.
 - c. An allocation of \$10,000 in the Building Operations budget for Corporate & Customer Services to fund janitorial services for the additional square footage.
- 3) Should funding for the pilot program be approved, direct the CAO to return to CPED with an evaluation report to determine future scope and funding for the program.
- 4) Direct the CAO to continue to seek opportunities to establish multi services youth centres in other areas of the municipality.

BACKGROUND

On February 7, 2017, Halifax Regional Council approved the Community Facility Master Plan 2 (CFMP2) and directed staff to incorporate the recommendations in annual business plans. On February 23, 2017, the Youth Services Plan was approved by CPED. These documents serve as guides that inform policy and operational decisions on facility development and on the provision of youth services and programs in Halifax Regional Municipality.

DISCUSSION

Three Halifax Regional Municipality (HRM) documents have been used to evaluate the feasibility of building a multi service centre for youth in Sackville. They include: *The Community Facility Master Plan 2 (CFMP2)*, *The Youth Service Plan (YSP)*, and the *17/18 – 18/19 Parks & Recreation Business Plan*.

Other publications and source material reviewed for this report include:

- A scan of youth programs in the Sackville area
- Results of a focus group conducted with youth
- Results of surveys of youth in Sackville
- Emerging trends in the delivery of youth services in HRM
- Discussions with the CEO of the YMCA, the IWK's Manager of Primary Health Care, the Executive Director of Laing House, the Chief Executive Officer of the Boys and Girls Clubs of Greater Halifax, and the Manager of the Sackville Library

Youth Services – Trends in Service and Program Delivery

The delivery of programs and services for youth is moving to a de-centralized collaborative model that is adaptable to fiscal and resource constraints. Youth program/service models and modes of delivery are, by design, more flexible to allow for adaptations over the medium and long-term. Several youth serving organizations across HRM and Nova Scotia are reaching out to youth “where they are” and delivering services, when and how they are needed, in satellite locations, typically in schools or community centres or via technology. Some of the youth serving organizations pioneering this trend include the Department of Community Services, HRM Parks and Recreation, Halifax Regional School Board’s Schools Plus Program, Community Health Boards, as well as the Boys and Girls Clubs. Below are examples of how this trend is evolving.

Nova Scotia Health Authority: In March of 2017, the Ministers Advisory Panel on Innovation in Mental Health and Addictions made the following recommendations that align with the recommendation of this report:

- Develop a standard model for mental health/health care delivery by integrating the supports and services offered by Youth Health Centres, Schools Plus and Early Years Centres.
- The services provided must be evidence and needs based, client focused and youth friendly, providing a full scope of needed supports and interventions.

Led by the Bedford/Sackville Community Health Team, the Sackville Network of Youth Service providers is made up of youth serving organizations in the Sackville area. The Network’s purpose is to improve communications amongst service providers, and to explore opportunities to better coordinate services and collaborate in the service/program offerings.

Schools Plus: Schools Plus is a collaborative interagency approach to supporting children and their families. The school is the centre of service delivery for youth. The medium to long-term plan for Schools Plus, includes offering the Program in all Halifax Regional School Board (HRSB) schools during the school year. The expanded year-round service, which was piloted in selected schools over the summer of 2017, will be offered in all HRSB family of school’s areas beginning in 2018 and will be offered every summer thereafter.

HRM Parks & Recreation: HRM’s Youth Services Plan establishes priorities identified by 1400 youth from across the municipality. The purpose of the plan is to ensure that municipal programs, services and facilities meet the needs of youth. Over the next three to five years, work will focus on achieving the following strategic visions:

- Programs and services will positively impact the mental health and physical wellbeing of youth
- All youth can access programs and services
- The municipality will offer friendly and welcoming environments for youth
- Programs and services will be diverse and geared towards youth interests
- All youth are aware of the programs and services offered by the municipality

As outlined in the Youth Services Plan, Parks and Recreation has been working on several fronts to better serve youth across the municipality. Two specific projects include:

- The expansion of the Adventure Earth Centre to Dartmouth. Beginning in the winter of 2018, Adventure Earth programs, including youth leadership and development programs, historically offered only through the Adventure Earth Centre in Fleming Park, will also be delivered from a new location at the Fairbanks Centre on Locks Road in Dartmouth. To differentiate the two sites, they will be called *Adventure Earth – Fleming Park and Adventure Earth – Fairbanks*.
- In the Summer of 2018, Parks and Recreation’s Youth Program Section will be re-locating to the James Power House, located at 1606 Bell Road in Halifax. Administration for the Youth Division will be located

at this site and it will become the municipality's headquarters for youth initiatives programs and services. Examples of programs and services which will be offered for youth at the James Power House include:

- Youth workshops/focus groups
- Youth meetings
- Youth events
- After school tutoring/study group and project times
- Youth recreation programs
- Youth drop in / gathering times
- Youth Live development workshops
- Youth Advocate program counselling / mediation sessions/ workshops

Youth Focus Groups and Surveys

For the purposes of this report, information was gathered from youth in the Sackville area, regarding the programs and services available to them and accessed by them in Sackville. The information was captured either by focus groups or by having the youth complete a survey. The questions asked in the survey and during focus groups were the same. Some of the youth who were engaged in this process participated in programs or services offered through the Schools Plus program in the following schools: AJ Smeltzer Junior High, Millwood High, Sackville High and Leslie Thomas Junior High. The other youth participants were students of Dalhousie University, the Friday Rocks Program at the Sackville Sports Stadium, or were regular participants of the Friend Zone program offered at the Acadia School. Youth who volunteer at the Cape and Cowl Comic Book store were also engaged in this process (see Attachment #1 Youth Survey Questions).

Results of the consultations with youth are as follows:

- Youth are generally satisfied with the programs and services that they access, and felt that the programs met their needs.
- They were aware of a number of programs and services available to them in Sackville and many had participated in several of the programs.
- Reasons given for attending / participating in their chosen programs/activity, included:
 - they were given food (all youth identified food as a reason for attending a program)
 - they could hang out with their friends
 - it was free

Their reasons for not participating in a program included:

- no access to transportation
- age restrictions
- did not like or feel safe in the space or location
- too much was expected of them
- criteria for participation was too restrictive

Programs that the youth felt were not available to them in Sackville included:

- cooking programs
- employment programs
- tutoring
- mental health awareness

Over the summer of 2017, a mapping process was carried out by Parks and Recreation staff, to identify youth serving organizations and organizations that are inclusive of youth in Sackville. The process identified 45 different organizations who offer a wide range of programs and services. Generally, the organizations fall into the following categories: Sports, Recreation & Leisure, Community Service Groups, Faith Based Programs, and Education & Employment Services (see Attachment #2 List of Organizations).

HRM Policy Documents

The Community Facility Master Plan 2 (CFMP2)

The CFMP2 aligns with the recommendations of this report in section *Appendix N, Procedures for Evaluating Requests for New Facilities*, which require the following:

1. consideration be given to existing, potential, planned and current facilities
2. there must be an alignment with Parks & Recreation's mandate
3. there is an identified social need or demand
4. there is a review of the trends in participation

The Youth Services Plan

The Youth Services Plan identifies youth's priorities regarding the delivery of programs and services across the municipality. Notably, neither youth consulted for the Youth Services Plan or those consulted for this report, identified a need for a multi service centre for youth, rather they spoke of the need for existing facilities and spaces to be more youth friendly. In this area, there is an alignment between the priorities identified by youth in the Youth Services Plan, and with the CFMP2 requirement that "*consideration be given to existing, potential, planned and current facilities*".

In the *17/18 – 18/19 Parks & Recreation Budget & Business Plan*, there are no plans to develop new facilities in Sackville, nor are there plans for Parks & Recreation to turn over any of its owned and operated facilities in Sackville to a community board. However, an opportunity does exist in Sackville, to re-purpose a portion of Acadia School into a multi-agency, multi-service collaborative centre for youth programming and service delivery. Re-purposing an HRM owned space for this purpose adheres to the CFMP2 *requirements to consider and*, as well, supports the achievement of the *five strategic visions* set out in the Youth Services Plan (see table#1).

There is interest and capacity amongst five youth serving organizations to work together to offer a range of programs, activities and services for youth in the Sackville area (see Attachment #3 Stakeholder Program & Services Outline). This is due in large measure to the location of the Acadia School, as it is already a natural gathering place for youth in the community. This location, combined with a collaborative program and service delivery model, could serve as a multi agency, multi services youth centre prototype by which future collaborative initiatives could be based on. The organizations interested in participating in this initiative include: the IWK Community Health Team, the Boys and Girls Club, Sackville Library, Laing House, the YMCA, and HRM Parks & Recreation.

Table 1 below illustrates that the organizations interested in participating in this collaborative initiative, share the goals laid out in HRM's Youth Services Plan. Moreover, the collaborative model supports... diversity and inclusion through coordinated programming; better opportunities for partnership by integrating geographical service areas; strengthening of financial management and accountability; and improving connections in coordinated marketing (CFMP2) (see Attachment #4 Acadia Overview Basement).

Additionally, all the organizations identified in Table 1 have experience in youth led, staff supported initiatives. All of them are open to including youth at the "decision making table" where program offerings, scheduling, youth engagement, etc., will be developed.

Table 1

Youth Services Plan Goals	Sackville Library	YMCA	Boys & Girls Club	HRM Recreation	IWK Community Health Team	Laing House
Goal 1.1 Removal of barriers of access around mental and physical health	★	★	★	★	★	★
Goal 2.2 Creation of youth services that are inclusive for all youth	★	★	★	★	★	★
Goal 2.3 Provision and implementation of various drop in programs	★	★	★	★	★	★
Goal 3.1 Design of physical spaces that are open and welcoming to youth	★	★	★	★	★	★
Goal 3.3 Policies and best practices for service delivery of youth programs.	★	★	★	★	★	★
Use of partnerships to deliver on non-HRM programs and service	★	★	★	★	★	★

Braiding Resources & Expertise for Vulnerable Youth

It has long been the practice of community based service providers across HRM, who support marginalized/vulnerable youth, to collaborate and coordinate resources in the delivery of programs and services. The practice of *braiding together* formal and informal support system, has proven to be an effective way to support youth through the different phases of adolescence. A collaborative multi-agency, multi-service model lends itself well to achieving better outcomes for youth. Clear roles and expectations amongst service providers, including an agreement on desired outcomes, has shown to improve a youth’s chances of successfully transitioning into adulthood.

For this type of initiative to operate effectively, allowances and accommodation must be made for front-line staff to follow the policies and practices of their respective organizations. When collaboration and cooperation amongst organizations is indicated, for example, in situations where there are mutual goals and similar formats used to achieve goals, organizations will work together by combining resources and expertise to deliver the program or services. A collaborative model is flexible enough to also accommodate circumstances where organizations must act with autonomy, where collaboration would not be appropriate, but cooperation may be, for example, when youth need to be referred to a support service, or when one-on-one counselling is requested, or where health care navigation is required.

Table 2 below identifies the category of service where opportunities for collaboration have been identified by the organizations. Attachment # 3 provides information on the programs and services that the organizations will bring to this initiative.

Service Collaboration Table 2

	Health, Wellness & Nutrition	Drop-In	Group sessions (variety of topics)	Recreation & Leisure	Leadership	Tutoring	Arts & Culture	Employment Readiness	New Opportunities
YMCA								★	★
Boys & Girls Club	★	★	★	★	★	★		★	★
HRM Parks & Recreation	★	★	★	★	★		★		★
IWK Comm. Health Team	★	★	★						★
Laing House	★	★	★	★			★		★
Sackville Library	★	★	★	★	★	★	★	★	★

Establishment of a Collaborative Model in Other Areas

The collaborative model for the delivery of youth services and programs, as described in this report, can be reproduced in any community, under the following conditions:

- Space is available at little to no cost
- There is a willingness on the part of each organization to share space
- There is an ability and a willingness amongst the participating organizations to cooperate and collaborate with each other in the development and in the delivery of programs and services for youth
- That an organization can and will contribute their resources and expertise
- That an organization’s mandate is compatible with HRM’s Parks and Recreation’s mandate
- That the participating organizations vision and goals are in alignment with the vision and goals set out in HRM’s Youth Services Plan

Implementation of the Collaborative Model Pilot

The CFMP2 requirement that “consideration be given to existing, potential, planned and current facilities” provides an opportunity to re-purpose existing HRM owned space into a multi-agency, multi-service collaborative centre for youth programming and service delivery.

It is recommended that HRM approve a one-year pilot project to establish a collaborative multi agency, multi service Youth Centre at Acadia School in Sackville. At the end of one year, staff will return to Council with a report evaluating the pilot project, allowing Regional Council to decide whether to continue with the program at Acadia School in Sackville and/or whether the program should be expanded to other communities within the municipality.

Once the required renovations of the space at Acadia School have started, it is estimated that it will take eight weeks to complete. It is recommended that the Youth Centre pilot year commence when the centre is ready to open. This will ensure the pilot program has the entire 12 months to meet the objectives.

The Pilot project will have three phases, they include:

1 Year Pilot

Phase One (first 3 months) - Development & building of the program, will involve the following:

- Develop the terms of reference for the Youth Centre Stakeholder Group. The organizations interested in participating in this initiative include: the IWK Community Health Team, the Boys and Girls Club, Sackville Library, Laing House, the YMCA, and HRM Parks and Recreation
- Complete renovations and fit up costs for expanded kitchen area, painting and floor repairs.
- Outline the expectations of the Stakeholders group as well as the role that the group will play in the decision-making process
- Recruit youth to advise the Stakeholder group
- Develop the program materials, resources, communication strategy and promotional materials for the Youth Centre
- Develop a youth outreach program
- Establish key performance indicators, refine and confirm evaluation protocol, including the collection process for quantitative and qualitative information
- Develop the program schedule for the pilot year

Phase Two (over 9 months) - Implementation Phase, which will include the following:

- Involve the youth in creating a youth friendly space, as well as a youth led-staff supported program to supplement / enhance programs and services offered through the stakeholder group
- Stakeholders to deliver core programs and services

Phase Three (last 3 months) Evaluation and Report

- Evaluation and data collection
- Report findings

FINANCIAL IMPLICATIONS

To fully support a multi-service, multi-agency collaborative Youth Centre in Sackville, the following financial support is required:

- a. An allocation of \$30,000 in the 2018/19 operating budget for Parks and Recreation to fund a 25 hour per week Project Coordinator position to oversee the pilot program;
- b. A one time allocation of \$35,000 in the 2018/19 operating budget for Parks & Recreation for renovations and fit up costs.
- c. An allocation of \$10,000 in the Building Operations budget for Corporate & Customer Services to fund janitorial services for the additional squarefootage.

\$65,000 has been identified as a budget pressure in the 2018-19 budget presentation for Parks & Recreation. On January 17, 2018, the Regional Council Budget Committee passed a motion to place \$65,000 in the parking lot for the Sackville Youth Centre pilot program.

The \$10,000 required for Building Operations was not identified during the recent budget presentations.

RISK CONSIDERATION

There are no significant risks associated with the recommendations in this Report. The risks considered rate Low. To reach this conclusion, consideration was given to the municipality's reputation with respect to youth program and service delivery.

COMMUNITY ENGAGEMENT

HRM Recreation consulted with HRM youth as part of the Youth Services Plan. Youth in the Sackville area also participated in a focus group and completed surveys.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

1. CPED could recommend that Regional Council not adopt the recommendations and direct staff to seek alternative options.
2. CPED could recommend that Regional Council amend the proposed implementation of the Pilot.
3. CPED could recommend that Regional Council redirect the resources toward Halifax Public Libraries to expand the youth programming at the Sackville Library. Youth programs could become centred on the main floor of Acadia School (in a renovated Library program room including a kitchen), and additional space in the lower level of Acadia School could support general community use. Staffing funds could be directed to the Library to increase staff support for this program. This would augment the Library's current extensive services to youth in the area, and the strong relationships the Library has with youth service providers in Sackville. The Library's onsite management would oversee the program delivery to ensure programs are well integrated with existing services.

ATTACHMENTS

- Attachment 1: Youth Survey Questions
- Attachment 2: List of Organizations
- Attachment 3: Stakeholder Programs & Services Outline
- Attachment 4: Acadia – Overview Basement

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: Sharon Martin, Manager of Youth Programs, 902-490-4567

Sackville Youth Facility Engagement Questions

1. What is available to you in Sackville? What programs do you know about?
2. From the programs you said you know about, for what reason would you go to each one – what might it offer you help with? (example: a place to hang out and relax, if you're in trouble, something to eat, feeling anxious or stressed, a place to sleep, good conversation et...)

Which ones have you tried?

3. So far you have talked about the programs you know about and why you would access them/what they represent to you.
Of all of them, are there any that you feel like you would not go to? Why/Why not?
4. If you could change something about services for youth in Sackville, what would it be?
5. Is there anything else you think is important to know about Sackville youth and youth services?

Attachment #2 List of Organizations

ACADIA HALL
ARMY CADETS
AUTISM NS
BEACON HOUSE
BEDFORD SACKVILLE MINOR FOOTBALL
BOYS AND GIRLS CLUB
CAPE & COWL COMIC SHOP
CAPITAL HEALTH
CEED – YOUTH EMPLOYABILITY PROGRAM
CHEBUCTO ATHLETICS
EXCALIBUR ADHD
FAITH BAPTIST
GET KIDS OFF THE COUCH
GOODLIFE FITNESS
HILTZ TAE KWON DO
KNOX CHURCH
LAKESHORE CURLING CLUB
LEARN TO FISH
MEMORY LANE
NEWBRIDGE ACADEMY
OPPORTUNITY PLACE
PARKS & RECREATION
PROBATION SERVICES
ROCK CHURCH
SAKAWA CANOE CLUB
SACKVILLE HEIGHTS COMMUNITY CENTRE
SACKVILLE LIBRARY
SACKVILLE MINOR HOCKEY
SACKVILLE PHOTOGRAHY CLUB
SACKVILLE RCMP
SACKVILLE RIVERS ASSOCIATION
SACKVILLE SPORTS STADIUM
SACKVILLE SURGE
SACKVILLE UNITED SOCCER
SACKVILLE WAVES AQUATICS
SACKVILLE WRESTLING CLUB
SACKVILLE RIVER WOLVES LACROSS
SCHOOL'S PLUS
SCOUTS
SEA CADETS
SPRINGFIELD LAKE – WEIR FIELD
STONERIDGE CHURCH
TAISO GYMNASTICS
VIA VITA ACADEMY
VINEYARD CHURCH

Attachment 3 - Stakeholder Programs & Services Outline

Outline of Programs and Services

The YMCA

The YMCA partners with Opportunity Place in delivering employment services to residents of Sackville.

- Helps job seekers and employers navigate a range of programs - from career planning, job searches and on-the-job development to recruitment, planning and HR support.
- As a Nova Scotia Works Employment Centre, they provide access to inclusive services for employers and job seekers.
- Services and supports are delivered by qualified career practitioners and counselors, and include career counselling, job search services and resources, job coaching, job development, employment workshops and employer engagement.

Boys and Girls Clubs

- Healthy Me/Healthy Eating nutrition and cooking programs
- Skills For Success program (career counselling/mentoring)
- Homework clubs
- Leadership/civic engagement initiatives
- Informally, an opportunity for our youth to meet with youth from other programs/agencies

IWK Community Health Team (CHT)

The CHT is a partnership between the Nova Scotia Health Authority and the IWK.

The CHT offers free health and wellness group programming and navigation services, including:

- Managing health risk factors
- Nutrition and Weight management
- Physical Activity
- Emotional Wellness and
- Parenting.

Wellness navigators will be available to help youth navigate the health care system and community based services.

The Community Health Team has also piloted a variety of programming specific to youth with topics such as stress management and sleep.

Sackville Library

The Sackville Public Library offers youth based programs that specifically target and engage at risk youth in the community.

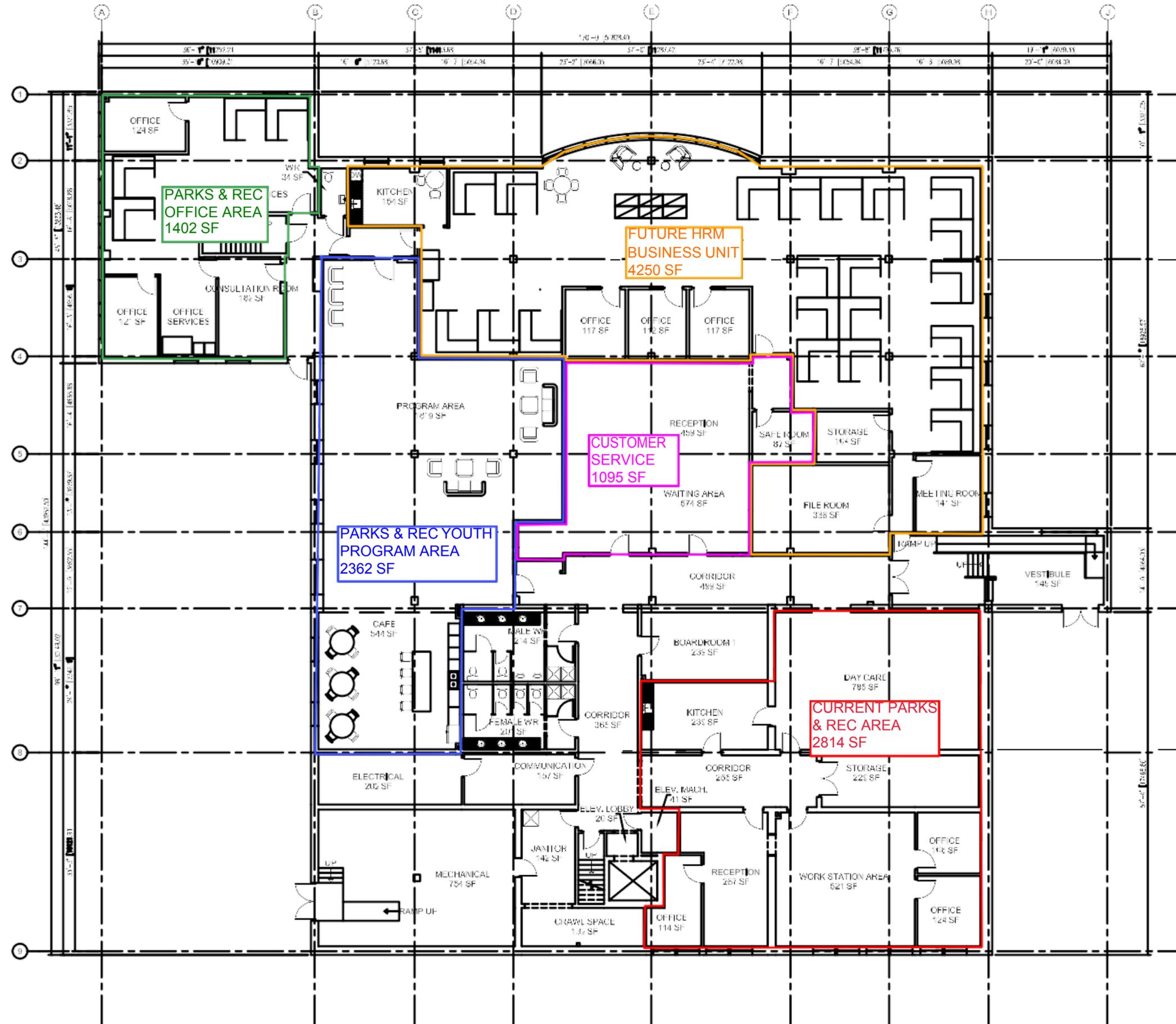
- Library resources available on site include portable laptop lab (and other technological gadgets).
- Teen Zone and Kids Club programs
- Community garden.

Laing House

- Music
- Art
- Cooking Programs
- Small Group Discussions
- Drop in activities

Parks and Recreation

- Leadership development
- Cultural & Arts programs
- Afterschool drop-in leisure and recreation programs & Camps



Budget Adjustment List Briefing

Recreation Trail Pilot Program (HRTA)

COW Date Added: 17-Jan-2018

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
3	Capital	\$250,000	\$0.99
Adjustment Description	Recreational Trails Pilot Program (HRTA)		
Priority Alignment	Healthy, Livable Communities - Recreation and Leisure		

Service Implications and/or impact on Priority

The Halifax Regional Trails Association (HRTA) has proposed a partnership with HRM to pilot a “recreational” community-developed trails program within the municipality. Specifically, they propose to continue to expand and maintain “recreational” community-developed trails with funding from HRM at a cost of up to \$250,000 (year 1) and, depending on year 1 review and Regional Council direction, continue the arrangement for a subsequent 5 years with estimated funding of \$1,000,000 in each year.

HRM and HRTA currently have Capital & Maintenance Agreements for various trails within the Active Transportation (AT) network. These agreements have a Memorandum of Understanding (MOU) detailing application dates, criteria for funding, reporting requirements, insurance coverage details and defined duties and responsibilities. In accordance with Council’s direction in the Active Transportation (AT) strategy, the majority of HRM trail funding has been allocation to AT trail investments resulting in only minor investments in recreational trails since 2014.

Regional Council has established a priority focus on Regional and Wilderness Park acquisitions including: Blue Mountain Birch Cove; Shaw Wilderness Park; Western Common; Porters Lake Canal; and Long Hill in Cole Harbour. Development of these parks will require considerable community input and stewardship to appropriately design and maintains the trails systems within. Therefore, there is merit in staff exploring HRTA’s proposal and returning to Regional Council with a staff report recommending the next steps in prioritizing recreational trail investments in HRM. While this exploration can be undertaken without the accompanying investment of \$250,000 in 2018/19, it does align well with Council’s desire to move quickly to achieve wilderness park access for the public.

Alternatively, Council could defer this capital allocation to 2019/20 without significant impact.

Attachments

Attachment 1 - HRM HRTA_Proposal_Jan2018

Briefing Approved by: Original Signed
 Brad Anguish, Director, Parks & Recreation, 902.490.4933



Halifax Regional
Trails Association

Proposal for Recreational Trails Program

Proposal:
HRTA 17A

Prepared for:
Halifax Regional Municipality

Revision 1.0
January, 2018

Contact person:
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Halifax Regional Trails Association

www.hrta.ca

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REVISION HISTORY

VERSION	NAME	Organization	DATE OF CHANGES	COMMENTS
1.0	Cathy McCarthy Kaarin Tae Paul Adlakha	Friends of McNabs McIntosh Run SWEPS	13 Jan 18	Submitted to Client

DISTRIBUTION LIST

Organization	NAME	NUMBER OF COPIES
Halifax Regional Municipality	Brad Anguish	1 Electronic
	Bruce Zvaniga	1 Electronic
	David MacIsaac	1 Electronic
	Rob Mullane	1 Electronic

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1 Overview

Halifax Regional Trails Association (HRTA) is pleased to submit this proposal for funding to launch a new Recreational Trails program to meet a requirement identified by the communities of Halifax Regional Municipality (HRM). This proposal is the outcome agreed upon during a meeting with HRM Parks and Recreation (Parks), HRM Transportation and Public Works (TPW), and HRTA.

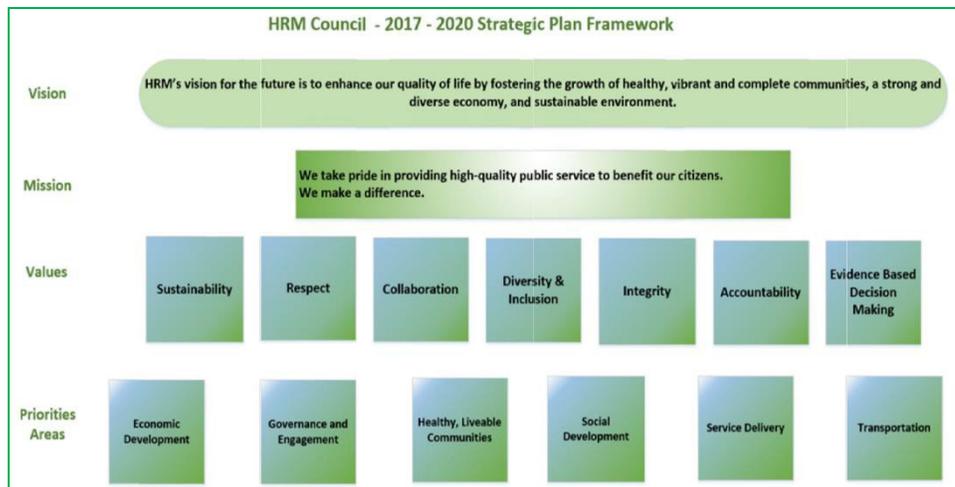
HRM Parks and TPW support trails development in HRM under their respective mandates. These developments are implemented through HRM direct delivery of trails development or through HRTA member community development initiatives.

HRTA provides a strong community development model to HRM for Active Transportation (AT) Linear trails through TPW. An annual budget is allocated to the development of AT trails used for connecting communities to each other or to take residents to destinations such as work, school, or to go shopping.

HRTA proposes to extend this successful model for AT Linear trails to Recreational trails which addresses an identified need by communities in HRM. Trails outside of Municipal parks used solely for recreational purposes are not currently funded by HRM. These recreational trails could be loop trails or destination trails to access features of interest such as waterways, look-offs, cultural and historical areas of interest, ecosystems like wetlands or old growth forests, or could be mountain biking trails. HRTA has conducted a preliminary assessment of the need for recreational trails among its members. That assessment showed a gap of approximately 110 km of recreational trails under the mandates of the HRTA members that do not have access to HRM funding. HRTA is requesting additional funding to support the implementation of the community development model for these trails.

This proposal highlights how a community development model for recreational trails is an integral part of Council’s six Priority Areas in its Priority Outcomes plan for 2017 – 2020. HRTA is already engaged with HRM in delivering trails for transportation purposes. HRTA will demonstrate that expanding that relationship to include recreational trails supports economic development, healthy and liveable communities, and social development. HRTA’s governance structure is already closely linked to HRM contractually with a relationship that has been in place for over a decade. HRTA will significantly leverage HRM resources in the service delivery of recreational trails as already demonstrated with the existing community development model used for AT Linear trails.

The proposal is for a pilot program for an initial year with a follow on 5 year plan



for implementation of community developed recreational trails. The objective of the pilot program is to demonstrate the value of the community delivery model for recreational trails to HRM. The stated objectives of the pilot program include identifying and maximizing available leveraged funding through collaborative ventures, demonstrate governance and management processes of HRTA that already meet HRM accountability requirements to execute projects with public funds, increase levels of community engagement in the decision making process, and the ability of HRTA members to support trails sustainability.

The pilot program request is \$250,000 for FY 18/19. Implementation of the full program is estimated at \$1 million annually. The final amount of the full program will be determined by the end of the pilot program.



2 Halifax Regional Trails Association

HRTA is an organization of community-based volunteers who assist and support community trail groups to develop, build, maintain, and promote a system of interconnecting Active Transportation and other trails in HRM. In 1997, the Halifax Regional Development Agency commissioned the Regional Trails Report and five community groups began construction in 1998 according to the community development model. In 2000, HRM council agreed to adopt the community development model for all trail building and the number of groups increased to the present twenty-three member groups. HRTA was incorporated under the Nova Scotia Society's Act in 2006, but prior to that worked as a collaborative group to promote and enhance trails in HRM. HRTA has over 20 years as an Association of community trails groups in HRM.

From St. Margaret's Bay on the West to Musquodoboit Harbour on the East, the existing, planned, and concept trails cover all kinds of recreational experiences from wilderness, backcountry, rails to trails, and suburban and urban trails. HRTA holds scheduled meetings at locations hosted by different trail groups in HRM with a hike on a local trail planned before the meeting. Meetings are planned a year in advance and the schedule is posted at <https://hrta.ca/wp/meeting-schedule/>. HRM TPW staff regularly attends these meetings. HRTA would welcome HRM Parks as a partner at these meetings.

Halifax Regional Trails Association Goals:

- Develop Regional Strategy to link an integrated network.
- Lobby for adequate trail legislation i.e. Trails Act.
- Maintenance Committee – Goal of permanent sustainable maintenance plan with an ultimate goal to deliver safe, quality trails.
- Sustainable Capital and Operational Funding Committee with an ultimate goal to support an integrated trail system.
- Develop a strategy to raise awareness of the multi-faceted benefits of a regional Trail System in HRM with an ultimate goal to provide healthy, active communities.
- Develop a Volunteer Recruitment and Retention Strategy.

Members of HRTA represent trail groups within HRM who share common goals of trail development and trail enjoyment. HRTA is committed to a cooperative effort to maximize the realization of such goals.

Membership criteria includes:

- have legitimate community support
- have trail development as one of its mandates and core goals
- be developing trails in HRM
- be a registered society under the Societies Act
- be members in good standing of Nova Scotia Trails

HRTA is a coalition of 23 community trail groups across HRM with 20 years of experience building and maintaining trails in collaboration with HRM. A full listing of HRTA member groups can be found at <https://hrta.ca/wp/members/>. Collectively, HRTA groups include over 10,000 members and volunteers.

HRTA groups are active in the community:

- planning, designing, building and maintaining trails
- organizing trail events, community cleanups, guided hikes and bike rides
- outdoor education opportunities such as 'leave no trace' practices
- building partnerships with Girl Guides, Cadets, Young Naturalists, Hike Nova Scotia, Mountain Bike Halifax, Bicycle Nova Scotia, numerous schools and minor athletic associations

HRTA member groups can leverage funding from diverse private and public sources and community volunteer labour. Collaboration with HRTA provides HRM with trails in many more communities and at a lower cost than if the trails were developed by HRM alone.

HRTA has an established relationship with HRM to manage funding from TPW and allocates this funding to community groups for planning, design, construction and maintenance of linear active transportation trails. During the past two years HRTA has evaluated proposals totaling \$2.8 million for AT Linear trails with leverage of an additional \$3M. During FY 17/18 HRTA managed or supported a combination of community developed or HRM direct delivery trails with a total budget of \$1 million in HRM funding.

HRTA has accomplished this through:

- consultations with HRM TPW,
- a Capital and Maintenance funding application process that is vetted by HRM,
- applications reviewed against published evaluation criteria by the Capital Committee or the Maintenance Committee as appropriate,
- committee generated recommendations for funding that are reviewed and approved by the HRTA Board consisting of all 23 member groups, and
- delivery to HRM TPW staff for final review and submission to Council as part of TPW's overall budget submission.



3 Recreational Trails

3.1 Classes of Trails

There are two main categories of trails:

- Active Transportation (AT) trails that make connections between where people live and where they work, shop, access transit, access services, and attend school – sometimes called AT Linear or Connector trails



Linear Active Transportation trails funded by municipality now

- Recreational trails that provide healthy living or educational experiences by encouraging hiking, mountain biking, increasing awareness of ecosystems, exceptional views of landscape, education in cultural or historical sites, or simply greater enjoyment of nature.



Community development model 'recreational only' trails not covered by an established municipal funding process

HRM currently funds AT Linear trails through TPW. TPW provides directly delivery (i.e. HRM designed, constructed, maintained) of bike lanes or sidewalks, and sometimes trails that form a connected active

transportation network. In addition an annual budget is allocated for community delivered trail systems. These trails are delivered through the network of HRTA members. This process has been working well with major benefits that accrue to residents of HRM and visitors to our region. Through HRTA, HRM has access to an organization with significant reach in the region. Over the past twenty years, HRTA has demonstrated an ability to manage significant HRM trail funding budgets.

HRM currently supports Recreational trails in Municipal parks such as Point Pleasant Park, Shubie Park through the Parks mandate. Parks provides a direct delivery model for developing and maintaining trail infrastructure in these municipal parks. An annual budget for community-delivered recreational trails is not available. This gap is the subject of this proposal.

The following sections describe the economic value and existing demand for recreational trails.

3.2 The Value of Recreational Trails

Recreational trails provide economic, social, health and environmental benefits to their communities.

Economic benefits of recreational trails include attracting tourists, residents and businesses to a community and increased general spending for trail-related activities.

A 2016 Economic Impact Study of the Rum Runners Trail showed the significant impact this 119 km trail from Halifax to Lunenburg is having on building the economy in the region. The study combines quantitative data from counters placed along the trail with qualitative surveys of trail users. The counter data collected from July to October 2016 tracked 98,435 users. The survey data collected results from 901 of these users (Gardner Pinfold, 2016).

The study looked at trail-related spending such as accommodation, transportation, food and beverage, and recreation. Through a rigorous analysis, the study concluded that residents and visitors spent \$4.2 million (90% confidence level) during the study period (Gardner Pinfold, 2016). This was direct spending, i.e. spending that would not have occurred if the trail had not existed.

An economic impact study of mountain bikers using the 311-km network of singletrack trails in Squamish, British Columbia (pop. 20,000), found that visitors using the trails spent \$9.9 million in 2016, up from \$2.3 million in 2006. The trails supported \$3.4 million in wages in Squamish in 2016. In addition, 82% of locals using the trails said that the trails are “important” (20%) or “very important” (62%) in their decision to live in Squamish (Western Mountain Bike Tourism Association, 2017).

“Trails are the most desired community amenity that homeowners seek when buying a new home.”
(National Association of Home Builders, 2008. In University of Wisconsin Cooperative Extension, 2013).

People of all ages prefer to live near parks with access to trails. According to a 2015 survey by the National Association of Home Builders (NAHB) in the U.S., home buyers in all age categories (“Millenials” to Seniors) rated proximity to parks with access to trails among their top three most-wanted amenities (National



Association of Home Builders, 2016). This is consistent with previous NAHB studies in 2002 (American Trails, 2002) and 2008 (University of Wisconsin Cooperative Extension, 2013), confirming the lasting value of investing in recreational trails.

Trails influence business location and relocation decisions. Companies often choose to locate in communities that offer a high level of amenities to employees as a means of attracting and retaining top-level workers. Trails can make communities attractive to businesses looking to expand or relocate both because of the amenities they offer to employees and the opportunities they offer to cater to trail visitors (Pennsylvania Land Trust Association, nodate).

Building trails for active recreation in communities is strongly recommended by the Center for Disease Control as a means to increase physical activity of residents (Task Force on Community Preventive Services, 2002). Recreational trails provide convenient opportunities for exercise, promoting active living for people of all ages. Recreational trails are a fun way to get kids moving. Active use of recreational trails reduces risk of cardiovascular disease, Type 2 diabetes and obesity, strengthens bones and muscles, improves coordination and balance, and improves mental health and mood (Centers for Disease Control and Prevention). Regular physical activity reduces the risk of Alzheimer's Disease, dementia and cognitive decline in seniors (Guure et. al. 2017). Municipal investment in community-developed trails will improve the physical and mental health of residents of all ages.

Community-developed trails increase opportunities for social interactions, strengthening social networks and connecting people to their community. By-products of local trail systems include improved self-image and social relationships, reduced crime rates, and a lifestyle encouraging youth to find their entertainment in healthy, wholesome pursuits. Trails may also provide access to historic sites, fostering a deeper cultural appreciation of place (Columbia Valley Trail Alliance).

Recreational trails provide low-impact access to natural areas, promoting appreciation of the environment. Recreational trails can be used for formal environmental education by schools or community groups for persons of all ages. Appreciation for natural environments increases stewardship by the public, resulting in less adverse behaviours such as littering and illegal dumping of waste. Use of trails for recreation can be a "gateway" to active commuting, reducing traffic and improving air quality.

Municipal support of community trail groups will allow them to provide high-quality, sustainable trails that are built by the community, for the community. This will decrease the building of informal trails which may not adhere to high standards of sustainability (Columbia Valley Trail Alliance).

3.3 The Demand for Recreational Trails

In 2013, HRM contracted WSP Canada Inc. to do a Trail Monitoring survey of six popular trails in HRM. Counters were placed under the trails and data were recorded between May 2013 and April 2014. The counters tallied 476,500 users during the year. The data recorded time-of-day and day-of-week and whether the users were cyclists or walkers. The most popular times were mid-day and on weekends indicating that the trails were used mainly for recreational purposes (Connors, M. 2014).

The Rum Runners Trail data surveyed trail users to determine demographic characteristics and reasons for travel. The qualitative survey of trail users was broken down into the various sections of the trail. By analyzing just the suburban Beechville-Lakeside-Timberlea (BLT) section, the data can be extrapolated to other suburban areas of HRM.

50,600 users were counted on the BLT trail during the survey period. The survey responses revealed that only 6% of resident users were using the trail to commute. The rest of the resident users were using the trail to improve their health (73%), socialize (12%) or to experience the scenic views (10%). Visitors were using the trail for pleasure (33%) or because they were visiting friends or relatives (67%). The vast majority of users were Nova Scotia residents living within 5 km of the trail (48%) or greater than 5 km (50%). Only 2% of users of this section of the Rum Runners trail are from other Canadian provinces (Gardner Pinfold, 2016).

Demographic data revealed that users on the BLT were in the following age categories; 50-69 (37%), 35-49 (34%), 19-34 (13%) and over 69 (10%). Given the demographic shift happening now with more Baby Boomers retiring, the category of retired persons using the trails will only increase.

Development of the Halifax Green Network Plan included a thorough public consultation process in which the residents of Halifax identified recreational trails as an “Important Value”. Municipal investment in recreational trails is consistent with the values of Halifax residents (O2 Planning + Design, 2015).

Anecdotal information from the HRTA group members report that the number of users on all the trails has increased. For example, the Friends of McNabs Island, which organizes guided nature and history tours of the island park and historic site, report that tickets sales for boat trips to the island have significantly increased in recent years and guided tours sell out quickly.

3.3.1 Recreational trails not currently funded

HRTA did a survey of our member groups to ascertain which groups had trails within their region that were not currently funded because they were considered “recreational” trails by HRM. Nine groups responded stating that there were approximately 110 km of trails that were ready to build or repair.

These recreational trails represent a variety of trail classes, from single track bike trails to front country trails and two-way connector trails. Many of these trails travel through countryside or woodlands and lead to historic sites, waterways or scenic vistas. Some of these trails are on municipal land, whereas others are on provincial land. None of them are eligible for funding under HRM’s TPW Capital Trails Program because they are not considered active transportation commuter trails to get residents to school, work or to go shopping.

3.4 The Fit with HRM Priority Areas

3.4.1 Economic Development

The recreational trails proposal strongly supports the **Economic Development** priority of the Strategic Planning Framework. The Rum Runners economic impact study (Gardner Pinfold, 2016) clearly shows the economic benefits of trails in our region. Economic benefits also include encouraging the **entrepreneurial**



spirit as businesses in close proximity to trails prosper. A good example of this sort of innovative entrepreneurial business is the Bike and Bean located in the historic French Village Train Station beside the St. Margaret's Bay Rails to Trails section of the Rum Runners Trail. This section of trail is extremely popular with residents and visitors. The survey indicated that trail users spend 10% of their trail related expenditures in close proximity to the trail. This sort of economic activity is responsive to the needs of the community as the Bike and Bean also serves as a community hub.

Many of our spectacular recreational trails are in rural parts of HRM. The recreational trail in Musquodoboit Harbour for example, was built when municipal trail funding included funding for scenic loop trails such as Admiral Lake and look-offs such as Gibraltar Rock. These trails managed by the Musquodoboit Trailways Association bring **economic viability to rural communities** supporting the priorities of the Strategic Planning Framework.

Recreational trails are excellent venues for heritage and cultural activities. Many recreational trails pass by historic sites and monuments. For example, the trails within the Cole Harbour Parks and Trails region tell the story of the Poor Farm where marginalized people were sent during hard times. And trails on McNabs Island meander past numerous historic sites and 19th century military fortifications that protected the Port of Halifax. Recreational trails are often frequented by artists and photographers who value stunning scenic views which help to seed creativity.

Cultural activities such as heritage tours or events held in parks attract local residents and visitors to our region. For example, the heritage tours on McNabs Island last year brought thousands of visitors to the island to learn more about the history of Canada. Recreational trails that showcase scenic coastal hikes or striking landscapes offer a tourism destination that **bolsters the creative economy and the vitality of the region**.

3.4.2 Healthy, Liveable Communities

Recreational trails near coastal areas demonstrate the very real impacts of storm surge, coastal erosion and climate change. This is a teachable moment for everyone who walks a coastal trail. Recreational trails also bring residents and visitors closer to nature. Trail users can act as citizen scientists monitoring storm impacts and sea level rise. Trail restoration projects present opportunities for **leadership in environmental risk management**. Properly built recreational trails can reduce environmental degradation, trampling and compaction of the forest floor in parks. Trail users are channeled to use trails rather than wandering through woodlands or over sensitive dunes creating their own pathways. Properly designed and managed recreational trails are a sustainable way to protect our woodlands.

Recreational trails provide excellent venues for **recreation and leisure** activities in line with the strategic priorities of the municipality. According to Saint Mary's University researcher Dr. Hugh Millward, walking is the most common form of recreational activity in Canada (Millward, H., Spinney, J. and D. Scott, 2013). HRTA trail groups all report that the numbers of trail users has increased significantly in recent years. Statistical data (Gardner Pinfold, 2016) and (Connors, 2014) support this finding with close to 500,000 users travelling on the few trails that were surveyed.

There is considerable research into the benefits of recreational trails on **community health** (Centers for Disease Control and Prevention). From disease prevention to improving mental health, outdoor activities such as hiking, cycling and walking are proven to improve the well-being of citizens. Building liveable healthy communities is a key priority of the municipality.

3.4.3 Social Development

Providing access to **social infrastructure that enables citizens to fully participate in their community** is supported by community recreational trails. Many trail groups and non-profit organizations hold events and activities on trails and in parks that bring people together to work toward a common goal. For example, the McIntosh Run Watershed Association regularly calls on volunteers to build or restore sections of trail in their community. This builds community engagement and ownership of the community trail among citizens. It is an excellent way to engage youth in protection of our woodlands and waterways.

Community trail groups partner with other organizations to bring them “back to nature” by hosting guided nature hikes along the trails and in parks. For example, Friends of McNabs Island volunteers regularly partner with school and youth groups to provide outdoor education programming and have prepared a school kit in English and French for educators that brings McNabs Island into the classroom (Friends of McNabs Island, 2016).

3.4.4 Governance & Engagement

The Recreational trails proposal builds on an established and proven governance structure at HRTA, and leverages the engagement of 23 community associations throughout HRM. The proposed Recreational Trails program fits with this HRM priority area.

HRTA's governance structure includes an Executive Committee that supports the overall operation of HRTA. Positions are determined through a nomination process and voted in at the Annual General Meeting. The Executive includes the Chair, Vice-Chair (recently Co-Chair), Treasurer, Secretary, and Past Chair. In addition two Members at Large are also part of the Executive Committee and are elected positions.

The oversight of HRM funds for HRTA member projects is accomplished through two committees: the Capital Funding Committee and the Maintenance Committee. Both Committees have extensive experience in fiscal management in accordance with HRM guidelines for the funding application and review/approval process, as well as eligible expenditures and procurement processes. These processes are already in place for AT Linear trails.

The community groups are all members of HRTA's Board and provide engagement into 23 HRM communities extending from Carroll's Corner to St. Margaret's Bay. Community engagement is accomplished through workshops, trails events in the communities, outreach functions to disseminate trails planning information, signage at the trail sites, engagement with schools and local groups/associations, as well as regular meetings of the community trails volunteers.

The entire HRTA organization is executed through an extensive and dedicated volunteer network.



3.4.5 Service Delivery

HRM will be able to better meet the needs of the people it serves through HRTA's community development model for recreational trails. HRTA members are volunteer groups from 23 communities within HRM. The members articulate the needs of their communities through direct engagement. The members leverage taxpayer dollars with Provincial, Federal, other funding sources, and contribute a significant amount of volunteer time to accomplish a larger scope of deliverables than with HRM funds alone. The members lead the process for planning, permitting, construction, and maintenance of trails freeing up valuable HRM resources. And the members report back to HRM (through HRTA or directly with HRM) on their progress.

3.4.6 Transportation

This priority area is significantly addressed through HRTA's community development model for AT Linear trails. The HRTA-HRM process has been working for over a decade on Council's Transportation Priority Area and is now being proposed for recreational trails.

4 Proposal

HRTA proposes a two phase approach to implementing a recreational trails program: a one year pilot program and an implementation phase.

The pilot program is designed to meet the following objectives:

- Define the process for recreational trails
- Implement the process on selected trails
- Define a long term operational program

4.1 Process Definition

A review of existing processes including:

- Trails standards definition.
- Submission process for funding.
- Member and trail section eligibility requirements.
- Review process and evaluation criteria.
- Communications and reporting to Parks.

This task will be performed by HRTA Capital and Maintenance Committees and provided as in-kind support to the pilot program. The full HRTA membership will review and approve their recommendations.

The estimated timeline for completion is February 2018 to April 2018. The estimated level of effort is 50 hours with a value of \$25 per hour. Two meetings with HRM Parks are recommended. The initial meeting will be a scoping exercise to outline the parameters for process definition. The final meeting will be to review the output recommendations prior to distribution to the HRTA Board for their review and approval.

4.2 Implementation Process

The implementation task is designed to develop guidelines for trails costs that will be used for the long term operational program.

Pilot program projects will be selected to include trails from various phases of their life cycles (planning and design, construction, recapitalization, or maintenance) and over several classes of trails (single track, hiking, ecosystem experience, etc.). All projects will undergo the current HRTA process of application, review, ranking, and recommendations for approval. Leveraged funding will be part of the evaluation criteria during this task.

During project implementation attention will be paid to the cost per kilometer during the various life cycle stages for each type of trail, and any unforeseen challenges for HRTA and HRM to address. These will be used to provide rough order of magnitude costs for implementation of an operational program.

HRTA anticipates approximately 6 – 7 pilot trails will be co-funded during this task against a proposed budget of \$225k. HRTA committee time is provided in kind. A leverage of 1:1 against HRM funds is



targeted. However due to the short implementation timeline of the pilot program those trails that fall below the 1:1 matching co-funding will still be considered for the FY 18/19.

4.3 Recreational Trails Operational Program Definition

Pending a successful pilot program, the follow on operational program is anticipated in FY 19/20. Based on a preliminary survey of 9 HRTA members (of a total of 23 members), a rough order of magnitude of \$10M is likely required for a full operational program over the course of 5 to 10 years. A more rigorous business case is required in order to justify the extent of the program, the value to HRM, and budget estimates.

HRTA proposes to contract a consultant through a request for proposal (RFP) process to develop the appropriate business case for long term implementation. The scope of work would include an inventory of proposed trails from all HRTA members, an analysis of the socio economic value of those trails including a cumulative impact, development of guidelines for reasonable cost estimates of planning through to construction of recreational trails, first level trails inventory prioritization and phasing for five year planning, and recommendations for additional sources of funding that HRTA could more effectively access as an association vs individual member efforts.

The RFP, contract award, and project execution is anticipated to be a 6 month process. The RFP scoping and publication would commence in April. The estimated cost is \$25k.

4.4 Program Cost Summary

	Schedule	Cost	Amount requested
Process Definition	Feb – Apr 2018	\$ 1,250	\$ 0
Pilot Program	Apr '18 – Mar '19	\$350,000 - \$450,000	\$225,000
Operational Program Definition	Apr '18 – Oct '19	\$30,000	\$25,000
TOTAL		\$381,000 - \$481,000	\$250,000

5 References

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Budget Adjustment List Briefing

Recreation Fee Reduction / Ice Fees

COW Date Added: 17-Jan-2018

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
4	Operating	\$40,000	\$0.16
Adjustment Description	Budget request for 2018/19 to offset revenue adjustment due to implementing interim ice and dry floor fees.		
Priority Alignment	Healthy, Livable Communities - Recreation and Leisure		

RECOMMENDATION

Subsequent to Regional Council’s March 6, 2018 direction, it is recommended that the “Blended – SMC Adult Rates and Spryfield Youth Rates” as outlined in Table 1 be used for LeBrun Arena for this season only, until the full Parks and Recreation Fee Structure Review returns to Regional Council next year.

Service Implications and/or impact on Priority

Subsequent to the Parks and Recreation budget presentation, staff presented the Parks and Recreation Fee Structure Review – Interim Arena Rate report to Regional Council (Item 14.1.8) on March 6, 2018 to consider maintaining the 2017/18 ice and dry-floor rates for HRM operated arenas for 2018/19 fiscal year; and set interim dry-floor rates for the BMO Centre and Dartmouth 4-Pad for the 2018/19 fiscal year.

Regional Council passed the following amended motion:

That Halifax Regional Council:

1. Maintain 2017/2018 ice and dry-floor rates for HRM operated arenas for the 2018/19 fiscal year; and
2. Set interim dry-floor rates for the BMO Centre and Dartmouth 4-Pad for the 2018/19 fiscal year at
 - a. \$65/hr plus HST for youth groups; and
 - b. \$75/hr plus HST for adult groups.
3. That the ice rental rates for the LeBrun Arena, be adjusted to be the same as St. Margaret’s Centre and the Spryfield Lions Rink, for this season only, until the full Parks and Recreation Fee Structure Review returns to Regional Council next year.

Amended motion put and passed in Regional Council March 6, 2018.

Impact of Motion

Based on the motion approved by Regional Council, the impact of the dry-floor rates on the overall arena revenue for 2018/19 fiscal would amount to \$30,000 and will be absorbed in the proposed Parks and Recreation operating budget.

As the majority of ice fees will be maintained at 2017/18 rates for HRM operated arenas based on Regional Council’s direction, the proposed total impact of \$300,000 to the Parks & Recreation budget will not be realized in the 2018/19 fiscal year. However, the amendment to the motion that ice rental rates for the LeBrun Arena be adjusted for this upcoming season, will result in some impact to the Parks & Recreation operating budget, as outlined below.

The amended motion passed by Regional Council directed that “the ice rental rates for the LeBrun Arena, be adjusted to be the same as St. Margaret’s Centre and the Spryfield Lions Rink, for this season only ,....”. The implementation of this direction is challenging as the non-prime rates listed in the March 6th report are not the same for both facilities. In addition, there was an error in that report with one facility’s rates including HST and the other with HST excluded. As a result, rates for all categories differ at St. Margaret’s Centre and Spryfield Arena.

Furthermore, the rates for youth prime time rentals at one of the arenas outlined in Regional Council’s motion are currently higher than the existing rate at LeBrun Arena. Therefore, implementing that rate would result in increased costs for youth prime time rentals, which would be inconsistent with what was understood to be Regional Council’s intended outcome.

Therefore, a summary of the rates and implementation options for the LeBrun Arena to meet Regional Council’s direction is outlined in Table 1:

Table 1: 2018/19 Ice Rental Rates – LeBrun Arena

Category	2017/18 LeBrun Rates	Proposed 2018/19 LeBrun Rates based on			
		Spryfield Rates	St. Margaret’s Centre Rates	Blended – SMC Adult Rates and Spryfield Youth Rates	Previous LeBrun Rates
Prime - Adult	276	200	230	230	190
Prime - Youth	224	200	230	200	190
Non-Prime - Adult	155	120	150	150	115
Non-Prime - Youth	155	120	150	120	115
Estimated Revenue Impact (based on 2017 bookings)	0	-\$47,000	-\$28,000	-\$39,000	-\$62,000

Note: All rates include HST

Based on staff’s understanding of the intent of Regional Council’s direction, the expectation is to set rates at LeBrun Arena which are lower than the existing 2017/18 rates and similar to the two indicated arenas, for this season only. Therefore, using a blended rate which incorporates both St. Margaret’s Centre adult rates and Spryfield Arena youth rates would enable an implementation that is most in keeping with Regional Council’s direction by incorporating both facilities and reducing all rates to some degree. Using only Spryfield’s rates at LeBrun Arena for 2018/19 would result in lower rates but would be less aligned with Regional Council’s direction since it would not incorporate any aspect of St. Margaret’s Centre rates. Similarly, using only St. Margaret’s Centre rates would not incorporate any aspect of Spryfield Arena rates and would result in increased rates for youth prime bookings. Implementation of any other rates would require rescission of Regional Council’s motion, consideration of a supplementary report and approval of new direction.

The costs associated with adjustment of the ice fees at LeBrun Arena for the 2018/19 fiscal year will be funded from Fiscal services. The estimated amount is approximately \$40,000.

Staff will return to Regional Council upon completion of the Fee Study review, with recommendations for ice rental rates for all HRM owned arenas. It is expected that will occur in the fall, in preparation for implementation in April 2019. Therefore, any rates set for LeBrun Arena would be in place for the winter 2018 season only and further adjusted when new rental rates are set by Regional Council.

Appendix 1 – March 6, 2018 Regional Council Item 14.1.8 - Parks and Recreation Fee Structure Review - Interim Arena Rates

Briefing Approved by:

Brad Anguish, Director, Parks & Recreation, 902.490.4933



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

Item No. 14.1.8
Halifax Regional Council
March 6, 2018

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed
Jacques Dubé, Chief Administrative Officer

DATE: February 28, 2018

SUBJECT: Parks and Recreation Fee Structure Review - Interim Arena Rates

ORIGIN

- January 6, 2016 - Committee of the Whole approval of the 2016/17 Parks and Recreation Business Plan which included an initiative to assess recreation fees for facilities and programming offerings and develop an on-going fee strategy.
- January 17, 2018 – Regional Council Budget Committee - Motion approved to place \$300,000 in the parking lot for recreation fee adjustments on ice fees.

LEGISLATIVE AUTHORITY

HRM Charter, S.N.S. 2008, c. 39

61(3) The property vested in the Municipality, absolutely or in trust, is under the exclusive management and control of the Council...

Administrative Order 58, *the Delegation of Certain Authorities Administrative Order*

Delegation - Market Value Rent

11. All renters of a facility or municipal land must pay market value rent.

12. Council hereby delegates the authorities to approve and sign a rental agreement for a facility or municipal land, at market value rent, as follows:

Maximum Rental Period or Term	Annual Market Value Rent (excluding HST)	Approval Authority	Signing Authority
one (1) year	\$1 - \$25,000	Divisional Manager	Divisional Manager
one (1) year	\$1 - \$50,000	Director	Director
one (1) year	\$1 - \$100,000	DCAO or CAO	DCAO or CAO
as approved by Council	\$100,001 and over	Council	Mayor and Clerk

Delegation - Less than Market Value Rent

13. Council hereby considers a non-profit organization to be carrying on an activity that is beneficial to the Municipality, if in the opinion of the delegate: (a) the entity is a non-profit organization; (b) the non-profit organization is using, in whole or in part, a facility or municipal lands; and (c) the non-profit

is holding a sporting event, community event, recreational event, entertainment event, or cultural event including artistic performances.

14. Notwithstanding section 11, Council hereby authorizes less than market value rent to be charged to a non-profit organization who is carrying on an activity that is beneficial to the Municipality pursuant to clause 13(c) of this Administrative Order.

15. Subject to sections 13 and 14, Council hereby delegates the authorities to approve and sign rental agreements for a facility or municipal land, with a non-profit organization at less than market value rent, as follows:

Annual Market Value Rent (excluding HST)	Approval Authority	Signing Authority	Maximum Rental Period or Term
\$1 - \$25,000	Divisional Manager or Director	Divisional Manager or Director	one (1) year

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Maintain 2017/2018 ice and dry-floor rates for HRM operated arenas for the 2018/19 fiscal year; and
2. Set interim dry-floor rates for the BMO Centre and Dartmouth 4-Pad for the 2018/19 fiscal year at
 - a. \$65/hr plus HST for youth groups; and
 - b. \$75/hr plus HST for adult groups.

BACKGROUND

During the 2016/17 budget and business planning process, Parks and Recreation identified the need to conduct a review of all recreation fees. After at least six years of freezing recreation fees for HRM-operated facilities, this review would help staff determine appropriate fees going forward to ensure that programs offered are appropriately priced and resourced. HRM staff engaged a consultant to conduct an in-depth analysis, including a jurisdictional scan, and to provide recommendations to the municipality for consideration.

After a competitive process, RFP 17-039 was awarded to KPMG in April 2017. The review approach is to examine 5 recreation services:

1. Arenas (Dry-Floor and Ice)
2. Facilities (Sports fields, ball diamonds, artificial turf, tracks, courts and meeting rooms)
3. Aquatics
4. Community Programming
5. Fitness and Active Living

Included in the review is a comparison of fees for similar services with benchmark Canadian cities.

KPMG has completed initial recommendations regarding "Ice Recreation" and is working on the remaining categories prior to finalizing their overall recommendations. Staff anticipate that all portions of the KPMG review will be concluded in late Spring 2018.

DISCUSSION

Current offerings and rates for ice and dry-floor are varied over the 26 ice surfaces throughout the municipality. Some arenas maintain their ice surfaces year-round, while others remove ice during the Spring/Summer season to accommodate recreation/leisure activities requiring dry-floor facilities. Staff must respond to the demand for dry-floor and ice during the spring/summer season to ensure that all user groups have adequate time for their programs.

Compounding the challenge of providing the right number of surfaces for play are the financial implications of providing ice and dry-floor surfaces. Ice is more expensive to maintain compared to dry-floor, thus rental rates for the use of the two surfaces vary accordingly. Of the arenas that offer dry-floor services, the current rental rates for dry-floor are approximately 1/3 to 1/2 of ice.

Arena Governance

HRM's current governance of arena operations is complex. Multiple organizations operate arenas within the municipality, the majority of which are owned by HRM and five which are privately owned. Current arena inventory information is referenced in Table 1 below. Of the 26 total ice surfaces in HRM, 21 surfaces are HRM-owned, of which oversight for 11 surfaces is the responsibility of an arms-length board.

Table 1 – Operating Arenas with HRM

Arena	Operator	Ice Surfaces
HRM Owned Arenas		
BMO Centre	HRM	4
Centennial	Board	1
Cole Harbour Place	Board	2
Dartmouth 4-Pad	HRM	4
Dartmouth Sportsplex	Board	1
Eastern Shore Community Centre	Board	1
Gray ¹	HRM	Replacement
Halifax Forum/Civic	Board	2
LeBrun Arena	HRM	1
Sackville Sports Stadium	HRM	1
Scotiabank Centre	Board	1
Spryfield Lions Rink	Board	1
St. Margaret's Centre	Board	2
Total HRM Ice Surfaces		21
Privately Owned Arenas		
Bedford Dome	Private Company	1
Bowles Arena ²	Private Company	1
Sackville Arena	Lake District Recreation Association	1
Shearwater Arena	DND	1
SMU	Saint Mary's University	1
Total Private Ice Surfaces		5
Total Ice Surfaces in HRM		26

¹ Used in 2017/2018 winter season as a replacement for Scotia One (Cole Harbour Place) which was undergoing major capital work. Currently being processed via AO50 Community Interest Stream for disposal as per Council's direction.

² Under contract for disposal pending Regional Council approval under A050, Extraordinary Category.

Working with HRM's arena partners adds complexity when timing and implementing any rate adjustments, and must be considered when the municipality moves forward with any proposed changes. Coupled with the consideration of the financial needs of our arena partners is the timing of registration of the sports associations, given that facility rental costs form a significant portion of the registration fees. The facility rates charged to the organizations can influence the number of participants and the amount of time they can book. Therefore, sufficient notice is important for any changes to arena rate structures.

KPMG Recommendations

As indicated, KPMG has completed an initial analysis on rental rates of arenas for both ice usage and dry-floor usage.

Ice Assessment

KPMG's interim report regarding arenas recommended the following ice fee structure (hourly rate) based on a cost recovery model and jurisdictional scan:

Youth Prime	\$180
Youth Non-Prime	\$120
Adult Prime	\$225
Adult Non-Prime	\$150

A comparison of KPMG's recommended rates to current rates charged at arenas throughout HRM is found in Appendix 1. While the rate comparison to private arenas is reflected in the table, it should be noted that HRM has no ability to require adoption of the recommended rates.

Proposed Implementation

As shown in Table 1, HRM owns 81% of the total ice surfaces but currently only has authority to directly set rates for 10 of them, or 38%. Therefore, any changes to the rates must be implemented in a coordinated manner with HRM's ice surface partners.

There are several other factors which much be considered when determining the implementation plan for any changes to rates including:

- The fact that the rates recommended by the consultant is an interim report only, and could be revised as they complete the remaining analysis;
- Implementation of the proposed rates at HRM operated arenas would result in an estimated revenue reduction of \$250,000 which would need to be offset by a corresponding increase to balance the 2018/19 Parks & Recreation budget;
- The proposed rate changes need to be reviewed with HRM's partners to determine impact to their operations and budgets;
- Any HRM change to rink rental rates set by facility operators would have to be implemented in accordance with the facility operating agreements;
- Adjustments to rates at some arenas, but not others, could be expected to create instability in the system, resulting in location disruption and price shopping as users try to move to other facilities to take advantage of different rates;
- Negotiations with multi-district facility boards to implement new management agreements (which will enable better coordination of rates) are still ongoing and expect to be in place for the 2019/20 season;
- Sufficient notification to sport organizations and user groups to adjust to the impact of new rates, in particular those groups for which rates would increase; and
- The fee study is ongoing with impacts still to be evaluated and implemented including fee setting philosophy, refunds, cancellations, CPI increase and price stability for customers. Staff require time to ensure that these items are fully vetted.

Therefore, it is recommended that Regional Council maintain the 2017/18 ice rates at the HRM operated arenas. Several board operated arenas are in the midst of setting their 2018/19 rates and it is expected that there will be some minimal adjustments to those rates. However, based on this recommendation, the rates would remain frozen at 2017/18 levels for the BMO Centre, Dartmouth 4-Pad, Sackville Sports Stadium and LeBrun Arena, which would continue to remain in use for the 2018/19 season as repairs are made to other HRM owned arenas.

Dry-Floor Assessment

KPMG's interim report regarding arenas recommended the following dry floor structure (hourly rate) based on a cost recovery model and jurisdictional scan:

Adult \$75/hour +HST	Youth \$65/hour +HST
--------------------------------	--------------------------------

The rates recommended by KPMG are aligned closely to rates currently charged by other HRM privately owned arenas, as outlined in Table 2.

Table 2 – Current Dry-Floor Rates (with HST)

Arena	Ownership	Operator	Current Hourly Rate
Eastern Shore Community Centre	HRM	Board	65
Halifax Forum/Civic	HRM	Board	75
LeBrun Arena	HRM	Nustadia	70
Sackville Arena	Private	Private	75
Spryfield Lions Rink	HRM	Board	70

Proposed Implementation

Dry-floor usage occurs during the spring/summer season and includes sports such as ball hockey, lacrosse, etc. The largest dry-floor clientele groups are the local lacrosse associations whose contracts commence on April 9, 2018.

Dry floor usage has historically been primarily accommodated in older arenas, including the four stand-alone HRM arenas (Gray, Bowles, Devonshire and LeBrun). Since 3 of those have been declared surplus and the Spryfield Lions Arena and the Dartmouth Sportsplex are undergoing repairs, HRM has directed Nustadia to remove 2 ice surfaces from both the BMO Centre and the Dartmouth 4-Pad to meet the required dry-floor demand. The removal of ice from arenas for a period is beneficial and recommended as a best practice as it enables the structure to be assessed and any maintenance work completed. In addition, in HRM, the demand for ice rentals in the spring/summer months is significantly lower than the winter months, so it provides opportunity for use by dry-floorsports.

Thus, the upcoming spring/summer ice removal plan is as follows:

- BMO Centre to remove 2 ice surfaces
 - 1 - 13 weeks
 - 1 – 7 weeks
- Dartmouth 4-Pad to remove 2 ice surfaces
 - 1 – 16 weeks
 - 1 – 12 weeks

This will be the first year that ice has been removed in the BMO Centre and in the new Dartmouth 4-Pad. Therefore, rental rates for the facilities need to be set. As per HRM's contract with Nustadia, they are responsible for recommending rates. Nustadia has recommended a dry-land rate of \$100/hr plus HST. Given the impact that this significant and sudden rate increase would have upon clientele, staff is recommending to adopt the KPMG recommended rates as the interim dry-floor rates for the BMO Centre and Dartmouth 4-Pad only.

Next Steps

Both the BMO Centre and Dartmouth 4-Pad are managed under contract operated by Nustadia. Based on the current operator agreement, HRM is required to notify Nustadia 30 days prior to setting any new rink rental rate or implementing any change. Therefore, to set a rental rate for dry floor bookings at those arenas for the upcoming 2018 season, direction would need to be approved by Regional Council prior to March 9th to ensure that all contractual requirements for all interested parties are met.

Staff will continue to assess the fee recommendations outlined by KPMG, including discussions with third party and private arena operators in preparation to return to Regional Council in Fall 2018 with proposed fees

to be implemented effective April 1, 2019 for arenas and all other recreation assets.

Legal Services and Parks and Recreation staff are currently working on a Fee By-Law to enable fee adjustments for recreation programming. With an anticipated timeline of Fall 2018, staff is aligning the work of the fee review and the fee by-law to present to Regional Council for consideration.

FINANCIAL IMPLICATIONS

Ice surfaces are rented out at a higher rate than dry-floor surfaces in all the arenas in the municipality. With 4 ice surfaces planned for removal at the BMO Centre and the Dartmouth 4-Pad, staff expect that at least 70% of the ice bookings for these rinks will be accommodated on the remaining ice at these arenas or others operating in the spring and summer. The remaining revenue would be offset by dry-floor bookings.

Under the staff recommendation, staff estimate that there will be a revenue decrease of \$30,000 from projected 2018/19 arena revenue due to implementing the interim dry-floor fees. Staff is prepared to absorb the risk within the 2018/19 Parks & Recreation operating budget.

Should Regional Council direct that ice fees be adjusted for the winter 2018 season, there would be an estimated impact to the Parks & Recreation operating budget of approximately \$250,000, which would need to be offset by a corresponding increase to balance the 2018/19 Parks & Recreation budget.

RISK CONSIDERATION

There are no significant risks associated with the recommendations in this report. The risks considered rate Low. To determine this, consideration was given to financial, operational and reputational risks.

COMMUNITY ENGAGEMENT

No community engagement was undertaken in the preparation of this report. Staff has committed to reviewing the recommendations with the partnership facilities prior to implementation of any proposed changes. That consultation would be completed prior to returning with a report outlining an implementation plan for any changes to the ice rates.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

1. Council could implement ice rental rates effective October 2018. This alternative would result in an estimated revenue reduction of \$250,000 which would need to be offset by a corresponding increase to balance the 2018/19 Parks & Recreation budget.
2. Council could implement Nustadia's recommended dry-floor rates of \$100/hr + HST for the BMO Centre and the Dartmouth 4-Pad.

ATTACHMENTS

Appendix 1 – Ice Rate Comparison

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: Lori McKinnon, Coordinator, Director's Office, Parks & Recreation, 902.490.6987
Roselyn Smith, Manager, Administration Services, Parks & Recreation, 902.490.4422

Ice Rate Comparison

(hourly rates, excluding HST)

Facility	Sheets	Adult						Youth					
		Prime			Non-Prime			Prime			Non-Prime		
		KPMG Proposed Rate	Current Rate	Diff	KPMG Proposed Rate	Current Rate	Diff	KPMG Proposed Rate	Current Rate	Diff	KPMG Proposed Rate	Current Rate	Diff
BMO Centre	4	225	240.00	(15.00)	150	135.00	15.00	180	195.00	(15.00)	120	135.00	(15.00)
Centennial Arena	1	225	169.50	55.50	150	95.65	54.35	180	169.50	10.50	120	95.65	24.35
Cole Harbour Place	2	225	206.00	19.00	150	130.00	20.00	180	206.00	(26.00)	120	130.00	(10.00)
Dartmouth 4-Pad	4	225	240.00	(15.00)	150	135.00	15.00	180	195.00	(15.00)	120	135.00	(15.00)
Dartmouth Sportsplex	1	225	210.44	14.56	150	116.52	33.48	180	185.22	(5.22)	120	116.52	3.48
Eastern Shore Centre	1	225	169.50	55.50	150	143.50	6.50	180	169.50	10.50	120	143.50	(23.50)
Halifax Forum/Civic	2	225	186.96	38.04	150	109.00	41.00	180	165.22	14.78	120	108.70	11.30
LeBrun Arena	1	225	240.00	(15.00)	150	135.00	15.00	180	195.00	(15.00)	120	135.00	(15.00)
Sackville Sports Stadium	1	225	195.00	30.00	150	185.00	(35.00)	180	195.00	(15.00)	120	185.00	(65.00)
Scotiabank Centre	1	225	239.13	(14.13)	150	239.13	(89.13)	180	195.66	(15.66)	120	195.66	(75.66)
Spryfield Arena	1	225	200.00	25.00	150	120.00	30.00	180	200.00	(20.00)	120	120.00	-
St Margaret's Centre	2	225	200.00	25.00	150	130.43	19.57	180	200.00	(20.00)	120	130.43	(10.43)
Bedford Dome	1	225	245.00	(20.00)	150	245.00	(95.00)	180	245.00	(65.00)	120	245.00	(125.00)
Sackville Arena	1	225	195.65	29.35	150	113.04	36.96	180	195.65	(15.65)	120	113.04	6.96
Saint Mary's	1	225	203.50	21.50	150	139.50	10.50	180	203.50	(23.50)	120	139.50	(19.50)
Shearwater Arena	1	225	210.45	14.55	150	150.50	(0.50)	180	199.70	(19.70)	120	150.50	(30.50)
Bowles Arena	1	Currently being processed via AO50 Community Interest Stream for disposal as per Council's direction											

Total Ice Surfaces 26

Note: Grey arena - Used in 2017/2018 winter season as a replacement for Scotia One (Cole Harbour Place).
Currently being processed via AO50 Community Interest Stream for disposal as per Council's direction.

Budget Adjustment List Briefing

Maintain 2nd Parade Float

COW Date Added: 17-Jan-2018

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
5	Operating	\$40,000	\$0.16
Adjustment Description	Second Parade Float		
Priority Alignment	Healthy, Livable Communities - Recreation and Leisure		

Service Implications and/or impact on Priority

The February 14, 2018 report to Regional Council (February 27 meeting, item 14.1.5) outlined the details of float operations, benefit of the second float to avoid scheduling conflicts, the second float precedent and history, costing details and recommended nextsteps.

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Direct staff to develop a call for proposals to create a new HRM Parade Float to replace the current primary Float, for approval upon 2018/19 Budget approval, with funding from Capital Account CD990003, Cultural Spaces;
2. Refer the funding request of up to \$40,000 to provide for the storage, maintenance and operation of the secondary Parade Float to the 18/19 Budget Committee of the Whole; and
3. Subject to Regional Council's approval of increased funding, direct staff to retain the current Parade Float as the secondary Halifax Regional Municipality Parade Float to be used as per scheduling requirements.

Motion put and passed by Regional Council, February 27, 2018.

Attachments

Attachment 1 – February 27, 2018 Regional Council Item 14.1.5 – HRM Parade Float

Original Signed

Briefing Approved by:

Brad Anguish, Director, Parks & Recreation, 902.490.4933

HALIFAX

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

Item No. 14.1.5
Halifax Regional Council
February 27, 2018

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: February 14, 2018

SUBJECT: HRM Parade Float

ORIGIN

August 15, 2017, Regional Council Motion:

MOVED by Councillor Karsten, seconded by Councillor Hendsbee that Halifax Regional Council request a staff report with recommendations to obtain a new primary Halifax Regional Municipality Float, allowing for the existing float to be available for use at community events. **Motion Put and Passed Unanimously**

December 13, 2017, Regional Council Motion:

MOVED by Councillor Karsten, seconded by Councillor Nicoll that Regional Council approve the "Advanced Tender Project List" in Appendix A of the Budget Report dated December 5, 2017.

January 17, 2018 Regional Council Budget Committee - Motion approved to place \$40,000 in the parking lot to maintain a second Municipal float.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, 79 (1) The Council may expend money required by the Municipality for (z) acquisition of equipment, materials, vehicles, machinery, apparatus, implements and plant for a municipal purpose;

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Direct staff to develop a call for proposals to create a new HRM Parade Float to replace the current primary Float, for approval upon 2018/19 Budget approval, with funding from Capital Account CD990003, Cultural Spaces;
2. Refer the funding request of up to \$40,000 to provide for the storage, maintenance and operation of the secondary Parade Float to the 18/19 Budget Committee of the Whole; and

3. Subject to Regional Council's approval of increased funding, direct staff to retain the current Parade Float as the secondary Halifax Regional Municipality Parade Float to be used as per scheduling requirements.

BACKGROUND

Staff operates a parade float which represents the Municipality at approximately 18 parades per year. These parades range from large scale urban regional parades with attendance of more than 50,000, such as the Holiday Parade of Lights in downtown Halifax, to medium size and smaller rural community parades.

HRM has had five official parade floats since amalgamation. The current HRM parade float is 25 feet long, 10 feet wide and 14 feet in height, and was constructed in March 2012 by Tamarack Communications, the successful applicant of a request for proposals procurement process.

On August 15, 2017, Regional Council passed a motion requesting a staff recommendation on obtaining a new primary Halifax Regional Municipality parade float and maintaining the existing one for use at community events.

DISCUSSION

Parade Float Operation

The HRM parade float operational program has been in place since amalgamation and is led by Parks and Recreation event staff. Event staff manage the scheduling and budget of the parade float, with Parks staff driving the float in parades. Events request attendance of the HRM float and the schedule is based on the HRM Float Selection Process (Attachment 1). Once the schedule is confirmed, it is shared with the Mayor's Office and the Councillor's Support Office in order to allow for Mayor and Councillor scheduling.

The HRM parade float has an operational budget of \$15,000 which is allocated within the operating budget for Parks and Recreation. For the 2016/17 fiscal year, the total actual costs of operation were \$14,000 (\$4,000 for maintenance and \$10,000 for staff wages to drive the float). Maintenance costs include repairing infrastructure on the parade float including materials, sound and painting, as well as decorating for theme parades (St. Patrick's Day, Pride Festival and the holiday season).

Scheduling Conflicts

During the 2016/17 fiscal, the parade float attended 17 parades throughout the Municipality. Due to scheduling conflicts (i.e., parades occurring on the same day at approximately the same time), the parade float was unable to attend 4 parades; 19% of the annual schedule requests. As per the scheduling process, parades which do not receive the parade float in one year typically receive it the following year. However, there have been occurrences, typically the second weekend in August, where parades have received the parade float once every three years due to the demand.

As stated in the scheduling process, in the case of scheduling conflicts, staff work with the parade organizers to try and find a solution, however, it has been noted that most parades can seldom move their traditional date and start times.

Secondary Parade Float History

In 2009, a secondary parade float was created at the request of the former Mayor to support representation from HRM at both regional and community parades. However, there was no budget assigned to build or maintain a secondary parade float. At the conclusion of the 2011 parade season, the secondary parade float only consisted of a wooden picnic table attached to a truck bed. Without additional resources and funding, the secondary parade float was of sub-standard quality which was not a positive reflection of the HRM brand. As such, the operation of a secondary parade float was discontinued.

During the 2013, 2014 and 2015 parade seasons, Parks and Recreation staff worked with Halifax Fire and

Emergency Services to offer a solution for parade scheduling conflicts by requesting “the Queen” (HRM’s Antique Fire Engine) be used as a secondary parade float entry when possible. However, that vehicle was only able to attend parades within the urban/suburban core as it could not travel on highways and had limited driving capabilities. Following the 2015 parade season, Halifax Fire and Emergency Services communicated that due to wear on the engine, the vehicle was no longer available for parades.

New Primary Parade Float

The current parade float cost approximately \$50,000, which included the purchase of a new truck bed and sound system. The budget for the parade float was approved by Regional Council on May 24, 2011, and funded from the Event Equipment and Infrastructure budget of the Marketing Levy Special Events Reserve (MLSER).

Since the creation of the 2012 parade float, the Special Events Advisory Committee (SEAC) recommended that event infrastructure, in particular the cost of future HRM parade floats, should not be funded from the MLSER. It was SEAC’s position that the MLSER is focused on economic and tourism creation at a level above the community celebrations supported by the parade float. The MLSER is focused on economic and tourism creation, whereas the parade float focuses on community celebrations. Subsequently, Regional Council approved a new business case for MLSER which does not include funding for event equipment and infrastructure. Therefore, identification of an alternative funding source is required to fund the creation of a new primary parade float. To that end, staff has included funding in the draft 2018/19 capital budget, in account CD990003, Cultural Spaces. That account supports the development and maintenance of cultural structures such as artifacts, monuments, markers, commemorative signage, public art and banners. The account is funded from the new Cultural and Events Reserve, Q621, and inclusion of a new parade float would be consistent with the reserve business case. A new parade float which would include float construction, new trailer flatbed and new sound system, is estimated to cost \$65,000.

Retaining Secondary Parade Float

If Regional Council chooses to maintain the current parade float as a secondary parade float, it would impact the operational budget as more parades could be attended. Attendance at the additional parades would result in expenditure increases for staff wages, as well as theme decoration (for holiday parades). It is expected that a second float would have similar costs as the primary float, between \$10,000-15,000 annually, depending on the number of parades. As well, additional indoor heated space would be required to store the additional parade float, which is estimated at \$30,000 if commercial storage is required. Staff believe, at least for 18/19, that additional space can be arranged inside the current parade float location to store the second float; however, this location is slated for demolition in 2019. This increased operational funding is not currently accommodated within the 18/19 draft Operating Budget and will therefore need to be considered by Council during the 2018/19 COW Budget debate.

Next Steps

Following receipt of Regional Council’s direction, staff will proceed with a call for proposals in order to be able to initiate the work as soon as possible. It should be noted that with the advanced capital approval, the process to procure a replacement float can commence right away; however, awarding of a tender cannot occur until Regional Council approves the 2018/19 Capital Budget, currently anticipated for April 2018.

The timeline for a new primary parade float has a tentative completion date for August 1, 2018. The procurement and construction process of a new parade float is estimated at 3 months. The current parade float would attend any parades until the new one is completed including Sackville Snow Days Parade in February, St. Patrick’s Day Parade in March and potentially Canada Day Parades and Pride Parade in July. The visual concept of the new parade float would be proposed as part of the call for proposals, and confirmed through a committee of staff from Parks and Recreation and Corporate Communications.

FINANCIAL IMPLICATIONS

Staff has included \$65,000 funding in the Capital Account CD990003, Cultural Spaces, in the 18/19 draft

Capital Budget for a new parade float. Funding to cover the additional estimated \$40,000 operating costs associated with the use of a second float would need to be considered during the 18/19 Budget COW as a “Parking Lot” item.

RISK CONSIDERATION

There are no significant risks associated with the recommendations in this Report. The risks considered rate Low. To reach this conclusion, consideration was given to financial and reputational risk.

COMMUNITY ENGAGEMENT

None at this time.

ENVIRONMENTAL IMPLICATIONS

None identified.

ALTERNATIVES

- Alternative 1: Regional Council could choose to direct staff to replace the existing float using the existing base and infrastructure. The estimated capital cost would be between \$45,000-\$50,000 and would not require additional operating funding, but would not allow for a secondary parade float.
- Alternative 3: Regional Council could choose to maintain the status quo and operate the current parade float as the primary float, and not approve additional funding for a new float. This would result in no secondary parade float and no improvements to the existing float.

ATTACHMENTS

Attachment 1: HRM Float Selection Process

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: Paul Forrest, Coordinator, Culture & Events 902 490 6979

Attachment 1
HRM Float Selection Process

Float Selection Process

1. The selection process will be applied to parades that have been confirmed before the posted deadline. All late information will only be considered based on availability.
2. If on any date there is more than one parade request, the following process will take place:
3. The priority for the HRM Float will be to participate in Regional Scale parades. Regional Scale parades can be defined as having a large attendance of 25,000 people or more. These large-scale parades indicate there is a regional interest in the parade from citizens outside the community boundaries.
4. If there is more than one Regional Scale parade on any date with conflicting event times, the HRM Float will attend the larger of the Regional Scale parades. The HRM Float will then attend the next largest scale parade if applicable and if scheduling allows it. Staff will work with all parade organizers to find possible solutions to schedule conflicts.
5. If there is no Regional Scale parades and one community parade available, the HRM Float will attend the community parade.
6. If there is no Regional Scale parades and more than one community scale parade on any date with conflicting event times, the HRM Float will operate on an annual alternating schedule and will participate in the parade that it did not attend the previous year. This schedule is to ensure that the HRM Float visits as many communities across the municipality as possible. Staff will work with all parade organizers to find possible solutions to schedule conflicts. The following is an example of the float being requested to attend three parades in HRM on the same date with conflicting start/finish times resulting in the situation where the float can only attend one parade on that date:

Year 1 - HRM float attends the parade in Community A
Year 2 - HRM float attends the parade in Community B
Year 3 - HRM float attends the parade in Community C
Year 4 - HRM float attends the parade in Community A
(Alternating schedule repeats)

Budget Adjustment List Briefing
Funding to Grants Operating Budget for Grants to Professional Arts Organizations Program

COW Date Added: 13-Feb-2018

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
9	Operating	\$100,000	\$0.39
Adjustment Description	\$100,000 addition to the grants operating budget for the Grants to Professional Arts Organizations Program		
Priority Alignment	Economic Development – Arts, Culture, and Heritage		

Service Implications and/or impact on Priority

Report before the February 13, 2018 meeting of Regional Council regarding Grants to Professional Arts Organizations Program. Motion amended to consider the inclusion of an additional \$100,000 in 2018-19, \$150,000 in 2019-20, and \$250,000 in 2020-21, to the grants operating budget process for the Grants to Professional Arts Organizations Program.

RECOMMENDATION

Motion approved **as amended** that Halifax Regional Council:

1. Consider the inclusion of an additional \$100,000 in 2018-19, \$150,000 in 2019-20, and \$250,000 in 2020-21, to the grants operating budget process for the Grants to Professional Arts Organizations Program;

Amended motion put and passed by Regional Council, February 13, 2018.

Attachments

- Attachment 1 – February 13, 2018 Regional Council Item 14.2.1 - ArtsHalifax Advisory Committee Recommendations – Successor Committee and Awards Program
- Attachment 2 – Excerpt from February 13, 2018 Regional Council Action Summary

Original Signed

Briefing Approved by:

 Brad Anguish, Director of Parks & Recreation, 902.490.4933



P.O. Box 1749
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Item No. 14.2.1
Halifax Regional Council
February 13, 2018

TO: Mayor Savage and Members of Halifax Regional Council

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SUBMITTED BY:

Deputy Mayor Wayne Mason, Chair, Community Planning & Economic
Development Standing Committee

DATE: January 19, 2018

SUBJECT: ArtsHalifax Advisory Committee Recommendations - Successor Committee &
Awards Program

ORIGIN

January 18, 2018 meeting of the Community Planning and Economic Development Standing Committee, Item No. 12.1.1.

LEGISLATIVE AUTHORITY

Administrative Order 1, *Respecting the Procedures of the Council*, Schedule 3, Community Planning & Economic Development Standing Committee Terms of Reference, section 5 (b):

Oversight – Community Building Initiatives

5. The Community Planning and Economic Development Standing Committee shall oversee the Municipality's Community building initiatives in the areas of arts, culture, recreation and heritage and related facilities strategies by:

(b) promoting and enabling access to arts, cultural, recreation and heritage facilities that support the Municipality's Community Outcome areas.

RECOMMENDATION

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

1. Consider the inclusion of up to \$500,000 in the Parks & Recreation 2018-19 operating budget process for the Grants to Professional Arts Organizations Program;
2. Direct the Chief Administrative Officer to prepare amendments to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, prior to the call for applicants for the 2018-19 fiscal year and return to Council for approval, as follows:
 - a. delegate the approval of grant awards to the Chief Administrative Officer;

Recommendations continued on page 2.

- b. revise the process for selecting a peer jury to be a procurement to permit payment for the services of the peer jurists; and
- c. amend the financial levels of the professional arts grants;
- 3. Request legislative amendments to the HRM Charter to allow the Municipality to incorporate a society under the Societies Act in order to advance the governance and operational model described as 'Option C'- External Board, Structured as Arm's Length Body;
- 4. Repeal Administrative Order 2014-019-GOV; and
- 5. Schedule a Committee of the Whole to discuss this matter.

BACKGROUND

A staff report dated December 4, 2017 pertaining to recommendations on a Successor Committee and an Award Program from the ArtsHalifax Advisory Committee was before the Community Planning and Economic Development Standing Committee for consideration at its meeting held on January 18, 2018.

For further information, please refer to the attached staff report dated December 4, 2017.

DISCUSSION

Staff responded to questions of clarification from members of the Standing Committee in relation to the proposed governance and operational model for an Arm's Length external board as described in 'Option C', of the December 4, 2017 staff report and the accountabilities of Regional Council with respect to financial oversight. The Community Planning and Economic Development Standing, having considered this matter at its January 18, 2018 meeting, approved an amended motion recommending that Halifax Regional Council discuss this matter in Committee of the Whole.

FINANCIAL IMPLICATIONS

As outlined in the attached staff report dated December 4, 2017.

RISK CONSIDERATION

As outlined in the attached staff report dated December 4, 2017.

COMMUNITY ENGAGEMENT

The Community Planning & Economic Development Standing Committee meetings are open to public attendance, a live webcast is provided of the meeting, and members of the public are invited to address the Committee for up to five minutes at the end of each meeting during the Public Participation portion of the meeting. The agenda, reports, video, and minutes of the Community Planning & Economic Development Standing Committee are posted on Halifax.ca.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

The Community Planning and Economic Development Standing Committee did not discuss alternative recommendations.

ATTACHMENTS

1. Staff report dated December 4, 2017.

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: Liam MacSween, Legislative Assistant, 902.490.6521

Attachment 1
Community Planning & Economic Development Standing Committee
January 8, 2018

TO: Chair and Members of Community Planning and Economic Development
Standing Community

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SUBMITTED BY: _____
Brad Anguish, Director, Parks and Recreation

DATE: December 4, 2017

SUBJECT: **ArtsHalifax Advisory Committee Recommendations -Successor Committee
& Awards Program**

ORIGIN

- May 12, 2015 Regional Council Motion:
MOVED by Councillor Mason, seconded by Councillor Watts that Halifax Regional Council:
 1. Adopt Administrative Order 2014-019-GOV, "ArtsHalifax Advisory Committee Administrative Order" as outlined in Attachment 1 the Community Planning and Economic Development Standing Committee report dated April 20, 2015 (as amended to remove Section 12 (c)).
 2. Amend the Administrative Order to delete section 17 and subsequently renumber the Administrative Order accordingly for clarity in regard to the Committee's role as a staff advisory committee.
 3. Approve the consolidation of the current public art annual operating programs (open projects and artist in residencies) and the associated budget of \$60,000 into the Interim Grants to Professional Arts Organizations Program, subject to the procedural conditions outlined in Administrative Order 2014-007-ADM, "the Administrative Order on Grants to Professional Arts Organizations"; and
 4. Approve the approach for remaining Special Arts and Culture Advisory Committee recommendations as outlined in Table 2 of the March 17, 2015 staff report. **MOTION PUT AND PASSED**

- July 26, 2016 Regional Council Motion:
MOVED by Councillor Mason, seconded by Councillor Nicoll that Halifax Regional Council
 1. Approve the approach to the establishment of peer jury review processes for the Interim Grants to Professional Arts Organization Program as outlined in the Discussion section of the June 8, 2016 staff report;
 2. Direct staff to prepare amendments to Administrative Order 2014-007-ADM Respecting Grants to Professional Arts Organizations to establish the peer jury review processes and return to Council with the proposed amendments for Council's consideration prior to October 31, 2016; and
 3. Defer consideration of the recommendation 5.7., "Notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval" to be considered concurrently with the Committee's final reporting requirement as required in Administrative Order 2014-019-GOV respecting the ArtsHalifax Advisory Committee, Section 24, anticipated to be delivered to staff in advance of the 2018-2019 budget planning process. **MOTION PUT AND PASSED UNANIMOUSLY**

.... **RECOMMENDATIONS ON PAGE 2**

LEGISLATIVE AUTHORITY

Community Planning and Economic Development Standing Community Terms of Reference - Section 5, Oversight - Community Building Initiatives.

Administrative Order 2014-019-GOV, Reporting S. 23 *A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.*

Administrative Order 2014-019-GOV, Reporting S. 24 *A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-2019 budget planning process.*

RECOMMENDATION

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

1. Consider the inclusion of up to \$500,000 in the Parks & Recreation 2018-19 operating budget process for the Grants to Professional Arts Organizations Program;
2. Direct the Chief Administrative Officer to prepare amendments to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, prior to the call for applicants for the 2018-19 fiscal year and return to Council for approval, as follows:
 - a. delegate the approval of grant awards to the Chief Administrative Officer;
 - b. revise the process for selecting a peer jury to be a procurement to permit payment for the services of the peer jurists; and
 - c. amend the financial levels of the professional arts grants;
3. Request legislative amendments to the *HRM Charter* to allow the Municipality to incorporate a society under the *Societies Act* in order to advance the governance and operational model described as 'Option C'- External Board, Structured as Arm's Length Body; and
4. Repeal Administrative Order 2014-019-GOV.

BACKGROUND

At the May 12, 2015 meeting, Regional Council approved the terms of reference for the ArtsHalifax Advisory Committee. The terms of reference were outlined in Administrative Order 2014-019-GOV (AO), and outlined a three-year mandate for the Committee. The AO outlined three primary tasks for the Committee with the following timelines:

- A report making recommendations on the peer jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.
- A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.
- A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-2019 budget planning process.

Staff received the Committee's recommendations related to the peer jury assessment process in fall 2015. On July 26, 2016, Regional Council directed staff to complete amendments to the Administrative Order 2014-007-ADM Respecting Grants to Professional Arts Organizations to establish the peer jury review processes, which were subsequently approved and implemented in November 2016. At that time, Regional Council also deferred consideration of one of the Committee's recommendations related to grants to professional arts organizations being approved directly by the Chief Administrative Officer (CAO) until the Committee's final report.

As noted, the AO required the Committee to deliver recommendations to staff on the structure of the successor committee in advance of the 2018-2019 budget planning process (Administrative Order 2014-019-GOV, s. 24). Those recommendations were delivered to staff on October 22, 2017 and are included as Attachment 1.

Recommendations pertaining to the development of an arts and culture awards and recognition program (as required by Administrative Order 2014-019-GOV, s. 22) were delivered to staff on February 8, 2017. Staff review of the recommendations (Attachment 2) and identified complexities within the proposed program that would require significant changes to existing policy and/or amendments to the *HRM Charter*, most notably the ability to provide grants to the individual artists. The recommendations also carry notable budget implications. Understanding that recommendations pertaining to a successor committee were forthcoming, and that those recommendations would include revisions to the existing governance structure and mandate of the Committee, as well as budget recommendations, assessment of the Award program recommendations was deferred for inclusion with the Committee's final report on the larger scope of recommendations regarding the successor committee to ArtsHalifax.

DISCUSSION

The ArtsHalifax Advisory Committee's final report on a structure of the successor committee outlines a number of recommendations. Due to the length of the full report, the main body of the report is included as Attachment 1, with the full report, including attachments, available at <https://www.halifax.ca/city-hall/boards-committees-commissions/a-c/artshalifax-advisory-committee>. In addition, the Committee's second report on the establishment of a municipal arts and culture rewards and recognition program contain similar and related recommendations can be found in Attachment 2.

The recommendations outlined in the reports can be summarized into the following overarching areas:

1. ArtsHalifax Operating Model and Governance Structure
2. Funding of Grants to Professional Arts Organizations
3. Administration of Grants to Professional Arts Organizations Program

ARTSHALIFAX OPERATING MODEL AND GOVERNANCE STRUCTURE

The ArtsHalifax Advisory Committee's final report presents four options for the successor committee model for the ArtsHalifax Advisory Committee. The options drawn from ArtsHalifax's research have been captured within four general categories as outlined in Appendix i of Attachment 1.

The following four models are adapted from the recommendations included as Appendix ii of Attachment 1 (the ArtsHalifax recommendations on the structure and governance of a successor committee). Careful consideration of these governance structures and organizational models has been given in relation to the administrative structure of the Municipality and the powers and authorities granted under the *HRM Charter*.

The options are:

- Option A: Council-Appointed Advisory Committee – Adapted Current Model with Structured Reporting Relationship to Standing Committee and Regional Council
- Option B: Standing Committee of Council
- Option C: External Board, Structured as Arm's Length Body
- Option D: Non-Profit Organization

Option A: Council-Appointed Advisory Committee – Adapted Current Model with Structured Reporting Relationship to Standing Committee and Regional Council

For the past three years ArtsHalifax has been structured as a staff advisory committee with policy recommendations being reported to the Community Planning and Economic Development (CPED)

Standing Committee. This is one model for a citizen-led advisory committee under current municipal administrative practices.

Under the current ArtsHalifax governance structure:

- Members are nominated by CPED and appointed by Regional Council through the Public Appointments Policy;
- No Councillor representation on the Committee; and
- ArtsHalifax is a staff advisory committee.

Recommendations are submitted directly to staff to consider and inform staff's recommendations to CPED and Regional Council. Based upon the feedback received from ArtsHalifax members throughout the course of their mandate, much of which has been captured in Attachment 1, a status quo approach to the current Committee structure is not recommended. Option A provides for an advisory committee reporting to Regional Council through CPED, with dedicated Clerk's Office support and Councillor representation.

As an Advisory Committee of Regional Council:

- Relationship of successor committee and subsequent recommendations would be direct to CPED and through to Regional Council;
- Structured annual reporting requirement to CPED with ability to make additional presentations as circumstances warrant;
- Committee would have an advisory mandate on programs and services, including Grants to the Professional Arts Organizations Program, and others to be determined by Regional Council as set out in its terms of reference.

Assessment of Option A

An Advisory Committee of Council provides for an internal advisory committee structure reporting directly to CPED and through to Regional Council, which could include councillor appointees. Since this committee would continue to act as an advisory committee, this model would not offer any increased decision-making authority for ArtsHalifax, and no direct oversight of the Grants to Professional Arts Organizations Program.

Option B: Standing Committee of Council

Regional Council currently has a number of standing committees. They include members of Council but no external community members. The standing committees report directly to Regional Council and have no specific operational budgets.

Assessment of Option B

Standing Committees are populated exclusively by Councillors and are therefore not aligned with the arm's length principle articulated in the ArtsHalifax recommendations. In addition, the standing committee model is an advisory committee model, without decision-making or spending authority.

Option C: External Board, Structured as Arm's Length Body

This model is based on the model proposed by ArtsHalifax, which it describes as an arm's length organization funded by Council, similar to the Halifax Public Libraries (and Arts Nova Scotia within the Provincial context). The proposed model is structured upon a fully funded non-profit Board created through an Administrative Order. As proposed by ArtsHalifax, Council would determine the annual budget for operations of the external Board and liability for the operations would be assumed by HRM.

The Halifax Regional Library is a regional library board created under the authority of the *Libraries Act*. Eight members of the eleven-member board are appointed by Regional Council. The *Libraries Act* grants powers to the library board, including the power to engage employees. Arts Nova Scotia is a board created by the Province under the *Arts Nova Scotia Act*. Arts Nova Scotia has a Director, appointed by the Minister of Communities, Culture and Heritage, who along with the personnel required for the administration of the

Act, is appointed in accordance with the *Civil Service Act*. Board members are also appointed by the Minister of Communities, Culture and Heritage.

Assessment of Option C

As the stated preferred option of ArtsHalifax, the Library Board model represents a structure that in many ways most closely resembles the structure of Arts Nova Scotia, often referred to as a *hybrid* Arts Council model. The model is recommended by ArtsHalifax because it provides for direct funding by the Municipality of an external organization with an independent board who makes funding decisions, rather than Regional Council.

Without a piece of enabling legislation similar to the *Libraries Act* or the *Arts Nova Scotia Act*, or specific authority in the *HRM Charter*, the Municipality does not have the capacity to create an arm's length non-profit board. There is currently no enabling legislation for the Municipality to establish an arts council, or to otherwise support the creation of an external body directly by the Municipality for the purpose of delivering arts and cultural services.

Therefore, to proceed with this model, Regional Council would need to request legislative amendments from the Province, to permit the municipality to incorporate a society under the *Societies Act*. Beyond giving HRM the ability to directly incorporate a society, it is unclear from the recommendations of the committee how the relationship between HRM and the society would be structured, including employment relationships, budgeting, etc. Therefore, staff would return to Council with detailed recommendations on the structure and the nature of any proposed relationship once the enabling legislation was amended.

Option D: Non-Profit Organization

This model represents the most commonly employed structure for Municipal Arts Councils across Canada. Non-Profit models include the Toronto Arts Council, the Winnipeg Arts Council and the Edmonton Arts Council. Though different in many operational respects, each of these organizations operate at arm's length from their respective civic bureaucracies through service agreements, generally with a specified reporting and accountability structure.

As an external not-for-profit charitable organization:

- It is independently incorporated under the *Societies Act*;
- Members are not appointed by Council, and membership may or may not include the mandated participation of Municipal Councillors;
- There is no structured and ongoing staff support from the Municipality;
- Organization could enter into relationships with the Municipality, which could take a number of different forms depending on the sophistication of the organization, from an annual contribution that the organization could use to deliver grants and programs independently, to a service level agreement which would have the organization delivering grants and programs on behalf of the Municipality;
- Organization would require the engagement of paid administrative staff, and other administrative costs, to which Council could contribute funding in whole or in part through an operating grant;
- Organization would be able to raise funds through other sources (government and private sector); and;
- Reporting to Council could be structured on an annual and ongoing basis; renewal of agreement based upon satisfactory performance in accordance with metrics to be determined by Council and subject to their review.

Assessment of Option D

As stated, the external not-for-profit model is the arm's length approach most commonly used in the design and structure of other municipal arts councils across Canada. A society has flexibility to establish its own grants program and programming and is not bound by any restrictions within the *HRM Charter*, such as the authority to provide grants to individual artists. If a non-profit arts organization came forward to the municipality and requested a contribution to facilitate a grants program and other programming, the

municipality could provide such a contribution through a contribution agreement. The benefit of that relationship would be that the non-profit organizations would be able to set out the rules and eligibility criteria placed on the grants by the organization, rather than the Municipality. Alternatively, HRM could also partner with a non-profit arts organization to administer the municipality's grants program under a service agreement. However, in that case, the organization would be bound by the rules and eligibility criteria of those of the municipality, as outlined in the *HRM Charter*.

The non-profit society would be a separate corporation from the Municipality and would operate without any municipal staff and administrative support. The society would be responsible for its own incorporation and board, and that board would assume all liability for the operations of the society. The organization would not have an advisory mandate or a direct relationship with Regional Council or staff, unless expressly outlined in a service agreement and excepting any requirement to report on the terms and conditions of such agreement. Until such time that a non-profit was established there would no advisory committee to staff on arts and culture and staff would conduct the administration of all programs as is the case currently.

FUNDING OF GRANTS TO PROFESSIONAL ARTS ORGANIZATIONS PROGRAM

ArtsHalifax Advisory Committee Recommendation 2.3 of Attachment 1 states the following:

That HRM increase its support for administrative services to the arts and culture sector (i.e. increased staff funding) and increase the overall budget for arts and culture sector funding, starting with an increase of \$479,725.89 (an estimated \$1.19 per capita) for the 2018/19 budget, and a total increase of \$5,405,973.56 between 2018 and 2028 (see appendix ii, section 4.1.2);

The figure of \$1.19 per capita is taken from the recommendation report that was before CPED on March 20, 2014, in response to the Special Arts and Culture Advisory Committee's recommendations. That report included a comparative analysis of cultural funding in seven similarly-sized Canadian cities, of which Halifax was a participant, conducted by Hill Strategies. That study found through its research that Halifax was \$1.32 below the average per capita cultural spend of the participating cities. The \$360,000 approved on the basis of that report and allocated to the Grants to Professional Arts Organizations Program reduced the per capita professional arts spending gap to \$1.19, which is what the ArtsHalifax recommendation reflects.

Using \$1.19 as the per capita commitment required to achieve the average professional art spend of the similarly sized Canadian cities included in the report, and the 425,900 projected 2016 population of Halifax (Statistics Canada "Population of census metropolitan areas"), the level of new funding which would be required to achieve that average is \$506,821 bringing the total funding for the professional arts grant program to \$866,821.

ADMINISTRATION OF GRANTS TO PROFESSIONAL ARTS ORGANIZATIONS PROGRAM

There are two primary recommendations from the ArtsHalifax report on successor committee that relate to the administration of the grants program. These are:

- Delegation of Regional Council Authority to the CAO
- Remuneration of Peer Juries

Delegation of Authority

ArtsHalifax recommendation 2.1 indicates:

2.1 That an arm's length funding mechanism must be implemented in such a way that ArtsHalifax can operate without political interference;

ArtsHalifax Recommendation 2.1 requests a funding model specific to the arts, where funding decisions are not made by Council, and the professional expertise that has informed the peer jury recommendations is fully respected. This recommendation reaffirms the recommendation made by ArtsHalifax in their

previously submitted report on the implementation of a peer assessment process for arts grants (Regional Council - July 26, 2016).

4.7 Notification of nominations and award winners shall be communicated directly to the Corporate Administrative Officer (CAO) for final approval, immediately following the jury process.

Regional Council possesses the ability to delegate its authority to approve grants to the CAO. While this would bring a degree of inconsistency to HRM's overall grant programs, in that the grants for professional arts organizations would be the only program which would not be considered and approved by Regional Council, it would ensure consistent alignments with the peer jury decisions and be more in keeping with best practices for arm's length arts administration

Remuneration of Peer Juries

ArtsHalifax recommendation 2.2 indicates:

2.2 that respect for our artists and cultural workers be demonstrated through appropriate recognition programs and remuneration for the use of their expertise (e.g. in peer assessment processes).

In their report on the implementation of Peer Jury Review submitted to Regional Council on July 26, 2017 ArtsHalifax recommended that participants on peer assessment panels for the adjudication of applications for the Grants to Professional Arts Organizations Program be compensated for their time and effort. In responding to that recommendation, staff at the time recognized that while this was a best practice approach used nationally, the provision of compensation to peer assessors would not be in keeping with the approach to other volunteer committees whose members do not receive any remuneration.

The 2017-2018 grant process employed a strictly volunteer peer jury process. Staff administrators of that process experienced difficulty in attracting peer jury participants to their standing roster, and received several comments from members of the public suggesting that participation on peer assessment panels was, in fact, a professional enterprise and something for which compensation should be provided. Feedback from peer jury panelists who did participate also reflected that the amount of work they were required to perform to adequately assess the applications warranted compensation. Several reflected that they would not participate in future process without some financial consideration. Therefore, there is concern that the lack of remuneration could impact the ability to complete the peer jury process for future programs.

There is no consistent approach to remuneration of peer juries at the municipal level across Canada. Some cities such as St. John's, Vancouver and Winnipeg provide a level of financial support to the peer juries while others such as London, Mississauga and Windsor have maintained a volunteer approach without remuneration. Those cities without remuneration have indicated similar challenges in attracting peer jurors as currently experienced in HRM, especially those located in jurisdictions where there is remuneration provided at the provincial level, similar to the Province of Nova Scotia.

Cultural Awards and Recognition Program

As noted, in addition to the final report on the successor committee, the ArtsHalifax Advisory Committee provided recommendations on the formation of an awards and recognition program (Attachment 2). The recommendations outline a number of awards to recognize individuals and businesses in support of arts and culture in HRM. The recommendations include the provision of monetary consideration and art work as part of the recognition. This method of recognition is not consistent with HRM's legislative authorities with respect to grants and contributions.

The possibility of a fee-for-service relationship with one or more cultural organizations to administer an award program on behalf of HRM was reviewed. But, any organizations operating on behalf of HRM would still be bound by HRM's legislative restrictions. Should a cultural organization wish to establish and

administer its own recognition program, with its own categories and criteria, it could approach HRM for a contribution toward that third-party recognition program.

It should be noted that the Emerging Theatre Artist and Established Theatre Artist Awards are remnants of a pre-existing HRM Award Program that at one time featured awards for Visual Art, Literary Achievement and Book Illustration. They are administered by Theatre Nova Scotia and awarded annually as part of the Merritt Awards. In early 2017, the organization was notified that these awards would no longer continue in the current format.

Recommended Approach

There are complexities for HRM to implement some of the ArtsHalifax recommendations due to required legislative and administrative changes, in particular those related to the operating model and governance structure. Therefore, it is recommended that the consideration of the ArtsHalifax recommendations fall within two categories:

- Immediate Implementation Phase to include increased funding and administrative changes to the Grants to Professional Arts Organizations Program; and
- Conditional Full Implementation Phase wherein staff would pursue changes to the *HRM Charter* and other relevant legislation in order to advance the governance and operational model described above as 'Option C'- External Board, Structured as Arm's Length Body.

Immediate Implementation

Recommendations for immediate implementation are identified based on that which is currently possible within HRM's existing legislative authority and administrative parameters. They would be specific to the Administration of the Municipality's Grants to Professional Arts Organizations Program. The program would continue to be administered directly by the Municipality, but with the recommended changes outlined below.

Grants to Professional Arts Organizations Program Funding

The \$1.19 per capita spending gap had been identified in 2014 by the previous Special Arts and Culture Advisory Committee (SACAC) with the recommendations that funding be increased to the average by 2017-2018. The staff report presented related to the SACAC recommendations indicated:

"In future budget cycles, staff will continue to explore further funding with a goal of striving to achieve the Kelly Hill Strategies study average by 2017."

It is recommended that Regional Council direct staff to include up to \$500,000 in additional funding to the Grants to Professional Arts Organizations Program (C764 8004) for consideration within the 2018/2019 budget process.

Delegation of Authority

The ArtsHalifax recommendations seek a process without political decision, as is the basis for the arms-length model. As indicated, an arms-length ArtsHalifax governance model is not immediately possible under existing legislation and administrative structures. However, the ability for peer jury recommendations, supported by staff review, to be directed to the CAO for approval is possible under HRM's current legislative authority, provided that authority is delegated from Regional Council to the CAO.

Under this model, Regional Council would approve the program budget as part of HRM's annual operating budget, but would not consider and approve the individual applications. Currently, the recommendations of peer jury are delivered by staff for the consideration of the Grants Committee, who then forwards its recommendation to Regional Council for approval. Under the proposed model, that process would no longer occur, but rather an information report which outlines all recommended and non-recommended applications would be submitted to the CPED for direction to Regional Council annually once all grants had been issued.

As noted, while this change would bring a degree of inconsistency to HRM's overall grant programs, it would ensure consistent alignments with the peer jury decisions within a more efficient timeline. Therefore, it is recommended that Regional Council delegate the authority of the approval of the grants for professional arts organizations directly to the CAO. After which, the decisions of the peer jury under the Grants to Professional Arts Organizations Program would be directed by staff to the CAO for authorization and disbursement.

Peer Jury Remuneration

Under HRM's Procurement Policy, HRM has the ability to procure for consultant services. In order to achieve equity with existing peer juries provincially and to better ensure a more robust and diverse representation of professional experience on peer jury rosters, it is recommended that the members of future peer juries be compensated as consultants for their review of grant applications, in accordance with Administrative Order 2016-005-ADM, the Procurement Policy, at a rate not to exceed that offered by Arts Nova Scotia. In order to enable the services of peer jury members to be procured as consultants, administrative changes to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, would be required. It is anticipated that this additional expense can be accommodated within the existing Parks & Recreation operational budget.

Award Levels

Under Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, the maximum level for grants awards are outlined. If Regional Council directs staff to include additional funding for consideration in the 2018/19 operating budget, it would provide increased capacity for the program and could enable increased award amounts. Therefore, it is recommended that the Chief Administrative Officer be directed to amend the AO to increase the maximum award amounts. It should be noted that upon completion of the amendments to the AO, the 2018/19 intake for applications will be released which may occur later than past years. However, staff will work with applicants to ensure notification of any new deadline dates.

Conditional Full Implementation

In order to begin to implement the recommended preferred model from the ArtsHalifax Advisory Committee (Option C), and include the recommended cultural awards and recognition program, changes to the *HRM Charter* would be required to permit HRM to incorporate a society which as an external organization would have an ability to establish its own programs, including the ability to provide grants to individuals. Therefore, it is recommended that Council request legislative amendments from the Province that would permit Council to establish a society.

The current ArtsHalifax structure and mandate as an advisory committee to staff does not provide the authority and scope recommended by the Committee. The Committee has completed its primary tasks outlined in its terms of reference and is nearing the end of its three-year mandate. Advisory Committees, whether to staff or Council, are by their nature, limited in their authority to providing advice and recommendations to Council. The lack of budget, autonomy and scope identified as challenges by ArtsHalifax cannot be overcome using this model. The Committee's term will expire in May, 2018, but it is recommended that the ArtsHalifax Advisory Committee be wound down and Administrative Order 2014-019-GOV be repealed effective March 31, 2018.

FINANCIAL IMPLICATIONS

This project is currently not funded in 2018-19 operating budget.

Should Regional Council approve the recommendation for funding in this report, the amount would be considered for inclusion in the 2018/19 Parks and Recreation operating budget process.

It is anticipated that remuneration to peer jury participants would be able to be accommodated within the existing annual operating budget for Parks & Recreation.

RISK CONSIDERATION

There are no significant risks associated with the recommendation in this report. The risks considered rate Low. To reach this conclusion, consideration was given to operational, financial and reputational risks.

COMMUNITY ENGAGEMENT

The ArtsHalifax Advisory Committee is a volunteer based advisory committee with representation from across the arts sector of HRM. While making their recommendations, the committee reviewed information compiled by their precursor committee, the Special Arts and Culture Advisory Committee, in addition to stakeholder engagement and a review of best-practice models for municipal arts administration from across Canada.

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

Alternative 1: CPED may choose to recommend that Regional Council increase or decrease the amount of funding to be included in the Parks & Recreation operating budget for consideration within the 2018-2019 operating budget process;

Alternative 2: CPED may choose to recommend to Halifax Regional Council amend any or all of the proposed administrative changes to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, direct staff to undertake the revised amendments and return to Regional Council for approval.

Alternative 3: CPED may choose to recommend that Regional Council invite the members of the arts community to come forward as a fully external non-profit society, as outlined in Option D, to advance the goals proposed by ArtsHalifax in its recommendations. This would require a supplementary report to outline any necessary administrative changes and impacts for implementation.

Alternative 4: CPED may choose to recommend that Halifax Regional Council implement a Council-Appointed Advisory Committee, as outlined in Option A, to advance the goals proposed by ArtsHalifax in its recommendations. This would require a supplementary report to outline any necessary administrative changes and impacts for implementation.

Alternative 5: CPED may choose to recommend that Regional Council not repeal Administrative Order 2014-019-GOV. As per section 5 of the Administrative Order, the Committee would continue to exist until May 12, 2018.

ATTACHMENTS

Attachment 1: A Report Making Recommendations on the Structure of the Successor Committee

Attachment 2: ArtsHalifax Recommendations: Municipal Awards and Culture Awards Program.

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: Elizabeth Taylor, Manager, Culture and Events, 902.490.4387
Jamie MacLellan, Community Developer, Culture and Events, 902.490.1039

A Report Making Recommendations on the Structure of the Successor Committee

By ArtsHalifax Advisory Committee

October 22, 2017

Created in part by Alanna Griffin, Alex Meade, Claire Hodge, Peggy Walt, Dustin Harvey, Jeremy Banks, Kate Watson, Kris Mccann, and Pamela Lovelace.

Special thanks for contributions by Elizabeth Taylor and Jamie Maclellan, as well as numerous guest speakers and representatives the arts-industry.

Executive Summary

The ArtsHalifax Advisory Committee (AHACI) was appointed for a three-year term commencing in 2015 with a mandate to "provide advice to staff on the development of administrative processes in support of the professional arts and culture sector in the Municipality." The Committee comprises eight members of the public, with knowledge regarding arts and culture organizations, programs or practices. All members are volunteers.

For the past two years, the AHAC has met regularly and communicated on a regular basis with HRM staff. AHAC was tasked to produce three reports to staff (Articles 21-24 of Administrative Order 2014-019 GOV), namely:

22. A report making recommendation on the peer Jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.

23. A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.

24. A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-19 budget planning process.

The first of these reports were submitted to staff and thence to Council in 2015 and 2016. The report on the peer jury assessment process (Appendix iii) was reviewed by staff and the Community Planning and Economic Development Standing Committee (CPED). While some recommendations were accepted, notable recommendations that were not accepted include: paying arts professionals for their time as jurors (i.e. consulting), and requesting that arts awards be communicated directly with the CAO for final approval. Decisions regarding the former were influenced by other committee members being unpaid, and the decisions regarding the latter were deferred until consideration of our third report (this very report),

The second of these reports, recommendations on a municipal arts and culture reward and recognition program were submitted (Appendix iv) was reviewed by staff. No copy of a staff report has been made public, nor has this recommendation been considered by CPED.

This third report, submitted fall of 2017, makes extensive recommendations for a successor group, and advice regarding the 2018/19 budget. Core to the future of arts and culture in Halifax Regional Municipality is our recommendation that any successor group be able to operate at an arm's-length, sheltering politicians from arts-funding decisions, and that Halifax Regional Municipality demonstrate appropriate recognition and remuneration programs for arts professionals for their expertise and projects.

These core values influence AHAC's recommendations which include, but are not limited to:

Engaging meaningfully with arts communities and professionals to conduct an inventory and obtain feedback on these and future actions

Creating an arm's-length organization, similar to the public library, to manage professional arts awards, funding programs and other methods of distributing funds to arts groups

Increasing arts and culture funding by \$479,725.89 for the 2018/19 fiscal year

Increasing arts and culture funding by \$5,405,973.56 for the 2028/29 fiscal year

Supporting AHAC in further detailing how this happens with the Clerk's Office

To assist with understanding how an arm's-length organization might look we have recommended an outline for such a group, in appendix ii

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1.0 BACKGROUND/CONTEXT

The ArtsHalifax Advisory Committee (AHAC, was appointed for a three-year term commencing June 24, 2015 with a mandate to "provide advice to staff on the development of administrative processes in support of the professional arts and culture sector in the Municipality." The Committee comprises eight members, drawn from members of the public at large, from the arts and culture sector, and members have knowledge with respect to arts and culture organizations, programs or practices. All members are volunteers.

The AHAC's duties are outlined in Administrative Order No. 2014-019-GOV (section 12) as follows:

The Committee shall:

- a. serve as an advisory body to staff on any issue pertaining to arts and culture;*
- b. research and develop recommendations on how the Municipality can implement best practices and improve the administration and delivery of arts and culture programs;*
- c. advise staff on the development of a peer Jury assessment process under the Interim Professional Arts Grant Program;*
- d. make recommendations on how to effectively administer the Interim Professional Arts Grant Program*
- e. advise staff on the development of a municipal arts and culture awards and recognition program which shall:
 - i. actively promote the work of artists of the Municipality; and*
 - ii. formally recognize the contribution of the arts to the quality of life in the Municipality;**
- a. communicate with arts and culture youth networks;*
- a. research and develop recommendations on how the Municipality can promote or market arts and culture;*
- b. provide guidance on the development of cultural priorities;*
- c. prepare reports detailing advice or recommendations on any matter coming within the scope of the duties of the Committee; and,*
- d. perform all such other duties as directed by Council or the Standing Committee.*

For the past two years, the AHAC has met regularly and communicated on a regular basis with HRM staff. AHAC was tasked to produce three reports to staff during its term (Articles 21-24 of Administrative Order 2014-019 GOV), namely:

22. A report making recommendation on the peer Jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.

23. A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.

24. A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-19 budget planning process.

The first two of these reports were submitted to staff and thence to Council in 2015 and 2016. The report on the peer jury assessment process (Appendix A) was reviewed by staff and the Community Planning and Economic Development Standing Committee, who directed staff to prepare amendments to Administrative Order

2014-007-ADM and deferred consideration of the AHAC's recommendation 5.7 ("Notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval"). This recommendation of the AHAC is to be considered concurrently with the AHAC's final report.

Certain parts of our report were not recommended for 2017-18 implementation, namely that peer assessors will be remunerated, that additional labour will be required to facilitate the needs of the jury and ArtsHalifax, that ArtsHalifax will submit an annual report to Regional Council, and that notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval, immediately following the jury process. The rationale provided was that HRM does not currently remunerate volunteers who sit on other various committees and that while remunerating peer jury panels is "a best practice employed regionally, provincially and nationally," there is no precedent in HRM for providing such payments. (The AHAC would add that this practice has also been adopted by municipalities with arts councils such as Toronto/Toronto Arts Council).

Our report on the Awards Program (Appendix ii) was reviewed by staff and we have been told anecdotally that some aspects were not recommended to Council. However, we have not seen a copy of staff's report as of this date.

1.1 WORK OF THE AHAC

During the previous two years, the AHAC has met with representatives of other arts funding bodies such as Arts Nova Scotia and the Canada Council for the Arts. We have also met with Councilor Waye Mason. The AHAC has largely not had the usual support from HRM that is provided to many other volunteer committees (until the summer of 2017, when we received administrative support at our meeting and the City Clerk attended one of our meetings). Our main contact person who has been present at most of our meetings is staff person Jamie Maclellan, who remains a valuable resource.

1.1.1 FOLLOWING ON THE SACAC RECOMMENDATIONS

Regional Council on April 29, 2014 was presented with recommendations of a previous Special Arts and Culture Advisory Committee (SACAC), and the recommendations of this group have been reviewed by AHAC members. The SACAC also recommended remuneration of peer jury assessors and that jury recommendations will be presented to the CAO for authorization and disbursement. Staff noted that such a change would "expedite the approval of the recommendations and that the process would better respect the expertise of the peer jurors as their recommendations would not be subject to further review and possible modification." Staff also noted that the current reporting structure through the Grants Committee to Regional Council should be retained until the final report of the AHAC has been submitted and considered in full.

1.1.2 AHAC CORE VALUES

Throughout our meetings, the AHAC has agreed that we want a structure going forward that values independent decision making, diversity, equality and fairness, transparency and accountability. We want to create a new structure that places artists at the centre of its mandate and that nourishes emerging arts and culture practitioners while sustaining artistic organizations that are the core of the cultural life of our city. We want our new successor organization to be top of mind to city officials, administrators and the arts and culture sector when implementing policies and programs that impact artists and cultural organizations.

2.0 AHAC RECOMMENDATIONS

As AHAC considers the structure of a successor committee and completes the final year of its three-year mandate, we remain convinced of several guiding principles, which we have discussed at every meeting. These principles follow the recommendations outlined in the SACAC report, are endorsed by all members of the arts and culture sector we have consulted with, and are the gold standard for granting organizations worldwide. Why should Halifax be less than other jurisdictions?

Central to our thoughts about the kind of structure we recommend, are two core recommendations:

- 2.1 that an arm's-length funding mechanism must be implemented in such a way that ArtsHalifax can operate without political interference (see example in Appendix i, item 3), and*
- 2.2 that respect for our artists and cultural workers be demonstrated through appropriate recognition programs and remuneration for the use of their expertise (e.g. in peer assessment processes).*

While we realize that a precedent for these conditions does not currently exist within the HRM framework, we strongly believe that a new organization must be free to operate with the best interests of Halifax's artists and cultural organizations in mind. This is central to the mandate of any successor committee or board.

With this in mind, we have been exploring the reporting structure and administrative practices of the Halifax Regional Library Board as a possible model going forward. We are now seeking advice from HRM's Clerk and legal staff as to the legislative requirements this would involve. While we explore this possible framework, we have identified the following additional recommendations for our successor:

- 2.3 That HRM increase its support for administrative services to the arts and culture sector (i.e. increased staff funding) and increase the overall budget for arts and culture sector funding, starting with an increase of \$479,725.89 (an estimated \$1.19 per capita) for the 2018/19 budget, and a total increase of \$5,405,973.56 between 2018 and 2028 (see appendix ii, section 4.1.2);*
- 2.4 That HRM engage with its artists and cultural workers through an open forum meeting, an online survey and any other means that will obtain feedback from the arts and cultural sector on our recommendations and that the results of this survey be disseminated;*
- 2.5 That HRM inventory all funding, subsidy programs or tax relief programs currently benefitting the cultural sector by HRM be enumerated in a report to the arts and cultural sector annually and that this report be widely disseminated to individuals and organizations;*
- 2.6 That the AHAC report on an Arts Awards Program be fully implemented by 2020;*
- 2.7 That HRM create a new corporation, separate from the Halifax Regional Municipality (but accountable to Halifax Council through the budget review process) named ArtsHalifax be incorporated to manage the grant and awards processes for arts, as outlined in Appendix iii: Recommended Outline of ArtsHalifax Corporation;*
- 2.8 That ArtsHalifax's successor report directly to the CAO with authority to make recommendations on its budget and that it is responsible for, but not limited to, the following:*
 - 2.8.1 a three year core funding program for anchor arts organizations, in order to streamline administrative practices for HRM and to provide ongoing stability for these key cultural sector organizations;*
 - 2.8.2 a Grants to Individuals program be implemented within three years of the successor organization;*

2.8.3 All other grants, tax exemptions, or distributed funds from HRM to professional arts groups and individuals

2.9 That AHAC identify the recommended budget for the successor organization

2.10 That AHAC work with the Clerk's Office to identify and implement legislation required for the successor organization

2.11 That AHAC recommend the new members of the successor organization so that they are appointed by June of 2018.

We continue to learn more about the policies and regulations of HRM and the limitations that exist around the budget for arts and culture funding. The AHAC feels that our recommendations can be implemented over three years, with an assumption of increased funding from the current level to. We will work with the Clerk's office to determine the legislation that will be required to create the ArtsHalifax Corporation.

ArtsHalifax Recommendations:

Municipal Arts and Culture Awards Program

ArtsHalifax
November 24, 2016

1. Abstract

The direct economic impact of Arts and Culture on the Canadian economy (\$47.8 billion) is about 10 times larger than the impact of sports (\$4.5 billion), it creates an estimated 7 times more jobs than sports (647,300 compared to 93,500) and the overall economic impact of culture is larger than the impact of utilities (\$35 billion), accommodation and food

See next page

services (\$32 billion), and agriculture, forestry, fishing, and hunting (\$23 billion).¹ Despite this, Halifax Regional Municipality (HRM) struggles with supporting the arts as shown through the repeated recommendations, including increased financial support, peer-reviewed processes, and public recognition, that have arisen out of multiple municipal committees' investigation since 2012.

ArtsHalifax is the latest committee for addressing how Halifax Regional Municipality can address these concerns. In accordance with our terms and references, ArtsHalifax has already recommended peer jury processes for arts project and operative grants. This document continues to address how HRM supports the arts and fulfills another duty outlined in our terms of reference by recommending a Municipal Arts and Culture Awards Program that supports the promotion of the work of artists in the Municipality, formally recognizing the contribution of arts to the quality of life in HRM.

Currently, Halifax Regional Municipality does not have a comprehensive way to recognize the work of Halifax Regional Municipality artists. Many artistic fields in Halifax Regional Municipality are not recognized at all. Where municipal awards programs exist, they are administered by organizations with a particular stake in the field, and often celebrated only by those working within that community.

In contrast, art that is created in Halifax Regional Municipality is diverse. It is supported by many voices and factors beyond artists. For these reasons, we have recommended several arts awards for individuals and organizations that support the arts, as well as a multidisciplinary approach to recognizing the work of artists in Halifax Regional Municipality. We also recommend a public event to promote the value of the arts, connect artists of separate disciplines with each other, and to connect artists with philanthropists and supporters of the arts.

This program is intended to complement those awards and recognitions, given by non-profit organizations, for artists within a specific field by celebrating the range of artistic fields and high quality of art emerging in Halifax Regional Municipality and all those in HRM who support the arts. These recommendations are based on input from past feedback from Halifax Regional Municipality roundtables, SACAC, as well as best practices from municipal, provincial and federal arts awards programs.

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¹ Canadian Culture Satellite Account, 2010 & Statistics Canada, September 2014

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4. Background

The purpose of the ArtsHalifax Committee is to advise staff on the development of administrative processes in support of professional arts and culture in Halifax.² In September 2015, we launched our three-year process for setting out a shared vision of the arts and creative industry in Halifax.

In line with that executive order, our recommendations work to support the recommendations of the Special Arts and Culture Advisory Committee, the Halifax Cultural

²As advised in March 2014 by the Special Arts and Culture Advisory Committee Recommendations, and as executed in ADMINISTRATIVE ORDER NUMBER 2014-019-GOV.

Plan, and the five strategic directions that have been adopted as part of the Halifax Regional Plan which include the following strategic directions:

- 1) Focused Service Delivery & Partnerships
- 2) Cultural Access & Equity
- 3) Community Character & Heritage
- 4) Lifelong Learning & Creative Development
- 5) Investment & Promotion³

The following document provides recommendations for an award recognition program that is guided by the aforementioned values and actively supports the promotion of the work of artists in the Municipality and formally recognizes the contribution of arts to the quality of life in HRM, as required as part of the duties outlined in the ArtsHalifax terms of reference.

5. Definitions

Program Officer: an HRM staff person assigned to facilitate this program.

Artist: a person who has specialized training in the field of Art (not necessarily in academic institutions)

Emerging Artist: an Artist that has shown a sustained commitment to the development of artistic skills and is in the beginning of a professional career (up to ten years of practice)

Mid-Career Artist: an Artist that is recognized as a professional by his or her peers (artists working in the same artistic tradition), has a history of public presentation, and is committed to devoting more time to artistic activity, if possible financially

Established Artist: an Artist who is recognized as such by his or her peers, has made a sustained and progressive contribution to the discipline, is nationally or internationally recognized, and is still active in the profession.

Peer: A peer is someone who self-identifies as an professional artist, arts administrator, cultural worker, or person actively involved in related communities of interest.

6. Recommendations

Stakeholders have already informed Halifax of what they want in an arts awards program with engagements done in 2012. That feedback reiterates a common theme in the arts: artists need meaningful financial support in addition to recognition and community support. An emerging theme in consultations was a desire to connect and showcase Halifax's artists and their work with philanthropists, business supporters, volunteers, council and the Mayor publicly. This desire is backed by research into other municipalities, such as the City of Vancouver, Toronto, Winnipeg and Ottawa, who show that supporting the arts requires both financial support, public recognition, celebration, and opportunities to create

³<http://www.halifax.ca/council/agendasc/documents/10-1-40raft3.pdf>

connections. Where financial support, community recognition, and new connections for artists and others are created, artistic achievement and impact grow.

Therefore it is recommended that Halifax Regional Municipality shall host an annual Municipal Arts and Culture Awards Program to recognize the contribution of arts and artists to the quality of life in the municipality, instead of all other existing arts awards and recognition programs supported by Halifax Regional Municipality. This program shall include:

- 6.1 Individual arts awards and
- 6.2 an Annual Arts Celebration of Halifax Regional Municipality

7. Individual Arts Awards

Supporting the arts is more than awarding artists and their work. Arts cannot thrive without the support of volunteers, long-term individual impacts, philanthropic donors, local businesses, and artists. For those reasons,

7.1 Individual arts awards shall include the following categories:

- (a) Volunteer Award
- (b) Impact Award
- (c) Philanthropy Award
- (d) Business Support of the Arts
- (e) 3 Multidisciplinary Arts Awards that include:
 - (i) Emerging Artist
 - (ii) Mid Career Artist
 - (iii) Established Artist

7.2 Process of Selecting Arts Award Winners

To be considered a candidate for any category listed in section 7.1, artists must be nominated in the category by filling out a "Nomination Form" as outlined in Appendix A, include any relevant supporting documents, and submit it to the program officer either online, by mail, or in person on or before the deadline date set by the program officer.

7.2.1 Nominees may be self-nominated

7.2.1.1 The program officer shall review applications and place them in categories they qualify

7.2.2 After the deadline date for nominations, the program officer shall hold 3 peer juries, as outlined in Appendix B, to address the categories of:

Emerging Artist Mid

Career Artist and

Established Artist.

7.2.3 The program officer shall assign each peer jury one or two of the following categories to also address:

Volunteer Award

Impact Award

Philanthropy Award

Business Support of the Arts

7.2.4 No single category shall be addressed by more than one jury.

7.2.5 The business of the juries shall be complete within 90 days of the deadline date for nominations

7.3 Award winners are to be announced, and given awards, no sooner than at the annual arts celebration of Halifax Regional Municipality

7.3.1 Nominees may be announced as soon as confirmed by the program officer

7.4 Volunteer Award

The Volunteer Award shall be given to a resident of Halifax Regional Municipality who has contributed significantly to the arts community of Halifax Regional Municipality through volunteering.

7.4.1 The winner of the volunteer award shall receive an original art piece

7.4.1.1 The art piece selected shall have a value of at least \$400

7.4.2 The winner of the volunteer award shall receive the opportunity to award another resident or organization in Halifax Regional Municipality \$1000

7.5 Impact Award

The Impact Award shall be given to a resident of Halifax Regional Municipality who has made a significant contribution to the arts sector of Halifax Regional Municipality

7.5.1 The impact award winner shall receive an art piece, selected by the nominator

7.4.1.1 The art piece selected shall have a value of at least \$400

7.6 Philanthropy Award

The Philanthropy Award shall be given to a resident of Halifax Regional Municipality who has shown sustained financial support to the arts community of Halifax Regional Municipality

7.6.1 The philanthropy award winner shall receive an art piece, selected by the nominator

7.6.1.1 The art piece selected shall have a value of at least \$400

7.7 Business Support of the Arts Award

The Business Support of the Arts Award shall be given to a business with at least one office or location in Halifax Regional Municipality that has shown sustained financial support to the arts in Halifax Regional Municipality

7.7.1 The Business Support of the Arts Award shall be receive an art piece, selected by the nominator

7.7.1.1 The art piece selected shall have a value of at least \$400

7.8 Multidisciplinary Arts Awards

It is important to be as diverse and inclusive as possible. Art continues to push boundaries between fields and specific disciplines, making it difficult to specify which artistic fields should be included. To address this, we recommend a multidisciplinary award program that includes categories for:

- (a) Emerging Artist Award,
- (b) Mid Career Artist Award and (c) Established Artist Award.

Each multidisciplinary Arts Award jury shall:

7.8.1 Select five nominees

7.8.2 Award each nominee with \$750, payable at the Annual Arts Celebration of Halifax Regional Municipality outlined in section 8

7.8.3 Select a winner from among the nominees who shall receive an additional \$3000

8. Annual Arts Celebration of Halifax Regional Municipality

Financial support for the arts is only one aspect of supporting the arts. Creating opportunities to publicly recognize the value the arts play is critical. By bringing together businesses, donors, volunteers, artists, and Halifax Regional Municipality Council and

Mayor, we acknowledge the value the arts plays in the lives of Halifax residents while creating opportunities for new social and economic connections among those who support the arts.

Halifax Regional Municipality shall support an annual arts celebration, dedicated to celebrating the arts and artists, and arts-supporters of Halifax Regional Municipality.

8.1.1 Whenever possible, this event shall be scheduled to complement, not conflict with Halifax's Nocturne event

8.1.2 This production and management of this event shall be tendered through Halifax Regional Municipality's Request for Proposal (RFP) process.

8.1.2.1 The RFP shall include at least \$20,000 of financial support from HRM

8.1.2.2 The RFP must be able to answer the following:

How will this event promote the nominated artists' and their work?

How does this event support the ecology of artists in Halifax?

How will the Mayor and Council be involved?

How will the local business community be involved?

8.1.3 ArtsHalifax committee will review the RFP applications and select the recipient

9. Administration

To ensure that the process and execution of the Municipal Arts and Culture Awards Program remains in the spirit of the guidelines outlined in this document, the Program officer will maintain a record of the process, including a list of jurors, feedback, and other relevant records, to submit to ArtsHalifax for annual review and assessment.

Working with the Program Officer, ArtsHalifax shall generate an annual report of the Municipal Arts and Culture Awards Program, with further recommendations if needed. The workload related to the Program Officer outlined in these recommendations is in addition to the current workload of Halifax Regional Municipality (HRM) staff, and we recommend additional staff or contracted labour shall be hired for this work.

9.1 The Program Officer shall submit a report for annual assessment

9.2 ArtsHalifax shall submit an annual report to council

9.3 Additional labour shall be hired to facilitate the needs of the jury and ArtsHalifax

Appendix A: Awards Nomination Form Questions

This is an outline of what may be required as part of the Nomination Form. Actual questions may vary based on program logistics.

* indicates required

Please enter the Nominator's personal information:

First Name*

Last Name*

Civic Number*

Unit/ Apartment

Street Name*

HRM Community * Province

*

Postal Code *

Phone Number*

Alternate Phone Number*

Email Address *

Confirm Email Address *

Which categories are you selecting for the nominee?*

Volunteer Award

Impact Award

Philanthropy Award

Business Support of the Arts

Select only one of 3 Multidisciplinary Arts Awards that include:

Emerging Artist (up to 10 years practice in their field)

Mid Career Artist

Established Artist

Please enter the Nominee's Contact information:

First Name*

Last Name*

Civic Number

Unit / Apartment

Street Name

HRM Community*

Province*

Postal Code*

Phone Number*

Alternate Phone Number*

Email Address*

Confirm Email Address*

Please include any relevant or supporting documents

Appendix B: Arts Awards Peer Jury

1. Definition of a Peer Jury

Peer Jury is a process for evaluating the merit of applications made for arts funding under the Interim Grants to Professional Arts Organization Program, which has been approved by Regional Council and structured under Administrative Order

2014-007-ADM.⁴ A peer is someone who self-identifies as an professional artist⁵, arts administrator", cultural worker, or person actively involved in related communities of

⁴ Art sHalifax shall advise staff on matters of administrative process within the approved parameters of the Administrative Order.

⁵ A professional artist is someone who has received public or peer recognition for their work, their work has been presented to the public, and they have received training in an educational institution or from a practitioner or teacher recognized within his or her

interest. This can include emerging artists who demonstrate a commitment to pursuing professional arts career through training, practice, or mentorship. Peer assessment provides a method that is accountable as it empowers experts in their field to identify and determine excellence and artistic merit⁶. therefore:

1.1 Peers shall perform the assessment

Participating in a jury requires extensive time and labour from professionals in the review, adjudication, and assessment process. The value of consulting time from arts-professionals should be rewarded at minimum industry standards of \$100 per day. Additionally, a reading fee per application shall be paid, that varies according to application length and type. Therefore:

1.2 Peer Assessors shall be remunerated

2. Jury Selection

It is part of the program officer's role to ensure that the call for jurors is disseminated widely and that diverse groups are engaged. Within the application, jurors shall be asked to self-identify their practice/craft(s), experience in the field, any notable achievements related to the arts and any additional information that is deemed valuable, including an invitation to identify their diversity should they so choose.

Each juror shall be provided with a list of nominations prior to deliberations. Prospective jurors that are approached regarding an upcoming jury process are obligated to identify any potential conflict of interest in relationship to listed applicants.

A conflict of interest in the case of ArtsHalifax peer assessment process includes, but is not limited to, any situation where a juror may receive financial gain from the project, be an employee or employer, client, be a board member of an applicant, or be a spouse or relative of the applicant, or where a close personal relationship could be perceived as a conflict of interest. It is at the Program Officer's discretion whether the juror is still eligible to sit on the jury. Should the juror still be allowed to sit on the jury, they must abstain from deliberation and scoring of the application in question and should leave the room during the discussion of the application.

A Program Officer shall execute the juror selection process. Guidelines and criteria for this selection follow in section 3: Jury Composition.

profession or within the established practice of his or her cultural traditions. This can include emerg(ng artists that are committed to pursuing their craft and have training.

⁶ Merit is assessed through the following criteria: artistic merit, impact, and viability.

- 2.1 The Program officer shall disseminate an open call for jurors
- 2.2 Peer jury applicants shall be asked to identify themselves and relevant information
- 2.3 Prospective jurors shall identify any potential conflict of interest.
- 2.4 The Program Officer shall review and assess potential conflicts of interest
- 2.5 The Program Officer shall select the Peer Assessors

3. Jury Composition

To support an efficient and timely process, the program officer shall maintain a jury of 3-5 people. As peers should assess applicants, the juror selection process shall always include jurors with experience that reflects the applicants. Jurors with multidisciplinary backgrounds can be considered to represent more than one discipline. Whenever possible, juries shall represent the diversity of cultures, ages and genders in Halifax.

It is important that a number of new jurors participate in the process each year in order to ensure that perspectives remain balanced and fresh. Therefore a juror shall only sit on one jury every two years, and if possible, no single juror should sit twice for the same program

- 3.2 Juries shall consist of at least three and no more than five people, facilitated by the Program Officer
- 3.3 Whenever possible, a variety of artistic disciplines and experience in the applications shall be reflected in the selection of jury members.
- 3.4 The composition of juries shall be guided by values of diversity of practice, culture, age and gender equity.
- 3.5 Whenever possible, a juror shall sit on no more than one jury every two years.

4. Adjudication Process

Before the Jury, Jurors shall be provided with sufficient time to review nominations, conduct associated research, and arrive on assessment day prepared to discuss the material in depth

- 4.1 Jurors are provided the applications, evaluation form, Conflict of Interest Disclosure Form, and related materials to review before attending the jury.

During the Jury:

- 4.2 Jurors discuss each application as facilitated by the Program Officer
- 4.3 After discussion, Jurors provide their individually assessed application-scores to the Program Officer

4.4 During a break, the Program Officer shall aggregate these scores into an overall score for each recommended applicant, resulting in a rank order of all applicants.

4.5 The Jury then reviews the rank of all applicants. The amount of available and then proceeds to recommend funding amounts (on the basis of the rank order agreed to by the jurors) until these funds have been fully depleted.

After the Jury, jurors must not disclose information about grant applications or award nominations. They must not discuss the names of the applicants or nominees, the recommendations, nor any comments made by other peer assessors during a committee meeting

4.6 Peer assessors must treat both the material that they review and any discussions related to their assessment as confidential.

4.7 Notification of nominations and award winners shall be communicated directly to the Corporate Administrative Officer (O) for final approval, immediately following the jury process.

When confirmed by the CAO, results are posted to the agency's website within 30 days of the jury. This shall require amendments to administrative order 2014-007-ADM to allow the CAO to approve all peer assessment applications, expediting the current multi-council system.

By altering this administrative order as outlined above, HRM shall continue to invest in the five strategic directions outlined in the Cultural and Regional Plan by:

- Allowing a more direct, focused, and time-efficient process of service delivery while partnering with the talent and wisdom of the communities directly affected.
- Enabling programs to be assessed by peers whose experience, artistic discipline and with cultural backgrounds reflect the diversity of applications and HRM.
- Allowing peers from the community to review, assess, and make direct recommendations on applications supports the unique character and heritage of the communities they represent
- By including jurors of all ages and experience to be a part of the peer assessment process and recommendation process, we empower learning and connections between artists in different disciplines, experience, background and perspective
- Investing directly in the decisions made by the peer assessment jury allows HRM to promote a relationship of openness and faith in HRM's growing artistic community while removing risks of politicizing the funding decisions by those who are not peers.

4.8 The names of jurors shall be kept confidential until three months after all awards have been received.

To protect jurors' privacy and the integrity of the Jury's decisions, no personal information of the Jurors shall be distributed or published until three months after the grant deadline.

5. Administration

The Program Officer shall generate the following documents:

- A. Peer juror nomination/application form:** A document that Halifax artists must submit in order to participate in a peer jury.
- B. A copy of Arts and Culture Awards process:** For transparency's sake, a document must be available to jurors and to the public citing how decision are made for Halifax's arts grants and why the peer assessment process is used.
- C. Conflict of Interest Disclosure Form:** This document enables prospective peer jurors to identify potential conflicts of interest well before they meet to deliberate. The document also enables city staff to highlight what is considered a conflict of interest - and provides ample time for any issues of potential bias to be raised by artists and discussed by appointed city staff (see Appendix 1 for details on conflict of interest).
- D. Jury Feedback Form:** This document enables jurors to provide feedback to the Program Officer regarding the peer assessment process, speak to the needs of the communities they represent, reflect on the program, city staff involvement, and criteria in order to maintain the integrity and responsiveness of programs.

14.2.1 ArtsHalifax Advisory Committee Recommendations – Successor Committee and Awards Program

Motion approved as amended that Halifax Regional Council:

1. Consider the inclusion of an additional \$100,000 in 2018-19, \$150,000 in 2019-20, and \$250,000 in 2020-21, to the grants operating budget process for the Grants to Professional Arts Organizations Program;

2. Direct the Chief Administrative Officer to prepare amendments to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, prior to the call for applicants for the 2018-19 fiscal year and return to Council for approval, as follows:

- a. delegate the approval of grant awards to the Chief Administrative Officer;
- b. revise the process for selecting a peer jury to be a procurement to permit payment for the services of the peer jurists; and
- c. amend the financial levels of the professional arts grants;

3. Request a staff report regarding requesting legislative amendments to the HRM Charter to allow the Municipality to allow a specific set of arts grants to individuals and business to be governed by by-law, overseen by an arm's length citizen only advisory committee that shall report annually to Council; and

4. Repeal Administrative Order 2014-019-GOV, Respecting the ArtsHalifax Advisory Committee.

14.3 ENVIRONMENT AND SUSTAINABILITY STANDING COMMITTEE

14.3.1 Pollution Control Study for Lake Banook

During the approval of the agenda this item was deferred to the next scheduled meeting of Halifax Regional Council.

14.4 TRANSPORTATION STANDING COMMITTEE

14.4.1 Transit Priority Corridors – Bayers Road

Motion approved that Halifax Regional Council proceed with detailed design of dedicated bus lanes in both directions on the Bayers Road corridor, including reconfiguration of the Halifax Shopping Centre intersection.

14.4.2 Councillor Nomination to the Halifax-Dartmouth Bridge Commission

Motion approved that Halifax Regional Council appoint Councillor Shawn Cleary to fill an unexpired term to November 30, 2018.

14.5 BUDGET COMMITTEE

14.5.1 Adjusting Local Transit and Regional Transportation Rates

Motion approved that Halifax Regional Council maintain the current approach to transit taxation and fares during the 2018-19 fiscal year.

14.6 MEMBERS OF COUNCIL

14.6.1 Councillor Hendsbee – Area Rate for Sheet Harbour Streetscape Project

Motion approved that Halifax Regional Council request a staff report providing information considering area rate scenario for District 2 (see attached map) based upon rate and community:

\$5.00 for the community areas of Mooseland, River Lake, Jacket Lake, Third Lake, Spry Harbour, Popes Harbour, East Ship Harbour, Pleasant Harbour, Tangier, Murphy Cove, Lochaber Mines, Moser River,

Budget Adjustment List Briefing

Councillors' Office Out-of-Town Travel Expenses

COW Date Added: 10-Jan-2018

Business Unit: CAO Business Unit

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
1	On-going, Operating	\$30,000	\$0.12
Adjustment Description	Increase to the Councils Support Office out-of-town travel budget for Councillor-related travel outside the boundaries of HRM		
Priority Alignment	<p>Councillors travel in any given year to represent HRM on a range of topics and the proposed increase supports all Council priority areas.</p> <p>Councillors' participation in national forums such as FCM and CUTA allows our elected officials to learn about best practices across the country and to identify opportunities to advance the priorities of the municipality.</p>		

Service Implications and/or Impact on Priority

Since 2008, out-of-town travel budget in the Council Support Office has decreased by 45.3%. Because of this decrease, Council's representation at national conferences such as the Federation of Canadian Municipalities (FCM) and Canadian Urban Transit Association (CUTA) has been limited or nonexistent. Expected attendance at conferences / meetings directly related to Council's participation on boards and committees has also been limited or not possible.

Since 2008, out-of-town travel has been internally regulated and managed closely, however pressures to represent HRM at national forums, for example, FCM, Liveable Cities Forum, and CUTA have been increasing.

Currently two councillors serve on the FCM board - one as the First Vice President and one as the HRM board member. In previous years, there was only one representative on the Board, Board meetings are held quarterly. In addition, HRM typically sends seven Councillors to the annual FCM conference: 4 Councillors, the two board members and the Deputy Mayor. The 2016-2020 Council has been more actively involved in both FCM and Union of Nova Scotia Municipalities (UNSM) activities. In addition to FCM, Council has a representative on CUTA. Conferences for CUTA are held twice per year, in various locations in the country. Due to budget decreases, the serving member has only been able to attend one conference annually.

The table on the following page identifies out-of-town travel for 2017/18. This listing represents a typical year in the Council Support Office. It should be noted that the table reflects travel funded and does not include those conferences where requests for attendance was requested but not fully funded: CUTA, FCM Sustainability and other provincial meetings such as UNSM spring conference and UNSM caucus meetings.

Out-of-Town Travel Expenditures 2017/18 (Typical Year)- Council Support Office

Date	Location	Purpose	# Councillors attendina	Cost
21 April 2017	Kemptown, NS	Solid Waste Chairs Meeting	1	99.36
28 April, 2017	Oak Island, NS	UNSM Meeting	1	71.76
10-12 May 2017	Antigonish, NS	UNSM Spring Conference	3	1461.12
13-17 May 2017	Montreal, Que	CUTA Conference	1	2529.51
1-5 June 2017	Ottawa,, Ont	FCM Annual Conference	7	11,328.79
11-16 Sep 2017	Fort McMurray	FCM Board Meeting	2	3454.73
13-15 Sep 2017	Membertou, NS	Truth & Reconciliation Conference	1	371.68
21-22 Sep 2017	Sydney, NS	CBRM Caucus Meeting	6	2055.39
24 Sep2017	Bridgewater, NS	Transit Launch	1	103.50
26 Oct2017	Truro, NS	Community Dinner	1	59.80
20-24 Nov 2017	Ottawa	FCM Board Meeting	2	3336.50
6-8 Feb 2018	Ottawa	FCM Sustainability Conference	2	3336***
5-9 Mar2018	Laval, QC	FCM Board Meeting	2	3200***
Total				31,408.14

*** represents anticipated costs.

The following table lists the conferences/events that could be funded through the proposed 2018/19 increase to the out-of-town travel budget.

Proposed Increase In Out-of-Town Travel 2018/19

Date	Location	Purpose	# Councillors attendina	Estimated Cost
May	Yarmouth, NS	UNSM Fall Conference	16	10,500
Nov 2018	Toronto	CUTA Conference	3	7,800
June 2018	Montreal	Liveable Cities forum	1	3500
Sep 2018	Sidney, NS	CBRM Caucus Meeting	16	4550
various	various	Various ad hoc meetings, e.g. solid waste, communities in bloom, etc.	1/event	3650
Total				30,000

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Briefing Approved by:

Jacques Dubé, Chief Administrative Officer

Budget Adjustment List Briefing

Rural Transit

COW Date Added: 07-Mar-2018

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2018/19 Amount <small>(negative is savings/revenue)</small>	2018/19 Avg Bill Impact <small>(negative is reduction)</small>
14	Operating / On-going	\$60,000	\$0.24
Adjustment Description	Increase the proposed 2018/19 budget amount for the Rural Transit Funding Program from \$160,000 to \$220,000, to accommodate an increase in ridership.		
Priority Alignment	Transportation - Interconnected and Strategic Growth The IMP directs staff to continue to expand the Rural Transit Funding Program for services operating in Halifax outside of the Urban Transit Service Boundary. It also recommends further investigation of flexible, alternative transportation solutions in rural communities.		

Service Implications and/or impact on Priority

The Rural Transit Funding Program started several years ago, as a result of the community visioning Planning & Development led in Musquodoboit Harbour and the Regional Plan policy which encourages supporting community organizations in operating non-profit transit services in rural areas.

The Rural Transit Funding Program currently provides support to MusGo Rider (Musquodoboit Harbour) MusGo Rider (Valley/Sheet Harbour), and BayRides (St. Margaret's Bay. As the number of service providers continues to grow, as does their ridership/service/ cost, the desired budget for the program grows each year. Maintaining current levels of subsidy as the service grows means that the subsidy per km is less, which could hamper the ability of the service to meet the needs of the community.

The funding program was established to help these organizations off-set their costs. As such, the grant consists of a lump sum, as well as funding per kilometer, for kilometers of service provided. In this way, the funding provided should be proportional to the costs of providing service. In addition to municipal funding, the community organizations also rely on provincial funding to provide consistent and affordable transportation to residents. These services are door to door, on demand (pre-booked) transit services, in areas where taxis do not provide service, and where it is not efficient or effective to provide conventional transit service.

The number of service providers and usage of the service has steadily increased, as well as the need for an increased subsidy. In 2017/18 the funding for these services was \$130,000. In 2018/19 the proposed budget is \$160,000, and based on updated application information; it is anticipated that an additional \$60,000 would be required to provide the maximum level of subsidy. If insufficient funding is available, the per kilometer rate of \$0.50/km will be prorated and reduced accordingly.

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Briefing Approved by:

Kelly Denty, Acting Director Planning and Development, 902.490.4800

Budget Adjustment List Briefing

Expanded Hours for Alderney Ferry

COW Date Added: 24-Jan-2018

Business Unit: Halifax Transit

Tracking Id	Operating or Capital	2018/19 Amount (negative is savings/revenue)	2018/19 Avg Bill Impact (negative is reduction)
8	Operating	\$550,000	\$2.17
Adjustment Description	The request is to maintain the expanded hours on the Alderney Ferry service for 2018/19 to allow for sufficient time to monitor ridership trends following the completion of the Macdonald Bridge re-decking project.		
Priority Alignment	Transportation - Interconnected and Strategic Growth		

Service Implications/Summary

In March of 2015, Alderney Ferry service was increased in response to the Macdonald Bridge re-decking project. It was anticipated that upon completion of the Bridge re-decking project (The Big Lift), the additional service would be removed. However, in November 2017, Regional Council voted in favour of temporarily retaining and reallocating the increased weekday ferry service hours back into the midday period and to retain the expanded Sunday service. On February 20, 2018, the Alderney ferry began running every 15 minutes midday, between downtown Halifax and downtown Dartmouth, and every half hour in the evenings after 8pm. As per the information report provided to Regional Council on March 20, 2018, this additional service is currently scheduled to end on May 28, 2018.

Ferry ridership increased significantly during The Big Lift. It is anticipated that a portion of that ridership increase was a result of the convenience of the increased service, and a portion was due to the bridge closures. Regular closures associated with The Big Lift were completed in November/December 2017. There has been a small decrease in ferry ridership since that time, but this data is based on a sample size of two months, and it is still largely unknown what proportion of the overall ridership increase could be maintained if the service levels remain high. Although a portion of the increased ferry ridership would represent trips shifted from conventional transit service, it is anticipated that the improved level of service did/will attract new riders. This may be particularly true on Sundays. No data is available at this time regarding the percentage of ridership that is new riders.

The additional service under consideration consists of regularly scheduled 15 minutes service on weekday middays, and service during Sunday morning and evening. This request is for regularly scheduled service only, and is not related to the provision of increased service during special events or on holidays. If the budget expansion is not approved, effective May 28, 2018, this additional service will be removed, and weekday midday service will be decreased to a 30 minute frequency, and Sunday service will only operate from approximately 11 am to 6 pm.

The reallocation of service from the evening to the midday in February 2018 is a service improvement, and optimizes service to meet ridership demand. Removing this service in the short term would not provide sufficient data to determine the potential ridership from this reallocation. When new services are introduced, it can often take 18 – 24 months before the full ridership potential is realized.

The total cost of retaining the additional service for 2018/19 to monitor ridership trends is \$550,000. This cost includes compensation, fuel, and maintenance, for both the additional weekday and Sunday service. Due to ferry crew staffing requirements, specifically, the ability to create shifts that can be adequately crewed, increased Sunday service and increased weekday service are linked and cannot be considered in isolation.

Should Regional Council proceed with the proposed budget adjustment, it will be necessary to identify an end date for the additional service that aligns with the transit quarterly schedule adjustments, not the fiscal year. This is critical to ensure that public facing schedule information is correct. Should the desire be to maintain the expanded hours for 2018/19, the end date could align with either the February 2019 or May 2019 quarterly schedule adjustment. The May 2019 date would allow the opportunity for discussions and decisions around the permanent state of the service to occur concurrent with 2019/20 budget discussions, but in addition to the \$550,000 for 2018/19, would be contingent on Council approval of an additional \$80,000 to provide the service for the first part of 2019/20. If direction is provided to end the service in February 2019, the total cost would be reduced by approximately \$45,000, bringing the total cost to \$505,000.

Priority Alignment

This proposal is consistent with the principles and vision of the Integrated Mobility Plan (IMP), and scores very high on the IMP Project Evaluation Scorecard. It is also consistent with the Moving Forward Together Principles.

Moving Forward Principles

1. **Increase the proportion of resources allocated towards high ridership services.** The Alderney – Halifax ferry route is one of the highest ridership services provided by Halifax Transit. It is anticipated that this proposal will have a positive effect on ridership.
2. **Build a simplified transfer based system.** This proposal will allow for frequent and consistent service during the midday and make the service more convenient to use.
3. **Invest in service quality and reliability.** Improving the frequency and the service span of this service works to improve the quality and reliability of the service.
4. **Give transit increased priority in the transportation network.** Ferry service has the distinct advantage of operating in an exclusive right of way, and is not typically impacted by congestion, resulting in excellent on-time performance.

Ridership Analysis

In 2016/17, ridership on the Alderney – Halifax ferry service was 39% higher on weekdays than prior to The Big Lift, and 121% higher on Sundays. There were significant monthly fluctuations during this time; for example weekday ridership ranged from 10% higher to 64% higher than ridership prior to The Big Lift. Ridership in the two months since the completion of The Big Lift closures has dropped compared to last year, by an average of 14% on weekdays, and 41% on Sundays, but is still higher than ridership prior to The Big Lift (on average 26% higher on weekdays, and 187% higher on Sundays). This two month period does not provide sufficient data to predict ongoing ridership levels, in part due to the monthly fluctuations, but also because travel behaviours often require time to develop and shift. The following tables include ridership and passenger per hour data for both weekday and Sunday service.

	Alderney Ferry Service - Weekday Ridership							
	2014/15		2015/16		2016/17		2017/18	
	Passengers	% change	Passengers	% change	Passengers	% change	Passengers	% change
April	2,239	N/A	2,764	23%	3,155	41%	3,091	38%
May	2,932	N/A	3,331	14%	3,597	23%	3,573	22%
June	3,252	N/A	3,794	17%	4,316	33%	4,570	41%
July	4,245	N/A	5,437	28%	6,468	52%	5,979	41%
August	4,425	N/A	4,882	10%	5,880	33%	5,819	32%
September	3,088	N/A	4,109	33%	4,528	47%	4,175	35%
October	2,563	N/A	3,726	45%	3,766	47%	3,714	45%
November	2,174	N/A	3,563	64%	3,253	50%	3,158	45%
December	1,825	N/A	2,798	53%	2,687	47%	2,413	32%
January	1,833	N/A	2,876	57%	2,770	51%	2,403	31%
February	2,085	N/A	2,781	33%	2,936	41%	2,532	21%
March	2,578	19%	3,229	49%	2,904	34%	-	-
Total	33,239		43,290	30%	46,260	39%	41,426+	

*shaded areas denote months during The Big Lift project. “%change” refers to increase from prior to The Big Lift. 2017/18 totals are incomplete as March data is not yet available.

	Alderney Ferry Service - Sunday Ridership							
	2014/15		2015/16		2016/17		2017/18	
	Passengers	% change	Passengers	% change	Passengers	% change	Passengers	% change
April	381	N/A	1,582	315%	1,417	272%	1,627	327%
May	1,093	N/A	2,182	100%	2,316	112%	2,028	86%
June	2,042	N/A	2,116	4%	3,379	65%	3,404	67%
July	2,497	N/A	2,773	11%	3,840	54%	4,824	93%
August	1,855	N/A	4,153	124%	4,253	129%	3,981	115%
September	1,546	N/A	2,577	67%	3,507	127%	3,001	94%
October	735	N/A	1,563	113%	1,904	159%	2,012	174%
November	498	N/A	1,173	136%	1,696	240%	1,124	126%
December	317	N/A	963	204%	1,057	234%	1,137	259%
January	323	N/A	942	192%	1,195	270%	771	139%
February	240	N/A	1,150	380%	1,543	544%	844	252%
March	761	75%	1,470	239%	1,051	142%	-	-
Total	12,287		22,644	84%	27,156	121%	24,753+	

*shaded areas denote months during The Big Lift project. “%change” refers to increase from prior to The Big Lift. 2017/18 totals are incomplete as March data is not yet available.

	Alderney Ferry Service - Weekday Ridership							
	2014/15		2015/16		2016/17		2017/18	
	Passengers	Pass/Hr	Passengers	Pass/Hr	Passengers	Pass/Hr	Passengers	Pass/Hr
April	2,239	93	2,764	92	3,155	103	3,091	103
May	2,932	122	3,331	111	3,597	119	3,573	119
June	3,252	136	3,794	126	4,316	152	4,570	152
July	4,245	177	5,437	181	6,468	199	5,979	199
August	4,425	184	4,882	163	5,880	194	5,819	194
September	3,088	129	4,109	137	4,528	139	4,175	139
October	2,563	107	3,726	124	3,766	124	3,714	124
November	2,174	91	3,563	119	3,253	105	3,158	105
December	1,825	76	2,798	93	2,687	90	2,413	80
January	1,833	76	2,876	96	2,770	92	2,403	80
February	2,085	87	2,781	93	2,936	98	2,532	84
March	2,578	86	3,229	108	2,904	97	-	-
Total	33,239	113	43,290	120	46,260	128	41,426+	

*shaded areas denote months during The Big Lift project. "%change" refers to increase from prior to The Big Lift. 2017/18 totals are incomplete as March data is not yet available.

	Alderney Ferry Service - Sunday Ridership							
	2014/15		2015/16		2016/17		2017/18	
	Passengers	Pass/Hr	Passengers	Pass/Hr	Passengers	Pass/Hr	Passengers	Pass/Hr
April	381	51	1,582	90	1,417	81	1,627	93
May	1,093	146	2,182	125	2,316	132	2,028	116
June	2,042	272	2,116	121	3,379	193	3,404	194
July	2,497	333	2,773	158	3,840	219	4,824	276
August	1,855	247	4,153	237	4,253	243	3,981	228
September	1,546	206	2,577	147	3,507	200	3,001	171
October	735	98	1,563	89	1,904	109	2,012	115
November	498	66	1,173	67	1,696	97	1,124	64
December	317	42	963	55	1,057	60	1,137	65
January	323	43	942	54	1,195	68	771	44
February	240	32	1,150	66	1,543	88	844	48
March	761	44	1,470	84	1,051	60	-	-
Total	12,287	123	22,644	108	27,156	129	24,753+	

*shaded areas denote months during The Big Lift project. "%change" refers to increase from prior to The Big Lift. 2017/18 totals are incomplete as March data is not yet available.

Original Signed

Briefing Approved by:

Dave Reage, MCIP, LPP, Director, Halifax Transit, 902.490.5138