



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

**Item No. 12.1.1**  
**Audit & Finance Standing Committee**  
**February 12, 2016**

**TO:** Chair and Members of Audit & Finance Standing Committee

Original Signed

**SUBMITTED BY:** \_\_\_\_\_  
Councillor Tim Outhit, Chair, Transportation Standing Committee

**DATE:** January 22, 2016

**SUBJECT:** Integrated Mobility Plan

---

**ORIGIN**

Item 15.2, January 21, 2016 Transportation Standing Committee meeting  
Item 9.1.2, November 18, 2015 Audit and Finance Standing Committee meeting  
Item 11.3.2 October 20, 2015 Regional Council meeting

**LEGISLATIVE AUTHORITY**

Halifax Regional Municipality Council approved, Dec 11, 2012, that all budget increases are to be presented to the Audit and Finance Standing Committee, prior to submission to Council.

Halifax Charter, section 93(1) - The Council shall make estimates of the sums that are required by the Municipality for the fiscal year; Halifax Charter, section 79(1) - Specifies areas that the Council may expend money required by the Municipality; Halifax Charter, section 35(2)(d)(i) - The CAO can only authorize budgeted expenditures or within the amount determined by Council by policy; Halifax Charter, section 120(6) - The Municipality may maintain other reserve funds for such purposes as the Council may determine; Halifax Regional Municipality policy on Changes to Cost Sharing for Capital Projects - Changes requiring Council approval; and the Halifax Regional Municipality Reserve Policy - No reserve funds will be expended without the CAO's recommendation and Council approval.

**RECOMMENDATION**

It is recommended by the Transportation Standing Committee that the Audit and Finance Standing Committee recommend that Halifax Regional Council approve an increase to the 2015/16 operating budget, to reflect the approval to undertake the Integrated Mobility Plan, as directed by Council, with funding from the Strategic Studies Reserve, Q330, as described in the Financial Implications section of the attached report dated January 5, 2016.

**BACKGROUND**

At the January 21, 2016 meeting of the Transportation Standing Committee, a staff report dated January 5, 2016 was added to the agenda. The Committee passed the staff recommendation and forwarded the staff report to the Audit and Finance Standing Committee for approval.

**DISCUSSION**

No discussion was held on the matter.

**FINANCIAL IMPLICATIONS**

See staff report dated January 5, 2016.

**COMMUNITY ENGAGEMENT**

The Transportation Standing Committee is comprised of six elected members of Regional Council. Meetings are held on a monthly basis and are open to the public (unless otherwise indicated). Agendas, reports and minutes are available on the Halifax website.

Further details regarding community engagement and the Integrated Mobility Plan are contained in the staff report dated January 5, 2016.

**ENVIRONMENTAL IMPLICATIONS**

None identified.

**ALTERNATIVES**

See staff report dated January 5, 2016.

**ATTACHMENTS**

Attachment 1: Recommendation Report from the Director of Planning & Development dated January 5, 2016, re: Integrated Mobility Plan

---

A copy of this report can be obtained online at <http://www.halifax.ca/boardscom/SCfinance/index.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: Andrew Reid, Legislative Assistant 902.490.5934

---



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

**Item No. 15.2**  
**Transportation Standing Committee**  
**January 21, 2016**

**TO:** Chair and Members of Transportation Standing Committee

Original Signed

**SUBMITTED BY:**

\_\_\_\_\_  
Bob Bjerke, Chief Planner and Director, Planning & Development

Original Signed

\_\_\_\_\_  
Dave Reage, Acting Director, Halifax Transit

**DATE:** January 5, 2016

**SUBJECT:** Integrated Mobility Plan

---

**ORIGIN**

Halifax Regional Council motion, October 20, 2015:

Direct staff to develop a strategic plan specifically aimed at increasing the modal split of sustainable forms of transportation as per the Regional Plan which integrates both land use and transportation planning and includes comparative costing analysis of road and right of way infrastructure upgrades and widening as compared to other forms of transportation and report back to Regional Council by April 30, 2016 (dependent on appropriate project scoping and funding sources as identified through Audit & Finance).

Audit & Finance Standing Committee motion, November 18, 2015:

That the Audit & Finance Standing Committee defer consideration of the staff report dated November 10, 2015 to a future meeting to facilitate the inclusion of a project charter.

**LEGISLATIVE AUTHORITY**

The Halifax Charter Section 79 states (in part) that:

The Council may expend money required by the Municipality for:

- (o) public transportation services;
- (aa) streets, culverts, retaining walls, sidewalks, curbs and gutters

**RECOMMENDATION**

It is recommended that the Transportation Standing Committee recommend to the Audit and Finance Standing Committee to approve an increase to the 2015/16 operating budget, to reflect the approval to undertake the Integrated Mobility Plan, as directed by Council, with funding from the Strategic Studies Reserve, Q330, as described in the Financial Implications section of this report.

**BACKGROUND**

At the November 18, 2015 Standing Committee meeting, a staff report was submitted, which provided an overview of the framework for an Integrated Mobility Plan and identified the Strategic Studies Reserve (Q330) as the recommended funding source for the proposed project.

The Standing Committee deferred its decision, pending receipt of a Project Charter, providing additional detail on the proposed project.

**DISCUSSION**

At the request of the Standing Committee, staff has now completed a project charter which has resulted in greater refinement of the deliverables and project timeline. The Project Charter is included as Attachment A. More-detailed scoping by staff has confirmed a \$350,000 project budget with an expected project timeline of twelve months, commencing February 1, 2016. This report replaces the November 10, 2015 report, as the Financial Implications Section has changed from the original report with updated cash flow projections of this project.

**FINANCIAL IMPLICATIONS**

The estimated expenditures for the study are:

|         |                  |
|---------|------------------|
| 2015-16 | \$75,000         |
| 2016-17 | <u>\$275,000</u> |
|         | \$350,000        |

Project costs will be charged to R951 and is to be funded by Q330, Strategic Studies Reserve, in the year and amounts as listed above, pending approval of each subsequent year's budget and reserve availability.

**Budget Summary: Strategic Studies Reserve Q330**

|  |                  |
|--|------------------|
| Projected Balance March 31/16 (at Nov 30, 2015)      | \$ 919,461       |
| Less: Integrated Mobility Plan Study (2015-16 costs) | <u>\$ 75,000</u> |
| Projected Net available Balance March 31, 2016       | \$844,461        |

Additional funding required in 2016-17 and 2017-18 to complete the Integrated Mobility Plan will be included through the annual budget development process in subsequent years.

**COMMUNITY ENGAGEMENT**

In addition to public engagement undertaken as part of individual planning studies, additional engagement will be undertaken as part of the Integrated Mobility Study.

**ENVIRONMENTAL IMPLICATIONS**

There are no significant environmental implications.

**ALTERNATIVES**

The Standing Committee may choose to recommend not using the Strategic Studies Reserve to initiate this project and/or to direct staff to seek alternative funding sources in the current or future budgets.

**ATTACHMENTS**

Attachment A: Strategic Studies Project Charter: Integrated Mobility Plan

---

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

Report Prepared by: Dave McCusker, P.Eng., Manager, Regional Transportation Planning, 902.490.6696

Original Signed

Report Approved by: Bob Bjerke, Chief Planner and Director, Planning & Development, 902.490.6696

Original Signed

Financial Approval by: Amanda Whitewood, Director of Finance and Information Technology/CFO, 902.490.6308

---

# STRATEGIC STUDIES PROJECT CHARTER

|                      |                                 |
|----------------------|---------------------------------|
| <b>PROJECT NAME:</b> | <b>Integrated Mobility Plan</b> |
| <b>PREPARED BY:</b>  | <b>David McCusker</b>           |
| <b>DATE:</b>         | <b>January 12, 2016</b>         |

| <b>VERSION HISTORY:</b> |               |   |
|-------------------------|---------------|---|
| <b>Version</b>          | <b>Date</b>   | <b>Reason for Update / Sponsor's Signature for Approval</b><br>(Out-of-scope requests require an impact analysis to project costs, resources, schedule and risk to success before approval is be provided.) |
| 1.                      | Jan. 12, 2016 | Initiation  |
| 2.                      |               |   |

| <b>PROJECT DELIVERABLES:</b>   |   |
|--|---|
| <i>(What does success look like? What questions does the study need to answer to fulfill its mandate? What are the product outcomes? )</i> |   |
| <b>#</b>   | <b>Question To Be Answered By Study</b>   |
| 1.   | How do mobility investments, personal access, goods movement and land development affect each other?                            |
| 2.   | What are the social, environmental and economic effects of these inter-relationships?   |
| 3.   | How can these factors be optimized to create a strategic mobility investment plan based on the objectives of the Regional Plan? |

| <b>PROJECT DESCRIPTION / SCOPE:</b>  |
|--|
| <i>(What value does the study add to the organization? What factors determine in or out of scope?)</i>   |
| <p>The Integrated Mobility Plan will help to direct our future investment in transportation demand management, transit and the active transportation and roadway network. The plan will also strive to identify the two-way inter-relationship between growth patterns and investment in mobility. The plan will examine a variety of scenarios and will test the ability of each to address the need to link people and communities with each other and with the goods, services and employment opportunities which they seek, in an environmentally sensitive, socially beneficial and fiscally responsible manner. A choice of interconnected travel modes can form a powerful tool for shaping future development. For this to occur, new investments in infrastructure or services should be strategically planned in conjunction with land use and coordinated with all levels of government. The scope of the project will include factors that influence demand, sway mode choice, affect life cycle costs and contribute to the economy of the region. The plan will clearly state Council's priorities for investment and their relationship to growth patterns: regional centre, in-fill within the urban service boundary and extension of the urban service boundary.</p> <p>While the focus will be on intra-regional mobility, regional infrastructure that facilitates inter-regional goods movement will also be in scope. Mobility components outside the jurisdiction of the Municipality (i.e. provincial highways and the harbour bridges) will be considered integral to the plan.</p> |

**REGIONAL COUNCIL DIRECTIVE / PRIORITY OUTCOME:***(Which Council Motions or Strategic Initiatives will the Study address?)***2016-17 Priority Outcome:**

Integrated mobility allowing people and goods to move easily from place to place using a combination of multiple transportation modes such as auto, transit, walking and cycling, according to their own needs, inclusive of all segments of the public, and consistent with the Regional Plan.

**2015-16 Business Plan:**

Transportation Planning will measure and project demand for regional mobility and identify the projects and programs that will meet those demands in a sustainable manner. Priority Plans for Active Transportation, Transportation Demand Management, Road Network and Parking have been developed and will provide guidance. Transportation Planning will continue to work to provide evidence based development plans to support future transportation networks.

**Motion of Regional Council (October 20, 2015):**

That Regional Council direct staff to develop a strategic plan aimed at increasing modal split of sustainable forms of transportation as per the Regional Plan which integrates both land use and transportation planning and includes comparative costing analysis of road and right of way infrastructure upgrades and widening as compared to other forms of transportation and report back to Regional Council by April 30, 2016 (dependant on appropriate project scoping and funding source as identified through Audit & Finance).

**FINANCIAL IMPLICATIONS:***(Project Manager is required to submit quarterly financial projections to the Director of Finance & ICT)*

|                                    |   |           |
|------------------------------------|---|-----------|
| <b>Total Cost of Study</b>         | \$350,000   |           |
| <b>Expenditures by Fiscal Year</b> | <b>Year 1</b>   | \$75,000  |
|                                    | <b>Year 2</b>   | \$275,000 |
|                                    | <b>Year 3</b>   |           |
| <b>SAP Cost Centre(s)</b>          | R951  |           |
| <b>Assumptions</b>                 | <ul style="list-style-type: none"> <li>• The project will be supported by a mix of in-house HRM staff resources supplemented by specific consultant expertise where appropriate</li> <li>• Modeling will be done with the Regional VISUM model including provision of staff resources</li> <li>• Growth pattern from 2014 Regional Plan and modal split targets will be a starting point, but expanded to consider new scenarios</li> </ul> |           |

**PROJECT TIMELINE:**

*(Project Manager is required to submit quarterly milestones' status update and impact to Study's End Date to the Director of Finance & ICT)*

|                    |                  |                  |                  |
|--------------------|------------------|------------------|------------------|
| <b>Start Date:</b> | February 1, 2016 | <b>End Date:</b> | February 1, 2017 |
|--------------------|------------------|------------------|------------------|

| <b>Milestones</b> <i>(What action or product needs to occur to reach each milestone? Include any Procurement timelines.)</i> | <b>Completion Date</b> |
|--|------------------------|
| RFP Issued for Freight Movement Opportunities Scoping Study  | February 1, 2016       |
| Public Engagement on Mobility Concepts Plan Begins   | March 1, 2016          |
| Project Framework and Big Ideas for Mobility Document completed and submitted to Regional Council                            | April 5, 2016          |
| Additional milestones will be determined through the Project Framework   |                        |
| Projected Project Completion   | February 1, 2017       |
|  |                        |
|  |                        |
|  |                        |
|  |                        |
|  |                        |
|  |                        |
|  |                        |
|  |                        |
|  |                        |

**Next Steps:**

*(What actions are expected once the Study is complete? What areas of public service may be impacted? Is there a hand-off to a process owner or implementation plan?)*

The Study will provide guidance to HRM in preparing business plans and capital budgets. It is also expected to guide the strategic planning for NS Transportation & Infrastructure Renewal and Halifax Harbour Bridges as well as provide key direction for the Halifax Port Authority, the Halifax Stanfield International Airport Authority, CN and other transportation stakeholders.



**PROJECT TEAM / STAKEHOLDERS:**

*(Including external contributors, other Business Units to be operationally impacted by the Study results, and administrative support Business Units)*

|             |   |             |                          |
|-------------|---|-------------|--------------------------|
| <b>Name</b> | Bob Bjerke/Dave Reage   | <b>Role</b> | Project Sponsors         |
| <b>Name</b> | Dave McCusker/Patricia Hughes   | <b>Role</b> | Project Managers         |
| <b>Name</b> | Paul Burgess  | <b>Role</b> | Technical Lead, Modeling |
| <b>Name</b> | Halifax Transit   | <b>Role</b> | Internal Stakeholder     |
| <b>Name</b> | Project Planning and Delivery   | <b>Role</b> | Internal Stakeholder     |
| <b>Name</b> | Traffic Services  | <b>Role</b> | Internal Stakeholder     |
| <b>Name</b> | NS Transportation & Infra. Renewal  | <b>Role</b> | External Stakeholder     |
| <b>Name</b> | Halifax Harbour Bridges   | <b>Role</b> | External Stakeholder     |
| <b>Name</b> | Halifax Chamber of Commerce, Goods Movement Industry and the business community | <b>Role</b> | External Stakeholder     |
| <b>Name</b> | The development community   | <b>Role</b> | External Stakeholder     |
| <b>Name</b> | Community groups and the Public   | <b>Role</b> | External Stakeholder     |

**PROJECT COMMITMENT:**

The Charter documents the formal conversation between the Project Sponsor and Project Team.

The agreement communicates the high-level lifecycle of the project, including the definition of success and resource requirements.

**PROJECT MANAGER****PROJECT SPONSOR**  
(Business Unit Director)**DIRECTOR OF FINANCE & ICT**  
(approval for Q330 funding)