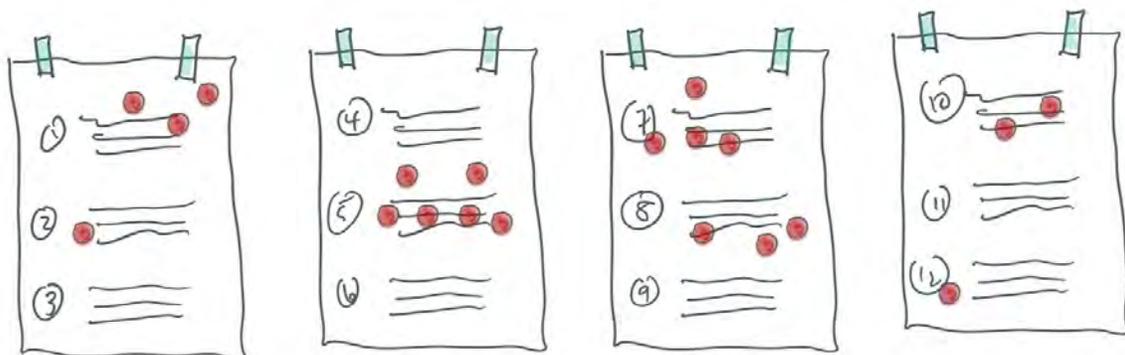


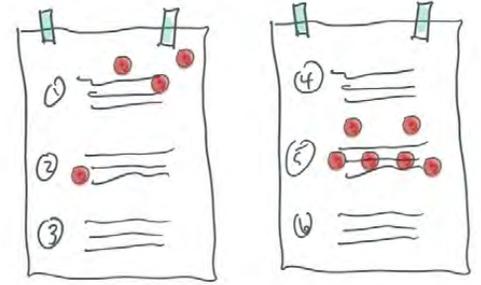
# HRM Parking Services Public Consultation

APRIL 2019



**SUMMARY REPORT**

# By the numbers



74



## Better Signage and Space Marking

More consistent parking sign content and design, and more responsive layout, marking and placement of parking spaces.

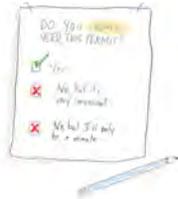
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## Better Management of Existing Spaces

Improved maintenance and use of currently available spaces.

49



## Improve Parking Permit Processes

Improved processes and practices in issuing and regulating the use of parking permits

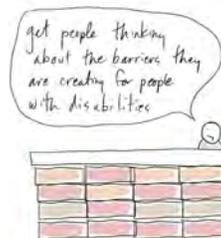
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## Better Address Misuse of Spaces

More active and proactive responses to parking violations, improved enforcement, more effective penalties and greater public awareness.

24



## Educate Public About the Issues

Promote clarity on who is permitted to use accessible parking and educate the public about the concerns of persons with disabilities.

22



## Consider Requirements

Consider the parking requirements of a range of unique individuals and vehicle types.

13



## Have Plentiful Spaces

Have an abundance of accessible parking spaces.

9



## Develop a Formula

Regulate the number of dedicated spaces by defining a percentage of total spaces within private lots.

8

## Look for Good Practices

Consider initiatives already in place in BC and ON: accessible parking anywhere and dedicated parking contact number.

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## INTRODUCTION AND ACKNOWLEDGEMENTS



In April, 2019, the Halifax Regional Municipality Parking Services hosted four public consultation sessions to explore concerns and recommendations related to the use of accessible parking in HRM. These sessions emerged as an area for further investigation from 18 public consultations conducted by HRM in 2018 to identify priority accessibility requirements for persons with disabilities. Both initiatives support the municipality's ongoing development of a corporate accessibility framework.

We are grateful to the 50 residents of HRM who took part in the four consultation sessions held in Halifax and Dartmouth in April of this year. Participants shared their thoughts, experiences and recommendations for supporting and enhancing accessible parking in the municipality, and these insights are offered in the following pages. Participant recommendations spanned a wide array of suggestions related to parking space design and signage, management of existing accessible parking options, processes for parking enforcement and issuance of permits, and the need for public education about disability issues and barriers to parking access. Participants in the consultation sessions also offered their views on some parking options under consideration by the municipality, and provided examples of sites within HRM where optimal parking is already provided. Finally, the members of the public who took part in these sessions made suggestions about the ways in which any changes to parking practices in the municipality might be best communicated to the community.

## THE CONSULTATION SESSIONS

Four two-hour focus groups were held to explore a series of questions related to accessible parking in HRM. The table below provides an outline of the numbers of participants, times and locations of these sessions.

Date and Location	Time	Number of Participants
April 4, 2019 Halifax Central Library, Halifax, NS	2:00-4:00 pm	23



	6:00-8:00 pm	16
April 11, 2019 Alderney Gate Dartmouth, NS	2:00-4:00 pm	7
	6:00-8:00 pm	5

## Group Process and Agenda

The public consultations were designed and carried out by an external consulting firm contracted by HRM to conduct the sessions. Participants shared their views in a series of guided discussions to share what they believe is needed to support accessible parking within the municipality. Comments shared during each discussion were captured on flip charts which were posted around the room for subsequent prioritizing of the recommendations. The same questions were posed to participants during each of the four sessions, which were structured around the discussions outlined below.

<p><b>DISCUSSION ONE</b> What is good accessible parking?</p>
<p>What important factors should HRM keep in mind when planning good accessible parking on streets? Some factors we would like you to think about are size, signage, markings, closeness to ramp, etc.</p>
<p><b>DISCUSSION TWO</b> What's working?</p>
<p>Can you think of some examples of where there is good accessible parking that meets your needs?</p>
<p><b>DISCUSSION THREE</b> What needs to be improved and how?</p>
<p>What does HRM need to improve right now regarding accessible parking and how should they improve it?</p>
<p><b>DISCUSSION FOUR</b> Analyzing Accessible Parking Options</p>

Participants were invited to identify some advantages and disadvantages associated with two accessible parking options.

Option 1 Improved version of the current accessible parking service

Option 2 Improved version of the current accessible parking service plus free parking at metered spaces (but with current metered standards)

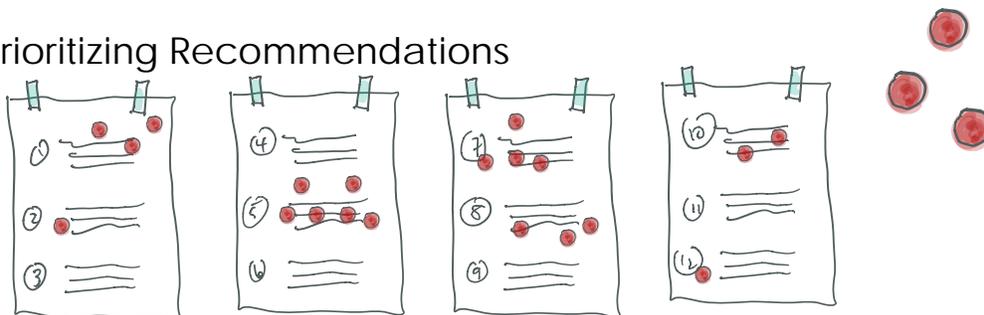
### DISCUSSION FIVE Final Suggestions

Participants were invited to offer any final thoughts about ways to make parking more accessible. Core areas for discussion included communication methods, information sharing, and timing for notification of changes .

### CLOSING ACTIVITY Identifying Priorities

Participants were asked to consider the advice they offered in Discussions 1 and 3 and to rank the recommendations according to what they believed were the most important for people who require accessible parking. The process for ranking priorities is described below.

## Prioritizing Recommendations



At the end of the consultation session, participants were asked to consider the set of recommendations captured and posted for discussions one and three, and to vote for the suggestions they believed would most positively impact parking accessibility in HRM. The result of the voting process gives the Parking Services insight into which recommendations were supported most deeply by most people. In total, 6 core recommendations emerged from the almost 300 individual votes generated during the prioritizing process. These findings are described in the following sections.

# RECOMMENDATIONS TO IMPROVE ACCESSIBLE PARKING

## SUMMARY



The recommendations described below emerged from discussions one and three, which explored what constitutes accessible parking from the participants' perspectives, and what the municipality could be doing to better support accessible parking in HRM. The suggested actions are ranked by the number of votes received for each theme. The six core recommendations outlined in the table below are described in more detail in the following section.

### Core recommendations

1. Better signage/marketing of parking spaces
  - improve parking sign content and design, parking space design and locations
2. Better management of currently accessible spaces
  - address barriers caused by snow removal and construction
  - consider impacts of proposed change
3. Improve processes and practices for permits
  - revise placard/permit content to support appropriate use of spaces
  - regular audits of permits in circulation
  - tighter control on issuing permits
4. Better address misuse of spaces
  - more attention to effective monitoring and penalties for violations
  - use technology to support enforcement
  - promote greater public awareness about parking barriers
5. Educate the public about accessible parking issues and the community's role in creating accessibility barriers
6. Consider requirements for different vehicles, people using space

# DETAILED RECOMMENDATIONS FOR ACCESSIBLE PARKING BY THEME

## 1. BETTER SIGNAGE/SPACE MARKING

larger logo / bolder colour scheme  
include parking fines /  
standardized signage



Recommendations for improved parking signs and markings for accessible parking spaces received the most votes from participants taking part in the sessions. A total of 74 votes were cast related to these concerns, which included suggestions for better, more consistent parking sign content and design, and more responsive layout, marking and placement of parking spaces.

### Parking Sign Content and Design

29 of the 74 votes supported changes to parking sign content and design to better demarcate accessible spaces and reduce misuse of parking spots. Participants suggested that parking signs contain a more prominent depiction of a person in a wheelchair and feature a more noticeable colour scheme. Suggestions included use of an enlarged "blue man" image, making the entire sign blue with a reverse contrast of the logo, and use of a metallic blue colour. Other options supported by the group were inclusion of fines for parking violations and promotion of standardized signage across the country for accessible parking.

### Design of Parking Space

Suggestions for better design of accessible parking spaces received 22 votes across the 4 groups. Recommendations in this category included curb cuts long enough to allow vehicle doors to fully open and level parking spaces to help overcome the challenges posed by hills. Participants also supported improved clearance of areas around the entire parking space, with a focus on snow removal and greater attention to uneven surfaces or obstacles impeding access. Three votes were given for making all parking spaces the same, and designed to maximum standards.

### Marking the Parking Space

Fourteen votes across the four groups were given to recommendations related to better delineation of accessible parking spaces. The use of blue paint to make parking spaces more visible received more than half of the votes, with participants suggesting painting curbs or the entire space in this colour. Four votes supported use of a



checkered pattern to demarcate the parking space. The use of yellow curb markers that can be detected underfoot was supported with three votes as a means of helping people with visual impairments. Also recommended (two votes) was painting the curb in a similar fashion to US “red zones” for no stopping, and the adoption of consistent standards across the country.

## Location of Parking Space

Nine votes for better locations of parking spaces were given by participants. These recommendations supported the placement of curb cuts close by the parking spaces and having parking spots located in “predictable” places, such as at the corner. Also recommended was the application of “common sense” in planning where parking spaces will be situated to ensure locations such as rehabilitation centres, hospitals and other places with “obvious need” are well equipped with accessible parking.

## 2. BETTER MANAGEMENT OF EXISTING SPACES

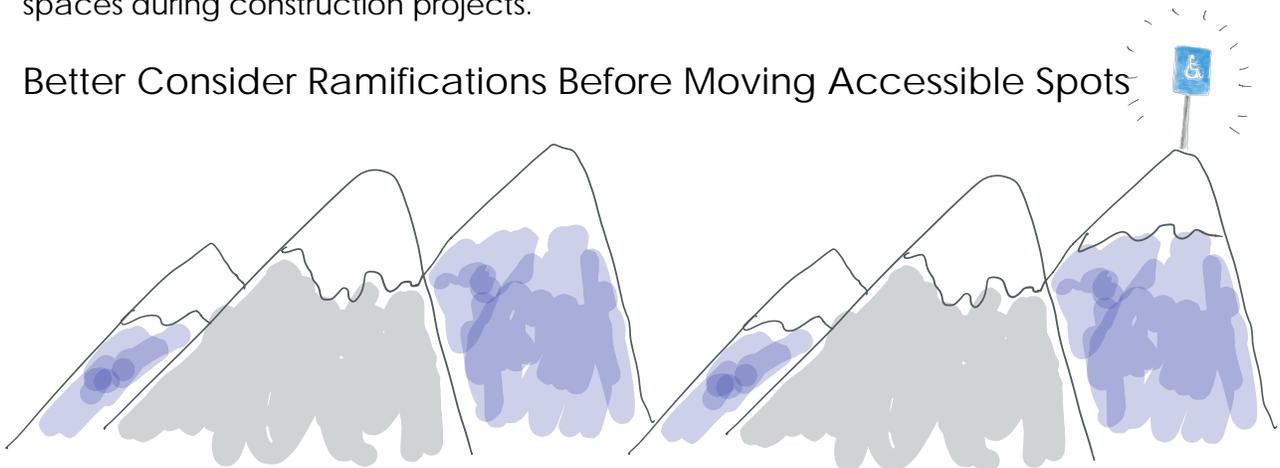


Better management of existing accessible parking resources received significant attention in discussions across the four groups. Participants gave 60 votes to recommendations for improved maintenance and use of currently available spaces.

### Maintenance/Construction

Nineteen of the 60 votes called for better snow removal, with some typical comments including “take snow removal seriously” and “a little bit of snow makes it impossible” (to get around). Misuse of accessible parking spaces during construction projects was highlighted in the ten votes given to recommendations calling for the replacement of parking spaces lost during construction work. Two votes demanded that “more respect” be shown by eliminating the practice of dumpsters being placed in accessible spaces during construction projects.

### Better Consider Ramifications Before Moving Accessible Spots



Twelve votes supported recommendations encouraging HRM to better consider the impacts of removing or changing existing spaces. The displacement of accessible spaces by bike lanes was flagged as a problem with nine votes. Examples were also given of less than optimal relocations of parking spaces, notably from Gottingen Street to a hill on Buddy Daye Street and “poorly situated” new spaces at Point Pleasant Park. Included in the recommendations were suggestions that better analysis of change impacts be made before relocating spaces and that if viable options can’t be found, the space not be moved.

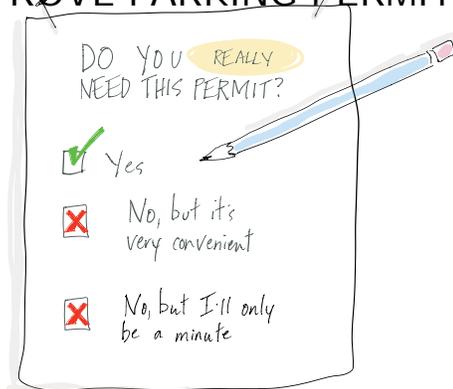


## Other Suggestions for Better Managing Current Spaces

Eight votes supported the use of technology to enhance transparency in parking availability, specifically, the use of an App linked to Google Maps that identifies currently free spaces. Six votes urged the use of unused spaces (such as vendor parking during the off season or after hours HRM employee parking) as accessible spaces. The suggestion that parking on the peninsula be capped at four hours across the board received five votes from participants.



### 3. IMPROVE PARKING PERMIT PROCESSES AND PRACTICES



Forty-nine votes were cast in favour of recommendations supporting improved processes and practices in issuing and regulating the use of parking permits.

#### Revise Placard/Permit Content to Support Appropriate Use of Spaces

Twenty-two of the 49 votes were cast in support of recommendations for better managing the legitimate use of permits and tracking permit expiry dates. Suggestions for helping police expiry dates were to implement a sticker system similar to safety inspections (4 votes) or use of a bar code to allow quick validation by parking enforcement officers (3 votes).

Participants suggested that appropriate use of permits could be aided by developing better methods for identifying legitimate permit holders. While recognizing the need to protect permit holders' privacy, three votes were cast in support of placing some sort of identifier (perhaps through bar coding) on the card so that people misusing accessible parking would be more visible. On a practical level, daily wear and tear on placards (identified as a concern in three votes) was recommended to be addressed through use of Q-square identifiers (five votes).

#### Regular Auditing

Eighteen votes were given in favour of regular audits of circulating permits to ensure they are being used appropriately. HRM was urged to partner with the province to conduct permit audits at regular intervals (perhaps every five years) to remove "floaters" from the system. Floaters were identified as permits remaining in use after the expiry of the permit, or the death of the permit holder. Participants felt that more could be done to ensure that permits which are no longer valid are taken out of circulation.

#### Other Suggestions for Improving Permit Processes

##### Develop "triage" approach to permit issuance

Five votes supported development of a "triaged" or tiered approach to issuing accessible parking permits. The idea of different levels of permits was linked to



durations of permit coverage (temporary or permanent) more reflective of the needs of the permit user.

### Tighter controls on issuing permits

Four votes were cast in favour of greater scrutiny of those receiving permits, through better provision of proof of need at the time of permit renewal or issuance, and better collaboration between the municipality and the province in relation to permits being issued.



## 4. BETTER ADDRESS MISUSE OF SPACES



The misuse of accessible parking spaces by the public at large, and strategies for addressing this problem, led to recommendations receiving 42 votes from people taking part in the consultations. Participants urged a range of more active and proactive responses to parking violations, encompassing improved enforcement practices and more effective penalties, and the promotion of greater public awareness of the impacts of parking violations on people with disabilities.

### Greater Vigilance and Attention to Violations

Twelve of the 42 votes were cast in support of improved HRM responses to accessible parking violations. Participants identified non-disabled people using accessible parking, including using accessible spaces as idling or waiting areas, and overstaying the designated time as common misuses of the limited available spaces. They called for better, quicker policing of HRM parking and improved responses to violations in private lots. Suggestions for the latter approach included more automatic enforcement versus having to call the city to address violations, including granting HRM authority to police both public and private parking.

### Penalties

Fourteen votes supported more effective penalties to discourage misuse of accessible parking. Suggestions included imposing higher fines large enough to discourage infractions, having points taken off violators' licenses, and requiring people who park illegally to take sensitivity training about the impacts of misusing accessible spaces. In cases where someone other than the permit owner is found to be parking in an accessible space, two votes supported placing permit owners at risk of losing their pass. Options for putting "more muscle" behind enforcement included towing and impounding vehicles in addition to issuing fines (4 votes) and giving the city the right to "boot" cars (3 votes).

### Use Technology to Help Enforcement

Eight votes were cast supporting the use of technology to help with parking enforcement. Six of those votes suggested using an App to report parking violations,



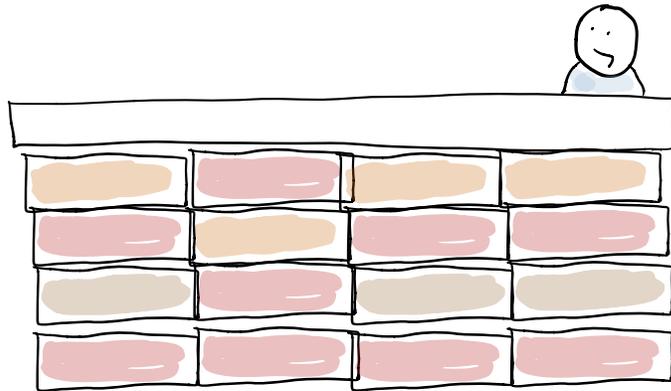
and two votes were given for using QR codes to facilitate identification of people misusing parking.

## Promote Better Public Awareness

Some participants believed that HRM could help promote better public awareness about the barriers created by accessible parking violations. Eight votes were given to suggestions for a public relations campaign describing the impacts of misusing accessible spaces on the daily lives of people with disabilities.



## 5. EDUCATE PUBLIC ABOUT THE ISSUES



*get people thinking about the barriers they are creating for people with disabilities*

Education about accessible parking and disability in general emerged as a strong theme across the consultations. Twenty-four votes were cast for recommendations related to this theme.

### Awareness/Sensitivity



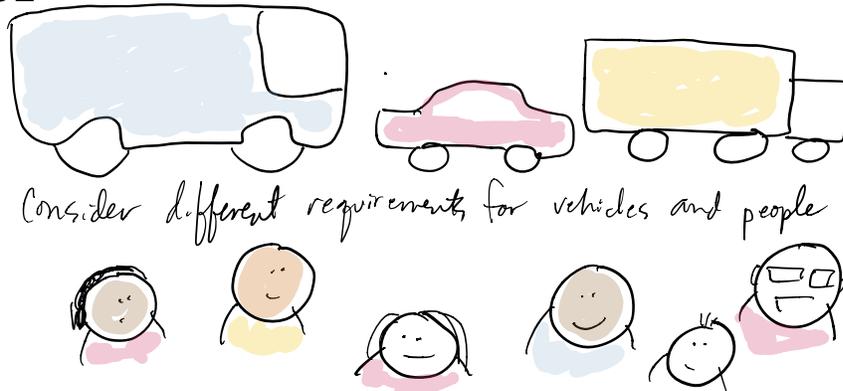
Thirteen votes supported the promotion of greater awareness and sensitivity to the concerns of persons with disabilities, emphasizing the impacts of rendering the already limited number of accessible parking spaces inaccessible due to misuse. Participants suggested better education for business and contractors about appropriate use of accessible parking spaces, and training for HRM staff on issues of sensitivity and inclusion when working with people with disabilities. Also suggested as an educational target was the “I’m only here for a minute” excuse encountered as one frequently used by members of the public who misuse accessible parking. A focus on providing a “gentle reminder to be good citizens” by not misusing spaces, rather than using a confrontational approach (two votes) was also recommended. Attention to the limits that language can impose—using terms such as “handicapped” rather than “accessible” parking—was also flagged as an important consideration in increasing awareness and sensitivity to barriers imposed on persons with disabilities.

### Permits

Public education on the appropriate use of accessible parking permits generated nine votes of support. Suggestions in this theme included providing clarity on who is permitted to use accessible parking, and not using permits belonging to others.



## 6. CONSIDER REQUIREMENTS OF DIFFERENT VEHICLES, PEOPLE USING SPACE



Recommendations emphasizing a need to consider the parking requirements of a range of unique individuals and vehicle types received 22 votes of support. Seventeen of the 22 votes were given to suggestions for development of spaces accommodating a variety of vehicle sizes and access configurations, such as rear entrance vans. These recommendations included providing ample space around the actual parking spot to allow safe and easy access for a variety of vehicles. Five votes were given in support of recognizing different barriers in place for different people, depending on their disability. Participants noted that challenges such as balance issues, mobility or visual limitations may translate into different requirements for accessibility. These requirements can include the need for parking situated on flat surfaces, close proximity to services, room to unload wheelchairs, safe access to sidewalks and sufficient curb cuts.



## 7. OTHER SUGGESTIONS SUPPORTING ACCESSIBLE PARKING

### Have Plentiful Spaces

Thirteen votes were cast in favour of having an abundance of accessible parking spaces, with some typical comments being, (there) “can’t ever be too much” and “accessible parking is a human right.” Suggestions for boosting available parking stock included increasing allotments in private lots and allowing accessible parking in regular parking spots.

### Develop a Formula for Providing Accessible Spaces

Creating a formula to define the number of accessible parking spaces in HRM received nine votes of support. Suggestions for achieving this outcome included use of an HRM by-law to regulate the number of dedicated accessible parking spaces, perhaps defined as a percentage of total spaces within a lot or parking area. Two of the nine votes supported the idea of ratios for accessible vans and cars within this percentage.

### Look for Good Practices Being Used Elsewhere

Eight votes underlined the importance of not reinventing the wheel in terms of good ideas for accessible parking. Participants endorsed initiatives already in place in BC and Ontario allowing accessible parking anywhere, including in no parking zones. They also supported a model from Ontario which provided a dedicated phone number for parking enforcement (versus calling into a general switchboard) for ease of reporting parking violations.



## 8. WHAT'S WORKING? SOME EXAMPLES OF GOOD ACCESSIBLE PARKING IN HRM

The second discussion in the consultation sessions sought actual examples, from the participants' perspectives, of good accessible parking spots in HRM. By identifying specific locations of well-designed parking, participants sketched out some elements which, in their view, helped support accessible parking. Some qualities of good accessible parking identified by participants, linked to physical locations as examples, are outlined below.

What Makes a Good Parking Spot?	Good Examples of this Found at...
Spaces big enough to access/all around accessible	Costco Bayers Lake, Spring Garden Rd., Public Gardens, BMO centre
Close to door; safe, wide, and/or on corner	New playground at Needham, McDonalds at Larry Uteck, St. Louis in Sackville, Kenneth Rowe Building, University Ave, Bedford Row by old post office
Signed, "triaged", plowed	Costco, Dartmouth
No curbs or curb cuts present; clearly marked curb cuts	Nova Centre, Seaport on Boardwalk (Unspecified) Shopping Centre



## 9. ADVANTAGES AND DISADVANTAGES OF TWO ACCESSIBLE PARKING OPTIONS



Participants were asked to evaluate two options to better support accessible parking in HRM. Option One was identified as maintaining the current system of free, accessible, timed parking with some incorporated improvements based on the recommendations from the consultation process. Option Two involved maintaining the current system (with improvements) plus free access to metered parking with the current level of service provided metered parking.

### Option 1: Advantages and Disadvantages

The benefits of Option One were identified as providing greater access to/enforcement of accessible parking in HRM and being easier for the public to accept. Drawbacks to the scheme were described as the persistence of insufficient accessible parking spaces to meet demand, the continuance of time limits, and the absence of solutions to the impacts of construction on space availability.

### Option 2: Advantages and Disadvantages

Option 2 generated a broad range of responses framed as both benefits and disadvantages. On the plus side, participants suggested the plan would lessen worries about accessing spaces by creating a larger pool of options without the risk of being ticketed. Some thought that having more spaces to choose from could help free up hard-to-large spots for those who specifically need them, and help reduce competition for spaces generally. Other participants felt the option would help them financially and could benefit the city by better enabling people to come downtown. The latter point was perceived as a double edged sword in that it could lead to more vehicles in the downtown core.

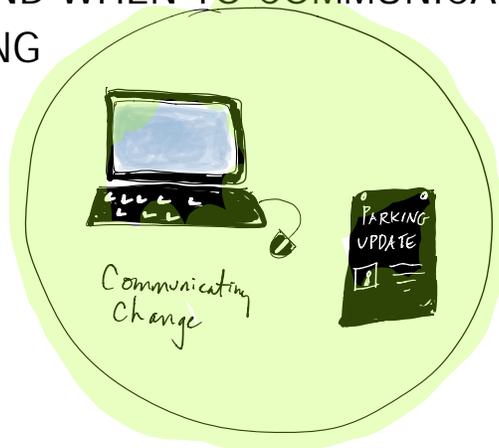
Participants suggested other disadvantages attached to the free option would lead to more misuse by drivers not requiring accessible spaces, and add to existing problems with enforcement. Others cited the disadvantages of accessing spaces not obligated



to meet accessible parking standards related to snow removal, or which may not be otherwise maintained. The perceived learning curve attached to adapting to this change was seen to be steep, with the need for an awareness campaign identified to support the initiative. Some participants also thought the move would mean less revenue for the city, and would not help those in need of larger parking spaces or those relying on a cleaned sidewalk to use a parking space.



## 10. WHAT, HOW, AND WHEN TO COMMUNICATE ABOUT ACCESSIBLE PARKING



Participants were invited to offer their thoughts about the ways in which the municipality should consider communicating any changes to accessible parking. People taking part in the sessions were asked to focus on communication methods, information content and timing for release of information. The table below outlines the commentary that emerged from this discussion.

Communication Methods	Information to Share	Timing
Social media (Facebook, Twitter)	Share through “What We Heard” mechanism that is easy to locate online	At least a week’s notice for consultations to allow booking of Access-a-Bus
Ads on buses and in bus stops, TV monitors in terminals	Twitter and social media campaigns	One to two months; advance notice for street closures
HRM and other websites, radio, television, newspapers and other print media	Brief, simple to read format (one page)	Before changes are made so there is opportunity for feedback
Posters/Billboards/Mailers	Promote change as a positive; focus on being community-minded	As soon as decisions are made that affect parking



<p>Registration with HRM/ Councillors to receive cell or email alerts; councillor newsletters</p>	<p>Keep people informed about the changes being considered</p>	<p>Temporary changes: 4 days to a week's notice; Permanent changes: 30 days in advance; three months afterwards (as done for new stop signs)</p>
<p>Apps with push notification for updates on closures/for searching available spots</p>	<p>Inform people about how changes will be enforced, collaboration with feds and province</p>	
<p>311 Bulletins</p>	<p>Online parking map</p>	
<p>Library posting on dedicated HRM notice board</p>	<p>Updates on out of commission/new spots due to construction</p>	
<p>Notices on water/utility bills</p>	<p>Emphasize importance of not using spaces: create personal connection</p>	
<p>5 second You Tube videos Use wind-resistant signage in construction zones</p>		

## APPENDIX A: SESSION TRANSCRIPTS AND VOTING RESULTS

### HALIFAX SESSIONS: APRIL 4, 2019

Attendance for 2:00 - 4:00 Session: 23 Participants

Attendance for 6:00 - 8:00 Session: 11 Participants

#### **DISCUSSION ONE: WHAT IS GOOD ACCESSIBLE PARKING?**

What important factors should HRM keep in mind when planning good accessible parking on streets?

VOTES	HALIFAX SESSION 1: What is good accessible parking?
9	Don't take parking away with bike lanes
8	App for all available accessible parking spots, current availability, link to Google maps
6	More spots for Metro Centre events: 2 spots on Argyle, not on other surrounding streets; unused mobile canteen spots, city employee, taxi spots
6	Spaces need to be available; boomers increasing, seniors using passes. Sign picture should show person in wheelchair; tiered parking
5	Take snow removal seriously
5	Education re: use of permits
4	Exiting on passenger side: snow banks, uneven surfaces, tree-should have space all around car
4	address abuse where people are using owner's passes-PR campaign to show impacts; "embarrass" [people] into stopping [abuse of passes]
4	Parking needs to be obvious; take away excuses for [non-disabled people to take accessible spots]; the blue sticker guy should be bigger; fines should discourage infractions; have a PR campaign pointing out how excuses [for taking parking spaces] impact people
4	Construction-when roads closed, provide temporary replacement spots
4	There are Rehab spots, problem with timed out spots. Doctor appointments take longer than allotted time; no time restrictions
4	Dangerous to assume people "don't look disabled"; [speaker] has temporary pass, renews every 6 months; different levels of permits: agrees with triage approach



VOTES	HALIFAX SESSION 1: What is good accessible parking?
9	Don't take parking away with bike lanes
8	App for all available accessible parking spots, current availability, link to Google maps
6	More spots for Metro Centre events: 2 spots on Argyle, not on other surrounding streets; unused mobile canteen spots, city employee, taxi spots
6	Spaces need to be available; boomers increasing, seniors using passes. Sign picture should show person in wheelchair; tiered parking
3	How to determine number of accessible spaces? Consider HRM by-law
3	Needs to be policed-too often see people idling, waiting, taking spot
3	Advantage to triaged parking-vans need extra space; can accommodate more vehicles, same amount of space
2	Post fine [for violation] on sign-"more meaningful"
2	Use common sense in where spaces are-e.g. IWK, Rehab, hospitals; there are places with obvious need
2	Should be bylaws on number of accessible spaces-consider aging population, obese people unable to walk distances
2	Private parking spots, e.g. malls, NSCC, need to call city—more automatic enforcement
2	Increase allotments in private lots
2	When spots created, don't allow snow to be piled in spots, construction dumpster to use spot-"need more respect". Don't use [space] unless new spot is created.
1	Doctors should be more discriminating-people have different needs. Some people "don't look handicapped"; doctors should look at temporary vs. permanent passes
1	App to report [parking] abuse problems; let city "triage problem"
1	How people get in and out of vehicles: buffer space, curb cuts; slope of ramp important too; example: curb cuts too steep, not taking grade into account
1	Accessible spaces for all people-should met everyone's needs; same standards for all
1	Clear signage; paint stalls to clearly identify spot; fill in whole space with blue



VOTES	HALIFAX SESSION 1: What is good accessible parking?
9	Don't take parking away with bike lanes
8	App for all available accessible parking spots, current availability, link to Google maps
6	More spots for Metro Centre events: 2 spots on Argyle, not on other surrounding streets; unused mobile canteen spots, city employee, taxi spots
6	Spaces need to be available; boomers increasing, seniors using passes. Sign picture should show person in wheelchair; tiered parking
1	Training for HRM staff-empathy and inclusion; sensitivity to needs of people parking
1	Point Pleasant Park [lot] revamped and new accessible parking poorly situated
1	How people get in and out of vehicles: buffer space, curb cuts; slope of ramp important too; example: curb cuts too steep, not taking grade into account
0	Need ramps at all parking spots
0	Senior (speaking)-need accessible parking, has temporary pass: "I feel guilty" using accessible parking spot; likes tiered idea
0	Gave up license because not sure can get out (ramp) when parking-suggests extensions to 'normal' parking spots-wider spaces

VOTES	HALIFAX SESSION 2: What is good accessible parking?
6	Bigger dip-cut in 6" to 1' in curb-enough to give door full swing
6	Paint curbs blue to clarify, make more visible, especially after winter
5	Peninsular parking-make across the board 4 hours
5	Sign-better metallic blue, make logo blue, reverse contrast
5	Level parking spaces-hills are difficult
5	Large enough spaces for different sized vehicles, different ways of accessing, e.g. rear access-need to accommodate all
4	Passenger side sidewalk quality, cutaways-clear footing, even ground
4	Whole sign should be blue
4	not just accessible parking-other barriers-e.g. Access-a-Bus, poor sidewalk access-better clearance of sidewalks



VOTES	HALIFAX SESSION 2: What is good accessible parking?
6	Bigger dip-cut in 6" to 1' in curb-enough to give door full swing
6	Paint curbs blue to clarify, make more visible, especially after winter
5	Peninsular parking-make across the board 4 hours
5	Sign-better metallic blue, make logo blue, reverse contrast
4	Checkered lines to demarcate spots
4	Curb cuts close by vs. long travel to
3	"Accessible" vs. "Handicapped" parking-language important
3	HRM should educate business/contractors on appropriate use of spots
3	Violators: take sensitivity course, points off license
2	"punish" people who park illegally-"laziness/rudeness not a disability"; big fines to deter
2	Park in fire lanes-two hours, like Toronto
1	Bike lanes, Uber put pressure on available parking. Be able to park free at meter if you have permit
1	Time limits on spots-some with none, what's the rationale? Limit times for parking (4 hours) vs. all day. Get rid of all day parking.
1	Eye-level by-law signs in front of spots
0	Take away incentive for "people to act like jerks"-take away excuses: "little blue guy"-higher contrast, bigger wheelchair symbol
0	HRM spot checks once a month for illegal parking-use of another's pass, for example-and fine
0	Deaf community mainly don't use passes but may have dogs-spots are too narrow; person and dog at risk-bigger, longer, wider spaces
0	Progressive fines
0	Ramp-lots of people use planks. Raise grade to accommodate, e.g. could use at Bedford Row
0	Empower us to call in violators-like 311, send photo. "Rat Line"



## DISCUSSION TWO: WHAT'S WORKING?

Can you think of some examples of where there is good accessible parking that meets your needs?

HALIFAX SESSION 1: What's working? Good Examples?
St. Louis in Sackville—accessible spots in front, stripe zone to door
Costco Bayers Lake—all big enough to access
Spring Garden Rd. All around accessible, Nova Centre, Seaport on Boardwalk-no curbs
Airport by doors-safety
Kenneth Rowe Building, University Ave-right in front on corner
Costco Dartmouth-signed, triaged, all plowed
New playground at Needham: safe, close to door
Costco good but don't have accessible carts-recommended. Parents' carts not safe for children
New developments, e.g. BMO centre "fabulous"; older buildings restricted [in their] mandate
"I wear AFOs"-when on, can walk far; when not, disabled without. Micmac Mall, don't need a spot when I have a walker but hard to shop with a walker
Make sure flat, level space all around

HALIFAX SESSION 2: What's working? Good Examples?
Bedford Row by old post office-tucked in, one way
Shopping Centre-clearly marked, bright yellow curb cuts; depth perception [challenge]-needs to be clearly marked
Dal-missed classes due to no parking
Airport-1 parking spot; more work needed, more spots, bus stop in bad place; make more room for accessible buses
Public Gardens, Spring Garden Rd.
How much control does city have over airport parking? HRM should be in contact with appropriate person to improve parking
City Hall by Trade and Convention Centre-used to be there, good spot



## DISCUSSION THREE: WHAT NEEDS TO BE IMPROVED AND HOW?

What does HRM need to improve right now regarding accessible parking and how should they improve it?

VOTES	HALIFAX SESSION 1: What needs to be improved and how?
9	HRM bike lanes shouldn't eliminate accessible spaces and make it harder. Bus corridors Gottingen spaces moved to hill on Buddy Daye. Cohn-lots of users need accessible concert spaces. Analyse needs/use for better access.
5	We all see infractions; need a mechanism for reporting/ticketing-need an App to enforce/catalogue/document abuse
4	Snow removal-curb cuts full of snow, restricted to underground parking. Clean, prioritize snow removal: " a little bit of snow makes it impossible"
3	Victoria, Toronto, can park anywhere-do the same here
2	Need to [provide] better proof when permit renewal comes up-clarify permit process
2	Policing: if people use other's pass, responsibility should be put on owner to be at risk of losing pass
2	Provincial audit every 5 years (or suitable time)-get back extra passes when no longer used, e.g. due to death
1	Put identifier on card so if owner is not using, will be apparent, limit abuse
1	Bar code vs. photo ID (privacy issue)
1	When changes rolled out, have a positive message: "good for everybody when everybody included"; "differing ability" vs. "disability"; make sure people are valued
0	Focus on what HRM can influence-important to know what HRM can do vs. provincial jurisdiction. HRM response: important to hear all feedback regardless of jurisdiction
0	Every counsellor who voted against [better] snow removal should have to get around in a wheelchair and document it
0	Provincial access pass-trying to get second pass-law is only one per person-six step process to get second pass, needs to change-2 car family
0	Identifier should be on bottom front
0	Photo ID for owner of permit



VOTES	HALIFAX SESSION 1: What needs to be improved and how?
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5	We all see infractions; need a mechanism for reporting/ticketing-need an App to enforce/catalogue/document abuse
4	Snow removal-curb cuts full of snow, restricted to underground parking. Clean, prioritize snow removal: " a little bit of snow makes it impossible"
3	Victoria, Toronto, can park anywhere-do the same here
0	Disability tax credit-should people have to have this designation in order to qualify for permit?
0	Add handrails (accessible)to buildings on steep streets

VOTES	HALIFAX SESSION 2: What needs to be improved and how?
6	Clear sidewalks
5	Permits "stay in the family" when people die. Need to partner with province every five years to take expired passes out of circulation
5	Likes Q-square idea-signs wear out
4	People keeping expired passes-no follow up from province. Municipalities need to get tougher an co-ordinate this.
4	Blue sticker for car above safety inspection-front and back coverage
3	Make signs bigger, brighter, colour code, for example-for van spots. Parking enforcement can validate through bar code: "Click-that's a valid pass"
3	Placards wear out-design something easier to move/remove
2	Municipalities meet with province-identify on license have disability; more scrutiny of who's using spots through licensing
2	Spots are for physically disabled people: I need accessible parking because I have a wheelchair-it's clear who is operating the vehicle. "Open your eyes; watch them like hawks"
2	Develop better method for identifying who's operating vehicle
1	Permit maybe identifies people legitimately using car



VOTES	HALIFAX SESSION 2: What needs to be improved and how?
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5	Permits “stay in the family” when people die. Need to partner with province every five years to take expired passes out of circulation
5	Likes Q-square idea-signs wear out
4	People keeping expired passes-no follow up from province. Municipalities need to get tougher and co-ordinate this.
1	Police in HRM should be given authority to police in all lots—private and public
0	Enforce time limits
0	More education about ways people use spots
0	Fines should be posted on the parking sign

#### **DISCUSSION FOUR: ANALYZING ACCESSIBLE PARKING OPTIONS**

Participants were invited to identify some advantages and disadvantages associated with two accessible parking options:

Option 1: Correct system of free, accessible, timed parking-“Status Quo Plus”	
Advantages	Disadvantages
HALIFAX SESSION 1	
no input	no input
HALIFAX SESSION 2	
Easier for public to adapt to change	Still limited number of spots
Easier enforcement	Might not be any change-public and enforcement
Adding-add parking pass for regular meters	
Increase acceptable parking spots on peninsula	



Option 2: Paid parking offered for free but with different standards. Enhancement, not replacement: keeping designated spaces	
Advantages	Disadvantages
HALIFAX SESSION 1	
Wouldn't have to worry about access, getting ticket later	Will be widely abused
Good, but keep developing designated spots	Won't have smooth surfaces
Opens up more spots	"Wild West"
Safer vs. going along the street, in traffic, unstable surfaces	Not always close to door or cleared of snow
More options for people	Need to reduce wait time for snow clearing
	Encourages more driving vs. transit; counterpoint on this offered: problems with accessibility, especially in rural areas; problems with Access-a-Bus
HALIFAX SESSION 2	
Keeps status quo for parking	How will we enforce/challenge "able bodied"
Different tiers of parking	More "jerk faces" taking advantage of free all day parking downtown (or is there a time limit?)
Gives us more options	Misuse/abused parking those with accessibility tag
Will free up larger spots-not everyone needs one	Learning curve-need PR/awareness campaign
More options for parking for those who need it	Less revenue for city
Helps financially	Education/PR
	Spot sizes-new spots could be larger

	Will require better enforcement
	Snow clearing needs to improve for all street parking
	Lost revenue to HRM (where does parking \$\$ go?)
	Does not help those who need large spot or a cleaned sidewalk

## DISCUSSION FIVE: FINAL SUGGESTIONS

Participants were invited to offer any final thoughts about ways to make parking more accessible.

HALIFAX SESSION 1: Final Suggestions
Communication methods
Social media (3)
Advertisements on buses and bus stops
Radio (2)/TV (2)/Newspaper (4)
Posters/Billboards/Mailers
Print
Facebook (2)
Register with HRM website or councillors to receive alerts re: accessible issues
Councillor newsletters
Format: simple to read, one page brief
Information
Social media campaign similar to "no drinking and driving"
"What We Heard" but make the document easier to find
Twitter and social media campaigns
Timing
2 months (2)
Minimum one month
Other



Identification on front of accessible tag
HRM projects like bike lanes and bus corridors shouldn't take away accessible parking and put it on hills or further away (Cohn on University and Gottingen bus corridors). Less mobile people need home care, Meals on Wheels, grocery delivery, not bike lanes.
HALIFAX SESSION 2: Final Suggestions
Communication methods
<p>Must haves:</p> <ul style="list-style-type: none"> <li>• Seasonal alerts-cell</li> <li>• HRMsiter</li> <li>• 311 Bulletins</li> <li>• Print/TV/Internet</li> <li>• Events</li> <li>• Facebook/Twitter</li> <li>• Multi-level announcements</li> </ul>
Today-Facebook; Future-Facebook or email
Heard today-Facebook Event
New info-all forms of media-Socials, websites, TV, newspapers, etc.
Would like to see all means of communication used-reach as wide an audience as possible
How did you hear?- Facebook event
Information
Option 2: marketing-every quarter, keep it in the forefront until it is seen as working
Coles Notes-clear, short, point form
What do you want to hear? -What changes are being considered; how will they enforce changes and improve accountability of drivers; whether the city is working with province/Feds on issues identified
Timing
At least a week- Access-a-Bus
When do you want to hear?-Before changes are made so there is opportunity for feedback
As soon as decisions are made that affect parking
Other
SGR: Winter months, side streets not acceptable; clear, side streets fine



Consistent spots on corners is great

Texturize curb cuts (similar to visually impaired corners) and bright yellow for depth perception

Must haves:

- Location/moving spots
- snow clearing!
- better enforcement/accountability

sidewalk cuts to facilitate exiting vehicles



## WRITTEN SUBMISSION

Halifax Session 1 April 4, 2019

1  
April 4, 2019  
2-4

Input:

Training for HRM employees who deal with parking issues (empathetic, inclusive and to understand challenges faced by those with mobility issues and their family members – including cost). Years ago ticketed while at 3 hour long neurology apt and told I could have been ticketed for meter feeding. Didn't receive a response for over 8 months for request for accessible parking, only after I followed up and then was told NO, because most doctors appts don't take longer than 2 hours and that accessible parking spots would be filled and wouldn't help me anyway

Need accessible spaces in areas that make common sense. Note, there is not one space on the block with the IWK, nor on the block with the NS rehab clinic. Does anyone in this city who design accessible parking face accessible issues??

Would like to see an app, whereby residents can report inaccessible spaces, and they can be triaged as to municipal, provincial or federal and directed appropriately

Funding: With new provincial legislation and federal accessibility legislation in the senate – access to funding for improving accessibility.

Accessible spots, where possible, should be located close to accessible entrances (i.e. The Scotiabank centre)

Accessible spots and entrances need ramps (not curbs), need to be wider (maybe not possible for street parking) but necessary for those with heavy mechanical wheelchairs and vehicles with ramps

Tiered system: where symbols with wheelchairs are truly meant for people in wheelchair. Next tier, for persons with assistive devices (canes, walkers), finally, spaces for those who can walk unassisted, but experience pain.

NS has the highest per capita aging population. With baby boomers coming into the age of accessibility issues, it is nearly impossible, for those with life long disabilities to find accessible parking – example, grocery store. Regularly all 10 -12 spaces are taken, and not one person in the store is in a wheelchair or using a walker.

Concern with free parking for all those with accessible passes is abuse: Will affect HRM revenue. And many persons with passes can afford parking as they have not faced life long disabilities. It is easy to get a pass and also, family members use the passes for convenience. Not sure if municipality has a role to play in enforcement, other than via the HRPD

I would love to see an ad campaign (with a person, family struggling with a wheelchair, while to fit young people jump into a car parked in an accessible spot. I run into this daily.

If this city takes accessibility seriously, then councilors need to take action on issues with snow removal. It doesn't matter how accessible parking is if PWD can't navigate this city for 3 to 4 months of the year because of snow and ice and construction. Gottingen street example, where both sides of the sidewalk (due to construction were closed at the same time).

City allows construction companies to use accessible spaces for dumpsters, and has allowed plows to deposit snow in accessible spots.



## DARTMOUTH SESSIONS: APRIL 11, 2019

Attendance for 2:00 - 4:00 Session: 6 Participants

Attendance for 6:00 - 8:00 Session: 4 Participants

### DISCUSSION ONE: WHAT IS GOOD ACCESSIBLE PARKING?

What important factors should HRM keep in mind when planning good accessible parking on streets?

VOTES	DARTMOUTH SESSION 1: What is good accessible parking?
8	size of spot-allow different configurations-side, rear access; size of space large enough to permit (various vehicles); size of space 4-5 meters from side of van to outside striped zone
5	(parking spots): plentiful, flat, level- "can't ever be too much"
4	obviously signed (spots) blue guy with chair- bigger, higher contrast
3	people with visual impairment-mark to help people leave vehicle-for example, wide yellow curb markers that can be felt with feet
3	spots in "predictable places" e.g. all corners-create patterns
2	make spots exactly the same, designed to maximum standards
2	consistent standards across country; make conspicuous, consistent-e.g. paved markings on asphalt, blue paint
2	clear blue markings
1	set % of lot, regardless of lot size with dedicated accessible spots in all lots
1	mix of van/car sizes, for e.g. older people "don't need full size"; also ratios to spell out van/car ratios in lots-write into regulations, for e.g. 1/2 or 6/10 van size-find standards that may already exist
0	remove curbs-ease of movement (vs. corners only)
0	Micmac Mall-striped zones used by police etc.-enforce



VOTES	DARTMOUTH SESSION 2: What is good accessible parking?
4	Differs from person to person. For me, (I am) mobile, but have balance issues-Flat Surface. I tire easily walking distances or on a slope- Closeness, proximity to places. Room to unload wheelchairs, safe access/distance to sidewalks, curb cuts
2	Options-Ontario-regular spot. Can park in any without paying, can park in no parking zones; conveniently situated. Hardly any on street. Accessible spots. People abusing space.
2	E.g. US red zone no stopping-paint length of curb where spots are (snow cover visibility)
1	Never have seen one that wasn't accessible-should be plentiful
1	Ambulatory people can use smaller spots than van. Size of spots-formula for number of car/van spots
1	Signage-Blue man sign-indicate time limit, include fine. Blue guy should be bigger-gets used as excuse, but "general civilians" may gloss over. Standardize image across country-more high contrast.
1	Regulations-can't find definition for accessible space in this country-needed generally. Americans define this-transferable. E.g. appropriate signage, zebra-striped
0	US- American Disabilities Act defines 8 x 8; accessible is 11, not counting 3-4' striped zone
0	Zebra-striped segments help keep people away safe distance
0	Stop other vehicles from parking too close

**DISCUSSION TWO: WHAT'S WORKING?**

Can you think of some examples of where there is good accessible parking that meets your needs?

DARTMOUTH SESSION 1: What's working?
McDonalds at Larry Uteck-wide, close to door
Good number of spaces from my perspective-from water to banks. Original spots on down slope-addressed (rapidly) by HRM. Need by Janet's Flowers. Likes idea of every block before/after bumpouts.

DARTMOUTH SESSION 2: What's working?

No input

**DISCUSSION THREE: WHAT NEEDS TO BE IMPROVED AND HOW?**

What does HRM need to improve right now regarding accessible parking and how should they improve it?

VOTES	DARTMOUTH SESSION 1: What needs to be improved and how?
6	Partner with province-Venn diagram-meet in middle and do audit every five years to get "floaters" out of system
5	Enforcement-raise fines. Advocate to province to double fine. (Have) impacts (for) driving ability of violators
4	Construction companies should be made to replace spots they remove during construction
4	Improve signage
3	Public education-be community minded, considerate-positive message. Use TV monitors in terminals
1	Public education re: who gets to use the spot
1	More towing vs. higher fines: higher deterrent, more visual, frees up space-institutionalize as practice
1	Education-many varieties of disability and access (requirements). (As a driver, I) don't use street parking because driver side opening into oncoming traffic. Diagonal parking could help.
0	Citizen tags for windows of violators- print off online
0	People parking too close to spots-increase awareness-PSA-community animations, college videos
0	"Blitz"-remind people about appropriate use of accessible spaces
0	Tim's at Young and Robie-2 spots: violators doing 5 minute coffee runs. PSAs-only one purpose for spot
0	Plant seed diplomatically-have people see value in accessible parking. PR initiative, for example, ads on buses; part of message- "it's the right thing"; accessible parking a human right



VOTES	DARTMOUTH SESSION 2: What needs to be improved and how?
3	E.g. Ontario in the 90s-dedicated phone number in parking enforcement (vs. main switchboard). Easy to call-reporting violations, would ticket with fine
2	Allow parking in regular parking spaces
2	Consequences for violations? Boot car. Fine not enough-tow/impound. Remove option for going home and paying months later. Points off license-a point or third offense, lose point
2	When calling 311, takes a while for enforcement to get out-couple of spots on Brenton-illegal use, but not towed. Speed up enforcement; tow, not just ticket-"more muscle"
2	Educate public on what can/can't do, e.g. not misusing permits-using others' permits. Social media, flyer to house.
2	Accessible parking is a human right
2	QR codes for enforcement person to scan-protect privacy but allows identification
2	If there's no viable (flat, etc.) alternative option to a space being removed, it should not be removed
1	Expiry dates-different colour coding for permits, or at least put date on front
1	Blue man placards. New Brunswick has initials for months/dates-can tell by looking whether expired or not. Had to be able to produce card to go with placard. Easier than sticker on back.
1	Misusing others' permits-educate not to do. Hard to enforce violations
1	Put as many in place as possible
1	Have clear parameters around booting. HRM should look at dedicated bodies to deal with accessible parking violations-rapid response capability, be able to enforce in timely manner. Goal of booting? Awareness
1	Advertise on the bus, beside the bus: "gentle reminder to be good citizens"-collaborative vs. confrontational, (get) better buy-in. Challenge "I'm only here for a minute" mentality. Public education on this



1	Partner with province. Five year audits. Recall floaters-permits expired, still in use
0	Some dissent on booting: better to double fine vs. adding "another layer of jerk." Booting is predatory-doesn't teach, creates anger
0	Halifax should maybe be in business of booting vehicles-not currently
0	Province should change fourth condition on placard
0	[Q and A on policing private lots-HRM response]: <ul style="list-style-type: none"> <li>• No municipal booting policy, no provincial regulations on practice</li> <li>• Depends on zoning by-laws, loose provisions</li> <li>• Private properties enforce their own-could call city</li> </ul>
0	Don't deputize citizens to ticket-places people at risk. Only applies to private parking. Not legal for city parking.
0	You can't just tell people "tough luck," go park somewhere else

**DISCUSSION FOUR: ANALYZING ACCESSIBLE PARKING OPTIONS**

Participants were invited to identify some advantages and disadvantages associated with two accessible parking options:

Option 1: Free, accessible, timed parking	
Advantages	Disadvantages
DARTMOUTH SESSION 1	
no input	no input
DARTMOUTH SESSION 2	
It works!	We need more options to deal with changes in construction, etc.
4 hours would give enough time	Time limits
	Still wouldn't provide enough spaces

Option 2: Paid parking offered for free but with different standards. Enhancement, not replacement: keeping designated spaces.	
Advantages	Disadvantages
DARTMOUTH SESSION 1	
You'd get more customers downtown	Parking a limited resource-will increase number of cars downtown
This would increase number of accessible spots, (reduce) competition for spots	Might increase abuse because people might have tag and park there all day
It would give people who use the meter the opportunity to do so, access to spots	
Some seniors who use their cars-easier than taking the bus	
For those who need accessible parking, access to cars and parking spots is a lifeline. Accessible taxis	
DARTMOUTH SESSION 2	
More is always better	Abuse
Gives people more choice, one more option	
More options	
The more you can do to make parking accessible, the less you'll have to worry about finding a designated parking spot	

**DISCUSSION FIVE: FINAL SUGGESTIONS**

Participants were invited to offer any final thoughts about ways to make parking more accessible.

DARTMOUTH SESSION 1: Final Suggestions
Communication methods
Radio
Library posting-designated HRM notices

Facebook
Water/utility bills
Information
Street closures-notify people in advance, especially people with seeing eye dogs
Online info for locations for parking-map
Ad-parking accessibility info, updates
Construction blocking parking spots-updates on out of commission/new spots
Crowd source App-sidewalk closures-create one? e.g. Access Now, Rate a Spot
Timing
Temporary changes
7 days' notice
1 week/4 days
Use wind-resistant signage system-construction zones-safety
Permanent changes
App with real time information vs. updates
30 days in advance, three months afterwards, as is done for new stop signs
Other
After winter blue paint fades-repaint after winter
Stop plowing into accessible spots and sidewalks nearby
<b>DARTMOUTH SESSION 2: Final Suggestions</b>
Information
Education-wide reaching. Drive home importance of not using spaces: "If this was your mother/father"-create personal connection
Facebook, social media-the sooner the better for best input
The Coast with link to website for more information
YouTube-5 second video-image, not much text, illustrating problem
Timing
Enough notice to attend (engagement sessions)
If changes are reasonable or (maintain) status quo, not a problem-2 months wouldn't make a difference.

Communication methods
App-push notification to request updates, e.g. when spots are replaced
Find a way to notify non-social media users-e.g. Herald, Senior Supplement in Metro
App to identify spots—especially helpful when searching in (unfamiliar) locations
PSAs-e.g. CBC mention on program
Updates in the moment-easy and intuitive
Other
HRM asks: consistent locations for spots on each corner? Responses-support vs. “willy nilly” (locations)
Don’t re-invent the wheel. Check with other provinces-what works, what doesn’t work
Support standardized practices/guidelines nationally (jurisdictional scan): Vancouver/Toronto leaders in free, accessible parking

## APPENDIX B: ENSURING AN ACCESSIBLE CONSULTATION PROCESS

The public consultation process was designed to ensure that every HRM resident who attended would be able to do so in a barrier-free, welcoming environment. The following steps were taken to achieve this goal:

### **WHEEL CHAIR ACCOMMODATION**

We left table space in each for session free of chairs to accommodate participants who used wheelchairs.

### **SEEING EYE DOG CONSIDERATION**

We provided the option of one table per session for participants with seeing eye dogs.

### **SIGN LANGUAGE INTERPRETATION**

Each session provided sign language interpretation for the duration of the focus group.

### **CART**

Each session provided CART transcription.

### **MULTIPLE TEXT FORMATS**

Each table was provisioned with participant information in multiple formats, including enlarged font and Braille texts.

### **GUIDE ASSISTANCE**

HRM staff supporting the focus groups were provided with guide training to help them assist participants during the sessions.

### **INCLUSIVE LARGE GROUP DISCUSSION**

Some part of each session was conducted in large group format with one facilitator leading the discussion and one facilitator recording participant comments on flip chart paper. Each person's comments were verbally restated as they were captured on the flip charts.

### **MULTIPLE MODES OF PARTICIPATION**

Participants had the option of writing their comments on Post-It notes for placement on flip chart paper located throughout the room. Alternatively, participants could choose to take part in a one-on-one interview with HRM staff who recorded their comments in an interview template. The variety of participation formats gave everyone an opportunity to take part in a way that best accommodated their specific preferences.



## **MULTIPLE MEANS OF VOTING**

The final exercise of the consultation process asked participants to consider all of the input offered by all participants and identify the recommendations they believed to be most important for HRM to follow. Individuals were given an opportunity to either cast ballots on their own or to have HRM staff assist in this process.

