



CAPITAL DISTRICT

TERMS OF REFERENCE

Revised 2006 (refer to highlighted areas for changes)

Mission of HRM Capital District/ *Capital Region*:

To establish and maintain a healthy, vibrant urban core for HRM residents and visitors which supports the strength of the entire region by leading an integrated approach to service delivery in the following areas:

- Planning
 - Streetscape Design
 - Maintenance
 - Transit, transportation, access planning
- New areas of focus:*
- *Culture*
 - *Economic development (regional BIDs, Major Events Hosting)*
 - *Urban design*
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- *Role in traditional areas of focus is one of maintaining and monitoring of outcomes, will transition out of these areas once new processes are in place, and phase in to new areas related to culture, economic development, and urban design*
 - *Primary tool for implementing visions from the Regional plan, Cultural Plan, and Economic Strategy for Capital District/Regional Centre*
 - *Provide leadership in expanding Capital District programming to other centres throughout the region (Regional Streetscape/Urban Design Programs created in 2005)*

Purpose:

The purpose of the Capital District Task Force is to combine resources from participating business units and stakeholders to address (1) specific and (2) strategic opportunities and needs.

The primary focus of both the Capital District Office and Capital District Task Force is to improve and integrate service delivery within the urban core to align with external partners and lead change to business processes across the organization in strategic areas.

Priority and Leadership:

The Capital District Task Force is a priority of EMT and *Supports Corporate scorecard alignment of services to citizen outcomes, corporate visions & strategies (Regional Plan, Cultural Plan, & Economic Strategy, and CAO Goals related to building strong communities throughout HRM. Assists with integration and realignment of service delivery to lead change in these areas. Capital District will continue to report to EMT on a bi-monthly basis.*

Approach will be to provide leadership and strategic guidance/planning in key areas as identified above where integration is required, but to eventually transition out of some areas as capacity is developed across organization and integrated into HRM's operations. For example downtown area business commissions will take on new responsibilities related to Graffiti maintenance freeing up staff to focus in on other areas.

Area of Focus:

Capital Region which encompasses all business districts within HRM and focuses service enhancements (streetscaping, urban design) within the Capital District and its major gateways, and other community centres/main streets as identified through the Regional Plan.

Within the Capital District, the emphasis will be on implementing the vision for the Capital District and Regional Centre and maintaining a focus on this area, continuing to lead implementation of key programs related to urban design, streetscaping, etc.

Throughout the broader Capital Region, the role will be to mentoring and develop capacity across the organization in expanding the approach in the Capital District to the Community Centres throughout the region.

Scope/Deliverables:

The Task Force provides integrated service delivery and point of contact operations for HRM services related to preserving and enhancing the Capital District as a healthy and vibrant destination for residents, businesses and visitors

Please refer to approved 2006/07 business plan for deliverables. Further planning will be undertaken to determine organizational resources and changes needed to carry forward proposed new aspects of the program. It is intended that the program focus be reviewed every two-three years to determine new opportunities and areas of focus and areas where a leadership role is no longer needed as a result of operational changes and capacity to deliver.

Issues:

Coordinate Service Delivery

- Multiple groups and agencies provide planning and operational services to the downtown core, eg. There are five business associations, the Waterfront Development Corporation, several HRM business units, the RDA and Provincial and Federal interests all providing planning, development, and service delivery for public spaces in the urban core. There isn't a coordinating mechanism to bring resources together, or create efficiencies. The following list demonstrates the types of activities being carried out by multiple organizations in a fairly small geographic area:
 - Economic development
 - Land use planning
 - Maintenance of public spaces
 - Streetscaping
 - Special events
 - Marketing

Create Opportunity

- The above list is not exhaustive but serves to demonstrate that a mechanism to bring stakeholders together will improve opportunities to achieve greater results. Currently, no identified point of contact exists within HRM to create the opportunity for coordination, synchronicity and multiple stakeholder benefits. HRM amalgamated in 1996, setting the stage for coordination and cooperation among interests in the urban core and it's time to focus on achieving results in this area.

Position HRM as Capital of Atlantic Canada

- The urban area of HRM is the largest in Atlantic Canada. It may also be considered the most successful by many standards, yet we must not take this position for granted. We can't rely on geographic advantage of historical patterns to continue our success. For example, Moncton is claiming they are the Business Capital of Atlantic Canada; St. John's, Newfoundland is publicly positioning to be the oil and gas capital of Atlantic Canada. Harmonized and strategic service delivery is an important component of getting there.

Preserve and Improve Our World Class Quality of Life

- Our quality of life is one of the best on the continent. We have vast ocean frontage and wilderness areas within minutes of a dynamic urban core boasting a harbour focus, heritage preservation, and internationally recognized Art College and a vibrant cultural live in safe surroundings. These attributes are increasingly sought by business when making location or relation decisions. Quality of life is also an important factor in immigration decisions (an important economic generator). There are legislative and educational needs that must be addressed to preserve and improve this destination. A coordinated, task force approach is the best way to do this.

Point of Contact for Operational Service Delivery

- HRM needs to provide the opportunity for a coordinated approach in day-to-day service delivery as well as for the longer-term issues. The urban core, by its nature, has issues that are fairly unique to the municipality and that are best addressed with coordination across HRM business units, rather than leaving our external clients with three or four departments to call when trying to solve a problem. For example, panhandling – potential residential use of older office buildings and streetscaping are issues that each require coordination among several business units. A service based approach coordinated by the Capital District Task Force provides an efficient, and for our clients, convenient way to address these types of issues.

"Capital" Context and Opportunity

- HRM is the capital of Nova Scotia. The urban core is the financial, cultural, business, entertainment and governance center for the capital, yet there is no program or initiative, which addresses issues in this context. Capital cities are the subject of increasing research and interest at the Federal level. HRM may be missing opportunities to gain recognition as a capital of note and potentially the opportunity to be positioned for capital city funding and programs.

Regional Strategies in Action

The Regional plan, Cultural Plan, and Economic Strategy reinforce in policy the role of the Capital District and surrounding urban core as the regional centre for the economy and culture, and the foundation for the region's overall settlement and transportation strategy. With the approval of these strategies, Capital District will play a key role in implementing the vision for the Regional Plan as it relates to the Capital District/Regional Centre, assuming a leadership role in developing and building capacity in urban design and seeing the programs initiated in the Capital District, transferred to other communities and business districts throughout HRM.

Representation:

The Task Force will have on-going representatives from:

- Community, Culture, & Economic Development (Real Property Planning, Culture & Heritage)
- Police, Fire, By-law Enforcement
- Planning and Development
- Financial Planning
- Transportation and Public Works (ROW, Operations: Streets& Roads, Parks, Transit, Real Estate, Capital Projects)
- EMS (Solid Waste)
- Library
- Community Response

Additional staff will work with the Task Force on an ad hoc basis, as required.

The Task Force structure and representation may need to change to reflect new opportunities and areas of program focus e.g., culture, and also should be reviewed in the context of delivering a capacity building plan for staff and other agencies in the communities throughout the region.

Related directors and EMT will meet regularly to provide direction on major initiatives, endorse work plans and review performance.

Interest Statements:

- HRM is interested in a healthy urban core, which provides economic strength and quality of life to the entire region.
- HRM is interested in promoting the vision identified in HRM 2020, *Regional Plan, Cultural Plan & Economic Strategy*.
- HRM is interested in enabling Council's Business Strategies, and *Focus areas*.
- HRM recognizes the value of working with all Capital District Stakeholders.
- HRM is interested in forming successful partnerships with other Capital District stakeholders who have mutual goals and objectives.
- HRM is interested in facilitating the creation and maintenance of a saleable urban core product.
- HRM is interested in innovative service delivery methods.
- *Building on the experiences gained in the Capital District, HRM is interested in expanding these programs to other communities/business districts of HRM.*

Recognition:

Task Force, team member and partner successes will be reported to EMT and Council regularly.

Duration of Task Force:

The Task Force is the permanent service delivery model for the urban core. Like all delivery models, it will be evaluated and refined to address client needs as they evolve over time and as Task Force capacity grows.

Budget:

Business unit budgets related to the Capital District will be pooled to enable coordination, leveraging and team decision-making. Incremental funds are also managed by the Task Force (e.g., maintenance, waterfront reserves). The Task Force approach enables multi stakeholder business planning and greater effectiveness in accessing grant programs with other levels of government. *In 2006/07 Capital District oversees a 700,000 dollar operating budget which delivers programs related to business district communications, marketing & promotions, urban design, streetscaping, and*

maintenance. A Capital budget of 2.6 million dollars includes funding for downtown streetscapes and parks improvements, and regional streetscaping.