

## Chapter

# 06: IMPLEMENTATION

*Support of forestry or archaeological experts to enable implementation.*

This report describes a long-term vision for Point Pleasant Park and recommendations to achieve that vision, as well as more specific improvements that can be recognized as milestones in the journey to achieving the ultimate goals of the Comprehensive Plan. As a means to build the momentum for realizing this Comprehensive Plan, it is useful to initiate projects with a high degree of visibility and public support early in the development process. Some larger projects may be pursued in the future as capital and operational budgets permit or as provincial or federal funding programs come on stream. The course of forest regeneration will determine the appropriate timing for many aspects of management.

The phasing proposed below provides a rational basis for carrying out the Comprehensive Plan recommendations and for distributing project costs over three phases that may take more than 25 years. Planning for implementation decades into the future is difficult; the exact course will be shaped by the level of funding available for implementation and Park maintenance, future patterns of Park and the course of natural regeneration on-site. Parts of the plan will be able to move forward within current capital and maintenance budgets. The proposed project phasing and costing provides a basis for planning in the near future to ensure the plan is implemented.

Longer term, the implementation strategy provides a more accurate sense of the general sequence of Comprehensive Plan projects.

Most projects outlined in the Comprehensive Plan will require additional levels of design, by design professionals with the support of forestry or archaeological experts to enable implementation to an appropriate standard.

Tower Hill from Chain Battery



## 6.1 Point Pleasant Park Governance, Ownership, and Administration

Point Pleasant Park is owned by the Canadian Federal Government and is leased by Halifax Regional Municipality for the purposes of a municipal park.

### Lease Administration

The lease for the park is currently administered by Parks Canada Agency, a government agency under the federal department of Environment Canada.

### Lease Holder

Halifax Regional Municipality holds the lease to the property.

### Decision Making, Permitting, and Influencing Bodies

Point Pleasant Park is a property affected by several layers of government and multiple departments within these institutions. The public, through its government, is well represented in the Park. HRM ensures the representation of the public's voice in the park through the Mayor, Regional Council, and District Councillor. The Point Pleasant Park Advisory Committee serves as another venue for public input into park issues, and HRM staff recognize the value of public input through their consultation processes.

The following section is organized by levels of government and is intended to communicate the complexity of relationships related to Point Pleasant Park and its management.



## Federal Government

### Environment Canada

*Parks Canada Agency*

### Department of National Defence

### Natural Resources Canada

*Canadian Forestry Service*

### Agriculture and Agri-Food Canada

*Canadian Food Inspection Agency*

### Halifax Port Authority

### Fisheries and Oceans Canada

### Veterans Affairs Canada



## Provincial Government

### Nova Scotia Department of Natural Resources

### Nova Scotia Museum

*Advisory Committee on the Protection of Special Places*

## Municipal Government

### (Halifax Regional Municipality)

### Mayor's Office

### HRM Regional Council

### District 13 Councillor

### CAO's Office

*Fire & Emergency Services*

*Halifax Regional Police: Animal Services  
Park Patrol*

### DCAO Corporate Services & Strategies

*Municipal Clerk's Office: Point Pleasant Park  
Advisory Committee*

### DCAO Operations

*Transportation and Public Works: Municipal Operations  
Infrastructure & Asset Management: Capital Projects-- Parks  
Real Property Planning  
Community Development: Community Recreation Services*

### Other Municipal Agencies

*Halifax Regional Water Commission*

## First Nations Government

### Mi'kmaq First Nation



## Other Organizations

The municipality maintains relationships with other organizations in order to take advantage of local expertise on issues related to the park. These relationships range from formal service agreements to informal meetings, working groups, and information gathering sessions.

## Federal Government

*Bedford Institute of Oceanography  
Public Works and Government Services Canada*

## Provincial Government

*Nova Scotia Department of Natural Resources  
Nova Scotia Museum*

## Institutions, Nongovernmental Organizations, Park Service Providers

*Canadian Parks and Wilderness Society  
Dalhousie University  
Friends of Point Pleasant Park  
Halifax Field Naturalists  
Nova Scotia Agricultural College  
Nova Scotia Community College  
Shakespeare by the Sea  
Southend Residents Association  
St. Mary's University*



Winter - 2007



**Park Ownership & Governance: Opportunities & Challenges**

**Challenges**

- multiple jurisdictional issues associated with the property
- lease creates jurisdictional ambiguities and complexities between federal departments and HRM that have potential to adversely affect the ecological sustainability, cultural resources, and character of the property
- lease does not ensure:
  - ecological integrity of the Park
  - protection of cultural resources outside of Parks Canada mandate
- landowner (Federal Government) is not obligated to follow provincial or municipal planning laws, planning regulations, or policies
- organizations can appeal to the Federal Government to bypass HRM management policies for the Park without consulting HRM Park management
- both the Park and the public can get lost in the Park's bureaucracy



Regrowth - spring 2007



### Opportunities

- Federal departments provide knowledgeable expertise for the park when possible in the areas of forestry, cultural resource management, shoreline management, and visitors services
- both HRM and the Government of Canada are familiar with the constraints caused by the Park lease
- HRM is advancing in the areas of cultural resource management and sustainable forest management, with the assistance of federal & provincial governments, NGOs, and volunteers
- all levels of government have recognized the benefits of process transparency and public consultation when dealing with the Park

### Discussion

Although the lease for Point Pleasant Park between the Federal Government and Halifax Regional Municipality allows for public access to the property for many centuries, it does not seek to ensure the ecological integrity of the property, and it does not seek to ensure the protection of cultural resources in the Park.

In the past, the lease has been altered to ensure that harvesting of trees and quarrying of stone is not done without the permission of the Federal Government, but it does not require that the landlord or the leaseholder manage the Park in a sustainable way.

Cultural resource protection in the Park is limited to the Prince of Wales Tower National Historic Site of Canada, a 2.5 hectare site within the 77 hectares that is Point Pleasant Park. Federally owned cultural resources outside of this area are under no cultural resource management program of the landowner.





**Recommendations**

- There needs to be formal recognition by both the owner and the leaseholder of the property that Point Pleasant Park is of exceptional value to the citizens that both the owner and the leaseholder serve.
- In the spirit of shared management and in the tradition of reviewing the lease, both the Federal Government and Halifax Regional Municipality need to review the terms of their agreement to ensure that it meets the needs of the public they both serve and needs of the property that they both manage.

**Park Administration**

Point Pleasant Park’s current administrative structure evolved from federal government ownership and administration in the 1800s, to a leased municipal park administered by the Point Pleasant Park Commission (1866-1996). In 1996 Halifax Regional Municipality undertook direct management of the Park and formed the Point Pleasant

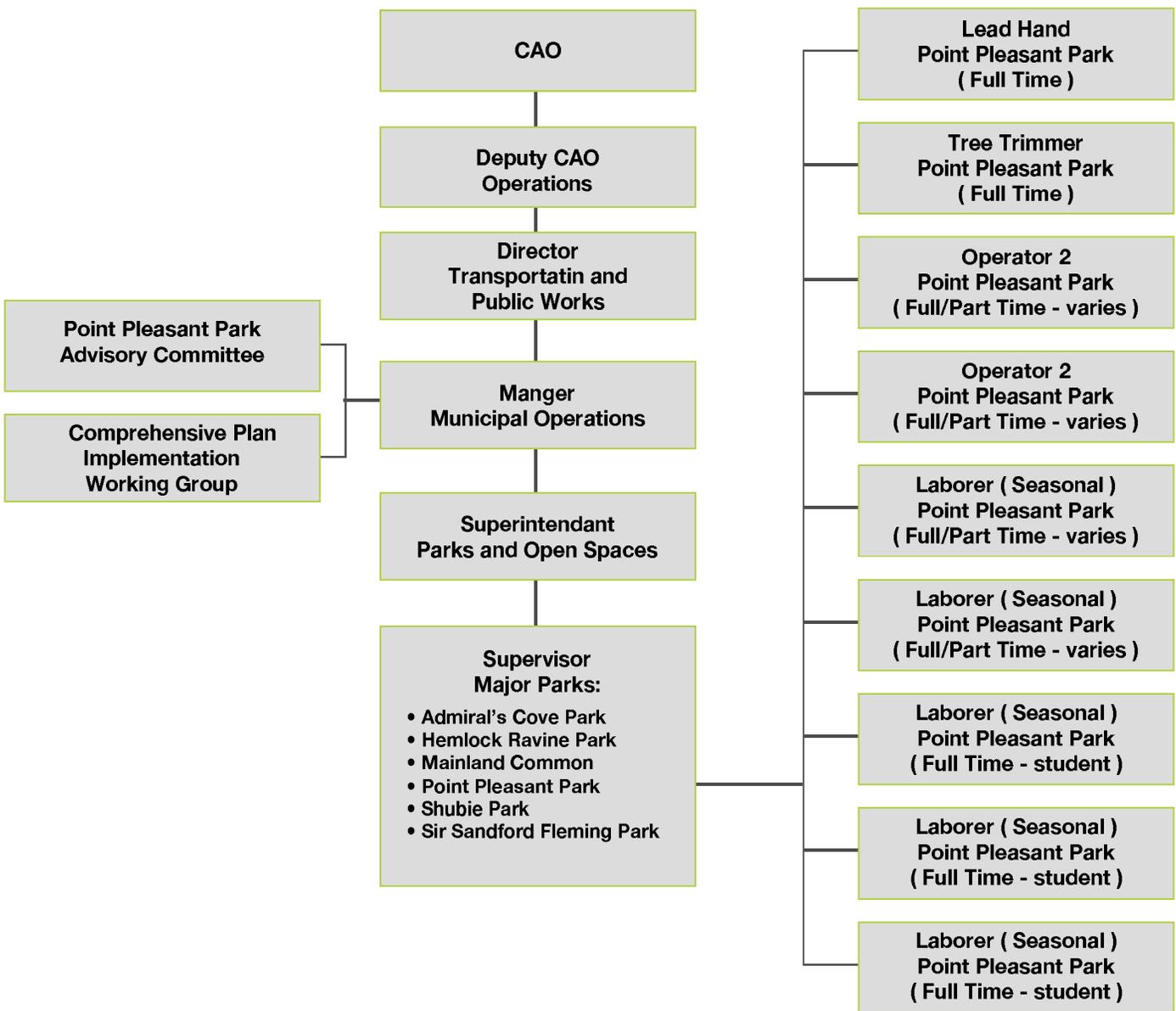
Park Advisory Committee to assist in the direction, management, and evolution of the property. Both operational structures have had their challenges.

At the time of publication of this comprehensive plan, the organizational chart for the operation of the park is as follows:





Quarry faces



## Park Administration: Opportunities & Challenges

### Challenges

- lack of integrated management across HRM departments & levels of government
- lack of operational management focus for Park
- meeting operational needs of a recovering Park will be challenging given present staffing levels
- lack of consolidated annual report for Park
- lack of clerical administrative support
- less capital and operations resources than required in annual budget
- lack of visibility of accomplishments
- Park budget is fragmented across several HRM departments
- loss of corporate knowledge of the Park over next 10 years
- informal coordination between HRM sections that work with/in the Park



Looking from Green Bank - circa 1890 - now Halterm

### Opportunities

- recovery work from Hurricane Juan has established a foundation of best practices in forest management, internal cooperation and coordination, as well as public relations practices
- HRM managers have recognized the need for a better coordination between HRM sections that work with/ in Point Pleasant Park, and for all parks in HRM
- recent years have seen efforts focused on improving communication between HRM sections working in the Park, and with the public
- Park has access to diverse set of professional and trades skills within the municipal organization
- HRM's Point Pleasant Park website provides an opportunity to build upon recent communications efforts
- recent forest management and capital improvements work in advance of the comprehensive plan indicate an improved coordination of project delivery in the Park
- recent focus on the property has given HRM greater knowledge of the Park

### Discussion

The Hurricane Juan recovery process in 2003-2004 created an environment where the skills and attention of several HRM sections were brought to the project of reopening the park. Through the wide spectrum of attention HRM was able to give to the recovery project, the municipality gained a greater understanding of the complexities of managing Point Pleasant Park, while respecting the ecological integrity park as well as the integrity of the cultural resources contained on the site.

Chapter 1  
Chapter 2  
Chapter 3  
Chapter 4  
Chapter 5  
Chapter 6  
Appendix A  
Appendix B  
Appendix C



As a result of lessons learned in the recovery process the municipality recognized that:

- there was a need for integrated planning and internal cooperation on many levels;
- staff knowledge and skills were key to the recovery of the Park;
- the Park would require greater capital and operations funding in order to achieve recovery goals;
- more staff, focused on Park management and operation would be needed;
- clear communication and management process transparency were valuable to achieving project goals;
- seeking out best practices and adapting them to the property through sound, technical methods based on a thorough, scientific understanding of site conditions was essential to respecting sustainability values for the Park;
- adapting the management and administrative structure and operation of the Park would be a long-term and incremental process.

From 2003 up to the publication of this comprehensive plan, HRM started to make the incremental changes needed for the recovery and long-term sustainability of the park, notably:

- the comprehensive plan process was initiated in 2005-2006;
- a staffing initiative for the park in 2006 focused on the need for knowledge and experience in urban forestry, large-scale woodland park maintenance, arboriculture, outdoor facility maintenance operations, and communications;
- proposed adjustments to staff responsibilities in 2008 are beginning to focus more management attention on the Park;
- forest maintenance best practices established as a result of the recovery process in 2003-2004 continue to be improved as the Park sustainability needs and park visitor needs are better understood;
- communication practices established during the recovery process are being refined to increase staff, PPPAC, and public awareness of Park projects, consultation processes, and Park operation.



Generally the recommendations listed below favour increased, centralized management, administration and communication for the Park, at the Park. There is also a recognition that the informal relationships within the municipal structure that worked well in the post hurricane recovery of the Park need to be formalized into a working group for the Park to assist in the implementation of its comprehensive plan.

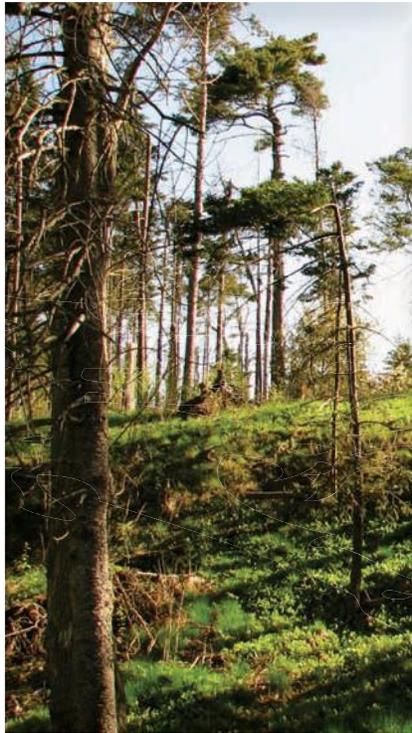
HRM staff has also recognized that recent corporate reorganizations have left HRM's park system with fragmented management. There is a staff proposal to create a Parks System Task Force following the model of the integrated management team successfully applied to Point Pleasant Park during the Hurricane Juan recovery process.

Further, the recommendations anticipate the need to link this comprehensive plan to HRM's proposed operations plan for the Park.

## Recommendations

### Staffing and Support

- formalize the current internal HRM working relationships for Point Pleasant Park through a Comprehensive Plan Implementation Working Group to work with the Park for a minimum 5 year period
- restructure the role of Supervisor, Major Parks to be the operational management focus of Point Pleasant Park by removing the current Winter Works (snow & ice) responsibilities and duties
- restructure Lead Hand position to a more technical role with enhanced day-to-day supervisory responsibilities and duties
- initiate HRM staff proposal for a Parks System Task Force to focus on integrated management of all parks in HRM
- increase administrative support to Point Pleasant Park to meet present needs and in anticipation of increased administrative support requirements as a result of comprehensive plan implementation
- increase administrative support and funding for [www.pointpleasantpark.ca](http://www.pointpleasantpark.ca)
- in conjunction with formalizing an archive for Point Pleasant Park, conduct interviews with staff members to capture undocumented knowledge of the Park



### Budget and Annual Reporting

- formalize budget process for Park in advance of HRM Annual Budget planning process
- budgets for PPP held in various HRM departments need to be isolated for clarity of reporting purposes, and in order to direct resources to specific Park needs
- establish an annual report process for Point Pleasant Park to inform HRM Regional Council, stakeholders, and the public on the state of Point Pleasant Park
- include the Point Pleasant Park Advisory Committee in the budget planning process for the park

### Communication, Education, and Outreach

- continue to build on existing communication, education and outreach initiatives in order to foster the concept of Park stewardship in staff and visitors
- develop strategic partnerships in education and outreach with the Park's primary stakeholders, and supportive organizations
- continue promotion of Park web site and HRM Call Centre to direct service calls, complaints, and general inquiries for the Park
- formalize archives for Point Pleasant Park with HRM Archives to consolidate and build upon information and images gathered during Hurricane Juan recovery process, and comprehensive plan process

### Operations Plan Preparation

- consider the development of process maps in the areas of Park management, communications, administration, and information management as part of the proposed Operations Plan for the Park
- upon adoption of the comprehensive plan, initiate the process to write the Operations Plan for Point Pleasant Park with an operational review to ensure adequate means to support comprehensive plan initiatives



### Point Pleasant Park Advisory Committee

Upon taking over management of Point Pleasant Park, Halifax Regional Municipality created the Point Pleasant Park Advisory Committee (PPPAC) to advise on the direction, management and evolution of the park. Members are volunteers appointed by the Regional Council



#### Membership consists of:

- Mayor
- District Councillor
- 10 Citizens (appointed by the Regional Council)
- 1 Honorary Member

At the time of publication of this comprehensive plan, the nonratified mandate of the committee is:

- To advise the municipality on the management and evolution of the Park;
- To apply the highest standards in all aspects of Park stewardship;
- To assist in preparing and implementing the master plan, the management plan, and the operational plan;
- To monitor implementation of the master plan, the management plan, and the operational plan, to solicit public input, and to communicate plans & decisions to the public about the plan's implementation;
- To monitor regular Park operations regarding ecological management practices;
- To advise on Park-related bylaws and regulations; and
- To perform ceremonial functions.

#### Committee Operation

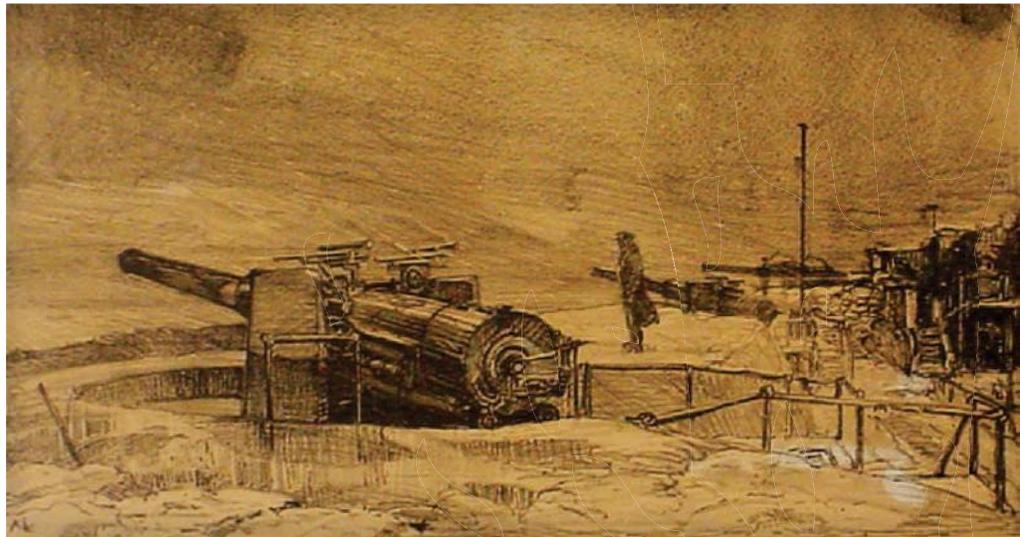
- PPPAC meets on a monthly basis
- HRM staff is required to attend meetings regularly
- Meetings are open to the public
- Meeting reports are posted to Park web site

#### Challenges

- members are frequently asked by the public to champion operations service delivery issues that are beyond their mandate
- the committee lacks clerical support
- there is an unclear relationship between the advisory committee and HRM staff
- membership selection process must be revised to consider specific needs of PPPAC
- no succession plan for committee
- mandate has not been formalized
- unclear understanding of what section of HRM is responsible for committee support
- role of the committee as public representatives for the Park is unclear

**Opportunities**

- committee members recognize the need for better screening criteria for committee membership
- recent additions to the committee have reinforced the move towards focusing in long term direction, management, and sustainability issues instead of acute operations service delivery issues
- committee has moved to an open meeting policy and has taken advantage of web-based resources for reporting of meeting results
- HRM staff and committee members have recognized that committee membership needs to focus on specific skills and advanced knowledge and experience in the subject areas of sustainability, sustainable forestry, ecology, planning, landscape architecture, and visitor services
- both the PPPAC and HRM agree on the necessity to conduct regular Park user surveys to assist in the long term management of the Park



WWI gun emplacement - Halifax Harbour

**Discussion**

The Point Pleasant Park Advisory Committee plays a valuable role as advisors to the municipality on the sustainability and management of the park, and members are also seen as an interface between HRM and Park users.

Many committee members are frequent or daily park users and are valued by the municipality for their ability to gauge public opinion and provide a Park user's perspective on the municipality's work in the Park.

Between 2003 and the publication time of this document, the PPPAC has made efforts to better define the committee's mandate in order to become more aligned with the sustainability focus of the comprehensive plan. PPPAC promotes itself through the use of web pages on [www.pointpleasantpark.ca](http://www.pointpleasantpark.ca), giving the committee and its work greater public presence.

Currently the committee is challenged by the fragmented management structure of the Park and has no specific director or manager to which they liaise. Lack of resources in the Clerk's Office for clerical support for the committee also leads to difficulties in reporting. Individual committee members are further challenged by the burden of Park users' requests that they champion individual operational service delivery issues that are beyond the committee's mandate.



Winter scene - Point Pleasant 1883



Gunnery practice - Point Pleasant

In 2007 the PPPAC inaugurated an annual work plan process in anticipation of the coming comprehensive plan and the need to focus efforts on work arising from both the comprehensive planning process and the implementation of the plan itself.

The PPPAC has created the foundation work for itself that will strengthen its effectiveness in conjunction with the recommendations below. The recommendations below build on this foundation work to strengthen and clarify the reporting relationship and reporting methods between the PPPAC and HRM. They also recommend further support for the committee to assist in expected clerical demands with the implementation of the master plan and management plan for the Park.

### Recommendations

PPPAC must:

- be actively engaged in the budget process and annual report process for the Park;
- monitor and advocate for resources (both staff & budget);
- maintain focus on long term & sustainability issues;
- maintain current practice of open meetings and use of Park web site to disseminate committee information;
- inform the public of management and sustainability issues affecting the Park;
- continue the practice of creating an annual work plan for the PPPAC in conjunction with annual report process.

PPPAC needs to promote:

- the importance of Point Pleasant Park within the HRM parks system;
- the Park as a unique cultural institution that serves many purposes: place of civic pride, park, ceremonial place, cultural meeting place, scientific research area, place of recreation.
- HRM and PPPAC must formalize screening criteria for committee membership to include specific skills and advanced knowledge and experience in the subject areas of sustainability, sustainable forest management, ecology, planning, landscape architecture, and visitor services.
- HRM and PPPAC must find a suitable reporting process for the committee through the Comprehensive Plan Implementation Working Group, or the proposed Parks System Task Force proposed under previous recommendations.
- HRM must work with PPPAC to reduce Park visitor reliance on committee members to champion service-based complaints.
- Regional Council's membership selection process must be revised to include review and feedback from PPPAC on potential committee members
- HRM must provide clerical support for the PPPAC.



## 6.2 Next Steps and Areas for Further Study

In order to proceed with some aspects of the Comprehensive Plan, there are several areas for further study. These have been identified throughout the Comprehensive Plan but are summarized in this section.

### Areas for Further Study

#### Signage and Wayfinding Schematic Design

The concepts presented in this report must be fleshed out in a more detailed, schematic signage design for the Park. This will include design for all structures, detailed location plans and the creation of text, graphic and map elements for each individual sign (signing schedule).



### Park Interpretive Plan

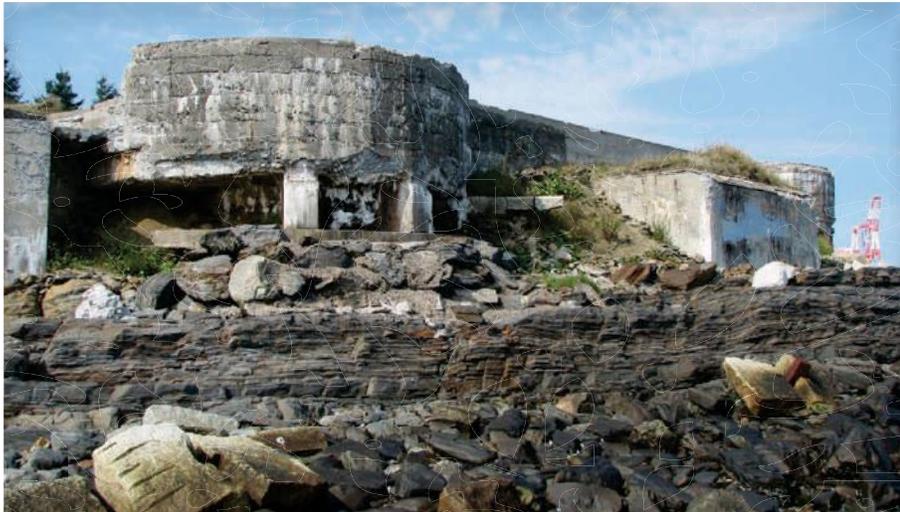
An interpretive plan must be prepared for the Park using the recommendations outlined in this proposal. Thematic topics need further investigation, as do different methods of interpreting stories and resources. Interpretive panels are just one means of telling the Park's story; the interpretive plan should focus on the following methods:

1. **Interpretive panels, maps and interactive structures:**  
A system of interpretive media should be designed around the Park. Their placement must be discrete and limited. Interpretation could be incorporated into wayfinding signage.
2. **Live interpretation:**  
Costumed interpreters could be part of the experience, relating themes from the Park's natural or cultural history, such as the Shilling Ceremony. Members of the Mi'kmaq community have offered to demonstrate cultural practices such as building a wigwam, birch bark canoe or sweat lodge.

### 3. New media:

The use of portable audio and video devices will be fully incorporated into the interpretive strategy. Using podcasting or the Park's website, visitors will be able to download a wide variety of interpretive themes, keyed to discrete interpretive markers in the Park. One of the advantages of new media is that it allows people to access more interpretive material without creating physical clutter. The Park's website has already proven to be a valuable tool for disseminating information.





Point Pleasant Battery

There is a wide range of possible themes to appeal to varied interests: forest ecology, archaeology, habitats, military and Mi'kmaq history. To build an audience, HRM must commission the first interpretive audio tours to a very high standard. Wireless Internet connections will be made available throughout the Park, making online interpretation easy to access.



### Park Drainage Master Plan

In response to Park drainage challenges voiced by managers and staff, a drainage plan must be completed to outline a coordinated approach to managing runoff. Widespread erosion of trail surfaces, rapid shedding of rainfall and habitat alterations have all been reported as causes for concern. The drainage plan will consider adequate drainage cross-sections, subsurface upwelling, drainage lost to rock fractures, subsurface drainage potential



and opportunities for retaining more moisture in forest soils. Recommendations must balance engineering with aesthetics. The work of British military engineers in the Halifax Defence Complex may provide a proven and attractive example of how to manage drainage, consistent with the Park's landscape.

### Coastal Zone Monitoring and Shoreline Study

Ongoing documentation of the impacts of sea level rise on coastal erosion at Point Pleasant Park will inform managers of past events and expected effects. It will also permit management to protect Park resources and visitors, and to design any efforts to lessen coastal erosion. Monitoring of coastal erosion also offers an opportunity to interpret the processes underway at the Park and the broader significance of human impact on the environment.



Fort Ogilvie

**Detailed Design for Various Park Areas**

The Point Pleasant Park Comprehensive Plan sets out a vision, a physical plan, priorities and rough costs for the development of the Park, based upon the condition of the Park, the priorities of the client and the professional knowledge drawn from several disciplines. Detailed design of specific projects, guided by the Comprehensive Plan, is the next stage in realizing the works proposed in this report.

In the detailed design stage, specific design drawings and requirements are described to permit successful implementation by Parks staff, or for larger works, tendering and contracting with an independent builder. Many of the same areas of professional expertise will be needed in the final design of works in the Park, although a landscape architect will normally play a lead role in shaping the final construction drawings that will enable work to proceed. This process helps ensure that the aims that are set out in the Comprehensive Plan, and endorsed by the Municipality, are accurately translated to physical reality.



Cable Road

It is anticipated that most archaeological work related to the restoration of Point Pleasant Park will occur during the first five years of the implementation of the Comprehensive Plan, with occasional monitoring in successive years to ensure that the recommended cultural resource-management objectives continue to be met. Timeliness is important to take advantage of the reduced forest cover. Investigations that occur now may become controversial as the forest regenerates over the next few decades.



Cambridge Battery



## Next Steps

In addition to the areas for further study, several critical next steps are outlined below.

## Operations Plan

Using this Comprehensive Plan, HRM will need to develop an operations plan for Park staff and administration. The operations plan will describe duties, responsibilities, seasonal schedules, bookings, more detailed treatment protocols, timelines and monitoring approaches. The Operations Plan should be completed within one year of this Comprehensive Plan.

## Forest Management Strategy Evaluation

Forests grow slowly, and it can take years before managers can be sure whether the new strategies are working. Thus, the forest-management strategy must be evaluated at the following intervals:

- (a) **Annual review:**  
to review measurements of fast-responding variables such as vegetation control (for example, non-native understorey plants) and to prepare for the annual work plan;
- (b) **Five-year review:**  
to review measurements of slower variables such as regeneration and stand responses to thinnings and other harvests and to provide an interim evaluation of forest-management strategies; and
- (c) **Ten-year review:**  
to review measurements of slow variables such as forest development, based on full forest inventory, and full evaluation of forest-management strategies.

## Marine Conservation Area

The potential for undiscovered cultural resources offshore from Point Pleasant Park, and the richness of marine life, suggest that Park managers should further explore the idea of creating a municipally designated marine conservation area near Hen and Chickens. Other such designated areas should be studied and the management implications for such an area at Point Pleasant Park be analyzed. This designation should be pursued if it appears to be a workable means to conserve the cultural and ecological resources of the area.

## Fire Management and Emergency Response Plan

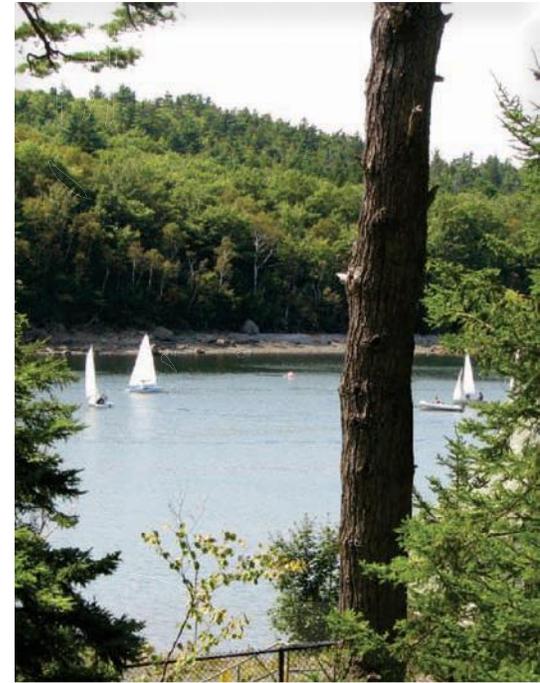
The fire and emergency measures plan will need to be updated following the recommendations and observations in this Comprehensive Plan.

## Administrative Restructuring

There is a wide range of park-administration approaches available to HRM. There are significant challenges with the current administrative structure. HRM must settle on an appropriate administrative structure for its major parks such as Point Pleasant and implement the changes as noted in this chapter.



Entrance gates - Young Avenue



**Linking Point Pleasant Park Outward**

Enhancing the green context of Point Pleasant Park could have important benefits for the Park as well as the neighbourhood surrounding the Park.

Improvements to the forest outside the Park could provide increased protection from catastrophic winds, enhance the internal and external views at Point Pleasant and reduce the pool of propagules from non-native or invasive plant species that may contaminate the Park. Enhanced green connections from the Park into the broader community would enhance wildlife habitat, improve the look of surrounding areas, provide

enhanced park spaces that may reduce the stress from use on Point Pleasant Park, and possibly provide venues for complementary features that are not appropriate within the Park itself. Steps to enhance the ecological context of the Park should include the consideration of the number, quality and strength of ecological corridors that link the Park to the broader landscape, as well as the role of the urban forest in sustaining natural park spaces in the urban core. Results of the HRM urban forest master plan may highlight opportunities to foster these green links.

While Point Pleasant itself will be renewed through the implementation of the Comprehensive Plan, improved management approaches and procedures at the Park have the potential to help other municipal parks realize their roles in the parks system. The adaptive-management approach used at Point Pleasant Park should lead to the sharing of improved methods throughout the entire parks system and support the growth of skill in the management and staff of the Halifax regions' municipal parks. Point Pleasant Park management should take responsibility for distributing this knowledge through the parks.



### Information Management and Communications

In the wake of Hurricane Juan, old studies resurfaced and new research documented the condition of the Park; these details were brought together and posted on Point Pleasant Park's website. Effective information management will make an important contribution to the adaptive-management strategy and should be continued. Its availability to a broad community supports the informed involvement of the public and encourages the involvement of researchers from a variety of disciplines who may contribute to the effective management of the Park.

### Universal Access

An accessibility audit of the Park should be done to identify routes and facilities that are accessible now, those that may easily be made accessible and areas that pose a barrier to access. A strategy for accessibility upgrading can then be drafted, including recommendations to provide alternate experiences where access for some is not possible.

### Documentation of Park Conditions

Much about Point Pleasant Park remains unknown, and the course of forest recovery is an important process to be illuminated. The Park science committee should articulate the rationale and means by which a photographic record of the forest evolution can be established.





### 6.3 Indicative Costs and Project Phasing

Table 6.1 is a summary of indicative costs for park projects from 2007 to 2012. Table 6.2 is a summary of projects and their intent in three phases: 2007 to 2012, 2013 to 2022, and 2023 and beyond.

In implementing the Comprehensive Plan, highest priority is given to restoring the forest and establishing the adaptive management practices needed to ensure sustainability. Capital investment in the forest for the first three years will be necessary. As capital investment decreases, the Operations budget will be increased and stabilized.

An Operations plan is proposed for the 2008-09 fiscal year to complete the necessary levels of planning for the park.



Also within the 2008-09 fiscal year, a Cultural Resources Inventory will be undertaken to establish the basis for future work with forts, batteries, and other cultural resources in the park. The inventory is a necessary part of any capital expenditure estimate for the fortifications due to their specialized construction and the financial risks associated with neglected heritage structures.

Timing and phasing of most of the large-scale projects will be dependent upon funding from different levels of government.

**Table 6.1**  
Summary of  
indicative costs

Point Pleasant Park Capital Projects Projection 2007 to 2012							
Capital Project	Estimated Indicative Costs	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
PPP Cultural Resources Inventory	\$100,000.00		\$100,000.00				
PPP Archives	\$30,000.00		\$30,000.00				
Point Pleasant Park Operations Plan	\$80,000.00		\$80,000.00				
Balmoral Pumping Station Remediation	\$70,000.00		\$70,000.00				
Western Resource Area Improvements	\$400,000.00	\$50,000.00	\$100,000.00	\$200,000.00	\$50,000.00		
Historic Road Reconstruction	\$530,000.00	\$130,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	
Shoreline	\$700,000.00	\$50,000.00	\$100,000.00	\$350,000.00		\$200,000.00	
Fort: Tree Removal Project	\$70,000.00	\$20,000.00	\$20,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
Invasive Plant Species Removal	\$95,000.00	\$35,000.00	\$30,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
Forest Management	\$655,000.00	\$175,000.00	\$150,000.00	\$190,000.00	\$70,000.00	\$70,000.00	
PPP Web Site	\$43,000.00	\$13,000.00			\$30,000.00		
Park Signage	\$210,000.00	\$160,000.00				\$50,000.00	
Accessibility Upgrades			\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	
Eastern Shoreline & Bonaventure Anchor Renewal				\$100,000.00			
Tower Road entrance, Young Avenue entrance, Greenbank Multipurpose Building	\$5,300,000.00			\$900,000.00	\$1,400,000.00	\$3,000,000.00	
Point Pleasant Battery Entombment	\$450,000.00				\$450,000.00		
Lower Parking Lot Washroom Upgrades	\$200,000.00				\$200,000.00		
Cambridge Battery Area	\$1,200,000.00					\$1,200,000.00	
Black Rock Beach Upgrades						\$200,000.00	
<b>Total Estimated Indicative Cost (per year)</b>		<b>\$633,000.00</b>	<b>\$800,000.00</b>	<b>\$1,880,000.00</b>	<b>\$2,340,000.00</b>	<b>\$4,860,000.00</b>	
<b>Total Estimated Indicative Cost</b>	<b>\$10,233,000.00</b>						

Table 6.2 Summary of Project Phasing

2007 to 2012 (Years 0 to 5) See Estimates (Sheet 1)	Project Intent
PPP Cultural Resources Inventory	Cultural Resources inventory for the park
PPP Archives	Establishment of archives for the park within Municipal Archives
Point Pleasant Park Operations Plan	Writing of operations plan for the park
Balmoral Pumping Station Remediation	Forest/landscape restoration project to remediate construction disturbance caused by the construction of the Balmoral Pumping Station Harbour Solutions project.
Western Resource Area Improvements	Implementation of Mi'kmaq heritage area within the park
Historic Road Reconstruction	Restoration of historic roads in park
Shoreline	Shoreline stabilization project
Forts: Tree Removal Project	Removal of trees from forts
Invasive Plant Species Removal	Inventory, removal, monitoring of invasive plants in park
Forest Management	Tree planting program, silviculture program
PPP Web Site	Upgrades to Point Pleasant Park web site
Park Signage	Implementation of interpretative signage and interpretative program for park
Accessibility Upgrades	Capital projects to improve/upgrade access to park facilities/ areas
Eastern Shoreline & Bonaventure Anchor Renewal	Upgrades to shoreline and landscape; capital improvements to Bonaventure Anchor Memorial
Tower Road entrance, Young Avenue entrance, Greenbank Multipurpose Building	Upgrades to Tower Road entrance, Young Avenue entrance, construction of multipurpose building
Point Pleasant Battery Entombment	Stabilization & improvements to Point Pleasant Battery
Lower Parking Lot Washroom Upgrades	Upgrades to washrooms in lower parking lot (Harbour Entrance)
Cambridge Battery Area	Stabilization & improvements to Cambridge Battery & Area
Black Rock Beach Upgrades	Facility upgrades to accommodate swimming at Black Rock Beach
2013 to 2022 (Years 6 to 15)	
Washroom Upgrades (Lodge area, Cambridge Drive area)	Additional washrooms at Point Pleasant Park Lodge, end of Cambridge Drive at Sailors Memorial Way
Operations Area Upgrade	Upgrades to Park Operations areas of the park
Shoreline Upgrades	Completion of shoreline upgrades to the park
Park Amenity Upgrades	Upgrades to park furnishing, outbuildings, water service
Interpretive Program Implementation	Interpretative signs, web-based audio walking tour program
Fort Ogilvie Project	Stabilization & improvements to Fort Ogilvie & Area
North West Arm Battery Project	Stabilization & improvements to North West Arm Battery & Area
Chain Battery Project	Stabilization & improvements to Chain Battery & Area
2023 + (Years 16+)	
Lifecycle Capital Expenditures: roads & buildings, signage, amenities, web site	General lifecycle recapitalization expenditures; forest management expenditures will be shifted to Operations budget by 2009.

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Appendix D