



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

Item No. 14.2.1
Halifax Regional Council
February 23, 2016

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY: Councillor Bill Karsten, Vice-Chair, Audit & Finance Standing Committee

DATE: February 16, 2016

SUBJECT: Integrated Mobility Plan

ORIGIN

February 12, 2016 meeting of the Audit & Finance Standing Committee, Item No. 12.1.1

LEGISLATIVE AUTHORITY

Audit & Finance Standing Committee Terms of Reference section 3.8, which states "to review and make recommendations on proposals coming to Halifax Regional Council outside of the annual budget or tender process including but not limited to:

- New Programs or services not yet approved
- Programs or services that are being substantially altered
- Proposed changes in operating or budget items
- Committing of funds where there is insufficient approved budget, or,
- New or increased capital projects not included in the approved budget
- Increases in project budget due to cost sharing
- Creation or modification of reserves and withdrawals not approved in the approved budget

RECOMMENDATION

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

BACKGROUND

A report from the Transportation Standing Committee pertaining to the Integrated Mobility Plan was before the Audit & Finance Standing Committee at its meeting held on February 12, 2016.

For further information, please refer to the attached committee report dated January 22, 2016.

DISCUSSION

The Audit & Finance Standing Committee reviewed this matter at its meeting held on February 12, 2016 and forwarded the recommendation to Halifax Regional Council as outlined in this report.

FINANCIAL IMPLICATIONS

As outlined in the attached committee report dated January 22, 2016.

COMMUNITY ENGAGEMENT

All meetings of the Audit & Finance Standing Committee are open to the public. The agenda and reports are provided online in advance of the meeting.

ENVIRONMENTAL IMPLICATIONS

None identified.

ALTERNATIVES

The Audit & Finance Standing Committee did not discuss alternatives.

ATTACHMENTS

1. Transportation Standing Committee report dated January 22, 2016.

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

Report Prepared by: Liam MacSween, Legislative Assistant, 902.490.6521



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Attachment 1
Audit & Finance Standing Committee
February 12, 2016

TO: Chair and Members of Audit & Finance Standing Committee

Original Signed

SUBMITTED BY: _____
Councillor Tim Outhit, Chair, Transportation Standing Committee

DATE: January 22, 2016

SUBJECT: Integrated Mobility Plan

ORIGIN

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

LEGISLATIVE AUTHORITY

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

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

RECOMMENDATION

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

BACKGROUND

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

DISCUSSION

No discussion was held on the matter.

FINANCIAL IMPLICATIONS

See staff report dated January 5, 2016.

COMMUNITY ENGAGEMENT

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

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

ENVIRONMENTAL IMPLICATIONS

None identified.

ALTERNATIVES

See staff report dated January 5, 2016.

ATTACHMENTS

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

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

Report Prepared by: Andrew Reid, Legislative Assistant 902.490.5934



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Item No. 15.2
Transportation Standing Committee
January 21, 2016

TO: Chair and Members of Transportation Standing Committee

Original Signed

SUBMITTED BY:

Bob Bjerke, Chief Planner and Director, Planning & Development

Original Signed

Dave Reage, Acting Director, Halifax Transit

DATE: January 5, 2016

SUBJECT: Integrated Mobility Plan

ORIGIN

Halifax Regional Council motion, October 20, 2015:

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

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

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

LEGISLATIVE AUTHORITY

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

The Council may expend money required by the Municipality for:

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

RECOMMENDATION

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

BACKGROUND

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

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

DISCUSSION

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

FINANCIAL IMPLICATIONS

The estimated expenditures for the study are:

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

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

Budget Summary: Strategic Studies Reserve Q330

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

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

COMMUNITY ENGAGEMENT

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

ENVIRONMENTAL IMPLICATIONS

There are no significant environmental implications.

ALTERNATIVES

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

ATTACHMENTS

Attachment A: Strategic Studies Project Charter: Integrated Mobility Plan

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

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

Original Signed

Report Approved by:

Bob Bjerke, Chief Planner and Director, Planning & Development, 902.490.6696

Original Signed

Financial Approval by:

Amanda Whitewood, Director of Finance and Information Technology/CFO, 902.490.6308

STRATEGIC STUDIES PROJECT CHARTER

PROJECT NAME:	Integrated Mobility Plan
PREPARED BY:	David McCusker
DATE:	January 12, 2016

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

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

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

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

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

2015-16 Business Plan:

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

Motion of Regional Council (October 20, 2015):

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

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

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

PROJECT TIMELINE:

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

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

Next Steps:

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

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

PROJECT TEAM / STAKEHOLDERS:

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

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

PROJECT COMMITMENT:

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

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

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