

THEME 5: HRM is PROSPEROUS

Key Objectives:

- ✓ Build a vibrant and attractive Regional Centre
- ✓ Promote a business climate that drives and sustains growth by improving competitiveness and by leveraging our natural strengths
- ✓ Create a welcoming community where the world’s talent can find great opportunities, engaged employers and resources for career advancement




Vision: A coordinated and integrated approach towards achieving sustainable and balanced growth will preserve the environment, provide improved transit service, promote compact, well-planned, vibrant and healthy communities, and maintain a strong economy. A Regional Plan responsive to emerging challenges and ready to seize opportunities will help to ensure prosperity for the region and its citizens. To that end, key elements of the HRM Economic Strategy will be incorporated into the Regional Plan.



Council Focus areas: Community Planning, Governance & Communications



Community Outcomes: Well Planned & Engaged Communities, Economic Prosperity, Integrated & Affordable Transportation Networks.





Administrative Priorities: Fiscal Health, Excellence in Service Delivery




PROPOSED ACTIONS	COMMUNITY FEEDBACK	IN SCOPE/ OUT OF SCOPE	STAFF RESPONSE	RECOMMENDATION TO CDAC	RESEARCH/BEST PRACTICES
<p>5.1 Amend Regional Plan Principle #3 to recognize the entire Regional Centre as the economic engine of HRM, beyond the boundaries of the original Capital District.</p> <p>Survey Says: Important 48% Not Important 13%</p>	<p><i>No specific comments received</i></p>		<p><u>In Scope:</u> The Regional Centre is the symbolic, historic and functional heart of the Halifax Regional Municipality. RP+5 is proposing to amend the Regional Plan to cover the urban core, the Regional Centre, which includes Peninsular Halifax (which encompasses the Capital District) and Downtown Dartmouth. The Economic Strategy supports RP+5 in delivering a suite of initiatives to promote investment, density, and housing affordability in the Regional Centre</p>	<p>Staff recommends that RP Principle #3 be amended to reflect the focus on the Regional Centre as the economic engine of HRM.</p>	
<p>5.2 Create a pro-development policy environment in the Regional Centre</p> <p>Survey Says: Important 51% Not Important 16%</p>	<p><i>5.2.1 For HRM to be prosperous the city has to be open for business/development</i></p>		<p><u>In scope:</u> In 2011 HRM adopted its new Economic Strategy called “A Greater Halifax.” The council approved RP+5 scope calls for the economic strategy to be embedded within the Regional Plan. Between the Regional Plan and the Centre Plan, HRM will take the unmistakable stance of being open for business.</p>	<p>Staff recommends that CDAC consider:</p> <ul style="list-style-type: none"> • Updating the current Regional Plan Economics chapter with the 2011-2016 Economic Strategy “A Greater Halifax”. • Incorporating the Halifax Index, the measurement tool of the Economic Strategy, into the Regional Plan, • Utilizing the Altus Study for knowledge on effective tools and policies to foster businesses. 	<p>For a city to thrive it must take an accommodating stance toward investment, growth and development. This is accomplished through planning and development policies that welcome and encourage well-designed growth in appropriate areas.</p> <p>The Economic Strategy represents the views of 330 people and over 3000 volunteer hours of work and was written using language and policies consistent with the Regional Plan. http://www.greaterhalifax.com/en/agh_home/default.aspx</p> <p>The Altus Group has been retained by HRM to look at the factors that influence business location decisions within HRM. The Study will also look at how HRM may be able to influence this decision and the impact of commercial taxation. This Study is anticipated for completion in the Fall of 2012.</p>



	<p>5.2.2 Remove growth as a guiding principle of the Regional Plan</p>		<p><u>Out of Scope</u>- Growth is happening and will continue to happen. To not address this would not serve HRM residents or the environment, and would have a negative impact on the stability of the region including employment, housing, service options, etc.</p>	<p>Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.</p>	<p>The City Think 2011 Survey by Market Quest-Omnifacts found that only 10% of those surveyed felt that residential development over the past 10 years has been bad for HRM; only 8% of those surveyed felt that commercial development over the past 10 years has been bad for HRM.</p>
<p>5.3 Improve the liveability and attractiveness of our urban core (e.g. beautification, affordable housing, public art, open spaces, infrastructure improvements, etc.)</p> <p>Survey Says: Important 86% Not Important 4%</p>	<p>5.3.1 Maintain treasured spaces and promote a vibrant downtown</p>		<p><u>In scope</u>: Growth and change will be directed to areas where such assets are not threatened, but rather are enhanced. New growth creates the wealth necessary to maintain and enhance such assets. The Regional Centre is the centre of economic activity, the destination of most visitors, and an increasingly attractive residential option. A liveable centre will promote both business and residential components thereby providing the homes, services and employment needed for complete communities.</p> <p>RP+5 policies will also focus on the importance of enabling and promoting a mix of uses in the Regional Centre. A healthy Regional Centre is one that is attractive to both businesses and residents.</p> <p>RP+5 will develop guiding policies to support focusing density in suitable locations and protect existing neighbourhoods and assets. Subsequent secondary planning, beginning with the Centre Plan, will further identify these community assets and develop specific policy to protect them.</p> <p>In addition, the cultural inventory will also begin to identify and map significant community assets, which will inform policies and planning going forward.</p>	<p>Staff recommends that CDAC continue to focus on how to enable density in a vibrant downtown, while protecting existing neighbourhood assets. RP+5 policies will also focus on how to make the Regional Centre more attractive for businesses.</p>	<p>The protection of natural, built and cultural heritage and assets must be an integral part of the growth and evolution of communities. Evolution and protection can occur at the same time, and in fact reinforce one another.</p>
	<p>5.3.2 More density and less development to the key of Bayers Lake. More urban, taller, and narrower buildings</p>		<p><u>In scope</u>: RP+5 will develop policies to ensure that density and height are directed to appropriate areas (i.e. large vacant sites and commercial corridors) so that the scale and character of adjacent neighbourhoods can be protected.</p> <p>RP+5 and subsequent secondary planning aim to achieve "Jacobs" density (see Research column), creating opportunities for networking</p>	<p>Staff recommends that CDAC further the proposal to increase vitality of the Regional Centre through increased densification and commercial development.</p>	<p>The Regional Plan must strive to achieve an appropriate balance for commercial/office development in the Regional Centre, Suburban Centres and Rural Centres. For several decades, suburban office development has been the dominant location for HRM and most North American cities. The Altus Study will identify reasons for this, along with opportunities to rebalance the commercial growth pattern.</p> <p>An in-depth research study called "Sustainable Urbanism: Quantifying the Costs and Benefits to HRM, Residents, and the Environment of Alternate Growth Scenarios," will provide an empirical rationale for the need to densify. It will</p>



			and informal encounters and a demand for local products and diversity. Any increases in density and height will be accompanied by design standards that enhance the pedestrian environment and quality of neighbourhoods.		quantify the impact of different growth scenarios from the perspective of the cost to the tax payer, the environment, public health, quality of life, housing affordability, and many other such measures. A recent study by Peter Gordon and Sanford Ikeda describes two types of density. "Crude" density is achieved through taller and taller buildings but doesn't, on its own, generate innovation or economic development. By contrast, the second type of density, dubbed "Jacobs density" encourages street-level interaction and the "potential informal contact of the average person in a given public space at any given time." (Source: The Wall Street Journal, Richard Florida, July 27, 2012)
5.3.3 Design standards; maintain buildings and monitor them for aesthetic appeal		<u>In scope:</u> RP+5 and the Centre plan will look at instituting design standards to ensure that only well-designed projects are approved. HRM also has the ability to require buildings to be maintained under the Dangerous and Unsightly provisions of the HRM Charter.	Staff recommends that CDAC continue to focus the RP+5 and Centre Plan on switching from "land use-based" city planning to "form- and design-based" city planning. Staff recommends the establishment of new policy in the Regional directing that a new Regional Centre Secondary Municipal Planning Strategy, and a new Regional Centre Land Use Bylaw be created through the HRMbyDesign Centre Plan. The new policy should establish why the Centre Plan is so critically needed, and that it must deliver a high quality of design through a form-based approach.	The practice of city planning is evolving from a system of use-based planning to form-based planning. Whereas use-based planning has resulted in separated land uses which fosters dispersed development and automobile use; form-based planning results in well-designed, complete, walkable and beautiful neighbourhoods that use infrastructure very efficiently.	
5.3.4 Build rural economies by adding resources, promoting visibility, and supporting community leaders		<u>In scope:</u> "Prosperity" is one of RP+5 key themes and nearly 20% of HRM's population currently live in rural areas. The Economic Strategy recognizes that urban and rural economies are linked and the health of one impacts the other. HRM's rural communities have faced the challenge of declining resource based economies. HRM must find ways to support these communities in the transition into alternative economies. Community development should focus on investment in the natural and cultural assets of these communities. In HRM's experience, Community Visioning was very powerful for communities to re-define themselves and build a plan for the future.	Staff recommends that RP+5 continue to develop policies that support and promote our rural communities. CDAC may wish to advocate for the following: <ul style="list-style-type: none">Streamlined community visioning to aid rural communities in planning for the future; andAn integrated approach to resource based industries with other levels of government. While natural resources are key to rural economies, developing them is a difficult and contentious prospect. HRM should work with other approval agencies to develop clear and predictable regulations and approval processes. Staff research has suggested three goals for attracting appropriate growth in rural areas, while maximizing rural character and quality of life (Source: The International City/County	Rural economic development is typically led by provincial and federal agencies such as NS Dept. of Economic and Rural Development and ACOA. The Greater Halifax Partnership (GHP) works with several rural communities in HRM on community economic development initiatives as well. HRM's planning and heritage policies, community development and strategic investments can contribute to these efforts. <u>Visibility</u> - Promotion and marketing of rural communities for business investment and tourism is certainly an area that can fall under HRM's Economic Strategy and Destination Halifax. <u>Supporting Community Leaders</u> - HRM Dept. of Community Partnerships and Recreation supports and builds capacity of voluntary boards and community leaders. HRM Community Grants provides access to project and capital grants. HRM Community Visioning project has the potential to also support community leaders and navigate interaction with various HRM departments.	



				<p>Management Association (ICMA)). CDAC may wish to consider policies supporting the following:</p> <ol style="list-style-type: none"> 1.Support the rural landscape by creating an economic climate that enhances the viability of working lands and conserves natural lands; 2.Help existing places thrive by taking care of assets and investments such as downtowns, Main Streets, existing infrastructure, and places that the community values; and 3. Create great places by building vibrant, enduring neighbourhoods and communities that people, especially young people, don't want to leave. 	
5.3.6 Public art is crucial		<p><u>In scope:</u> RP+5 presents an opportunity to further define and integrate public art and cultural resources into the revitalization of our region. The RP+5 review is proposing to expand the public art policy to cover public realm improvements such as streetscapes, functional art (artistic benches, shelters, etc.), installations, gathering spaces, etc. The program would have enhanced funding and better integration with planning, infrastructure and other major projects.</p> <p>RP+5 is also proposing to improve vibrancy in the Regional Centre by requiring that vacant buildings and sites along the major corridors be animated with temporary public art or cultural space through partnership with the property owner/developer, HRM, business improvement districts, and cultural community. This will increase the cultural activity in our regional core and provide more opportunities for public dialogue and creative expression.</p>	<p>Staff recommends that RP+5 and CDAC continue to explore ways to utilize cultural assets and activities to increase the vibrancy and vitality of our communities.</p> <p>Staff recommends updating public art policies through the Regional Plan review, including policies to increase public art and animation of public spaces. CDAC may wish to support establishing a program to animate vacant/transition sites in the Regional Centre, through partnership with property owners, businesses and community.</p> <p>The program would ensure that uses are temporary in nature and not a barrier to future development. It is not intended as a band-aid for holes in the urban fabric, but rather as an opportunity to spark public dialogue and creativity. It is also not intended to replace permanent public gathering spaces and public art, which have been identified as a need. Support for the program could be through partnerships with property owners, corporations, BIDs and foundations.</p>	<p>Public art is the cultural product that a place shares with its citizens and presents a story to visitors. HRM's Public Art Policy, adopted in 2008, is "intended to facilitate the creation and acquisition of quality public art, and to ensure that professional artists be involved in its creation". The following link will connect you to the staff report and public art policy (http://www.halifax.ca/council/agendasc/documents/080923cow6.pdf).</p>	
5.3.7 Dense neighbourhoods where services are close to residences and work		<p><u>In scope:</u> RP+5 will develop policies to create complete communities, with a mix of services, housing, commercial uses, and amenities. These policies will ensure that density and height are directed to appropriate areas (i.e. large vacant sites and commercial corridors) so that the scale and character of adjacent</p>	<p>Staff recommends that RP+5 and Centre Plan continue to focus on developing policies in support of complete communities and mixed-use development.</p>	<p>Mixed-use and complete communities are fundamental to the health of our region. Mixed-use typically includes the following:</p> <ul style="list-style-type: none"> • Two or more revenue producing uses or activities, including housing; • Functional integration between the uses, including physical connections within a 5-minute walk; and • An overall result characterized by an attractive, vibrant place with a higher density, multifunctional environment. 	





			neighbourhoods can be protected.		To accomplish viable mixed-use development, it is important to identify strategic locations rather than taking a “blanket” approach. This calls for market analysis as well as a coordinating spatial framework to shape the places that people will want to use. Because it will take time to attract shops and services to a pedestrian-oriented centre, mixed-use development rules must allow flexibility of function over time, and should require that building designs incorporate this flexibility.
	5.3.8 Save the Bedford Waterfront shoreline		<u>Out of Scope:</u> HRM has no jurisdiction over infilling of watercourses. HRM is working to enhance the Bedford shoreline with a proposed multi-purpose trail along the shoreline and development of a mixed use community with public access to the waterfront at Mill Cove.	Staff recommends that CDAC not expand the scope of RP+5 to address this comment as it is outside of HRM’s jurisdiction.	
	5.3.9 Any talk on extending the sewer line down Main Street now that the new treatment plant in EP is under construction?		<u>Out of Scope:</u> Extension of the sewer line down Main Street was not part of the proposed scope of RP+5. Halifax Water is finalizing the Regional Wastewater Functional Plan (RWWFP) which evaluates the impact of proposed growth under Regional Plan on the wastewater system. The study develops an infrastructure program to address resulting system constraints on trunk systems. The study does not consider how Main Street would be serviced, either to the Eastern Passage WWTF or the Dartmouth WWTF. More detailed study would be required to determine this.	Staff recommends that CDAC not expand the RP+5 scope to include consideration of extension of sewer lines.	Under normal process the local extension of sewer mains would be undertaken by a developer or HRM through the Local Improvement Charge Process. Both processes would include reviews by Halifax Water. Any required extension to the Service Boundary to facilitate the main extension, would be managed by HRM Planning in consultation with Halifax Water. Any capacity gained through the expansion of the EPWWTF, will be communicated to HRM and should HRM Planning choose to extend boundaries or intensify development within the current boundary, the changes can be accommodated under normal Planning reviews.
5.4 Re-focus transit and active transportation investment in the Regional Centre Survey Says: Important 81% Not Important 5%	No specific comments received		<u>In Scope:</u> For a detailed discussion on transit and transportation, please see HRM is Mobile. A 5 year objective of the 2011-2016 Economic Strategy is to “Reinvent current approach to mobility in the Regional Centre”. For more information visit: http://www.greaterhalifax.com/en/agh_home/regionalcentre/reinventcurrentapproachtomobilityintheregionalcent.aspx	Staff recommends that RP+5 continue to explore re-focusing transit and active transportation investment in the Regional Centre.	Fundamental to the success of investment is ensuring that it is tailored to gain the most impact for dollars invested. Statistics Canada data indicates that 37% of commuters in the urban area walk or bike to work, 18% of residents in the Urban area use transit to get to work, while 22% of suburban residents ride the bus and/or ferry. The needs of these commuters plus the desires of potential commuters must be well understood and factored into policy, operations and investment.
5.5 Celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre Survey Says: Important	No specific comments received		<u>In Scope:</u> For a detailed discussion on the importance of cultural opportunities and animation of the Regional Centre, please see HRM is Vibrant. A 5 year objective of the 2011-2016 Economic Strategy is to “Celebrate and enable a rich	Staff recommends that RP+5 continue to develop policies to celebrate and enable a rich variety of cultural and creative opportunities in the Regional Centre.	HRM’s concentration of university and educational institutes provides great opportunities for partnerships to foster creativity.



<p>72% Not Important 7%</p>			<p>variety of cultural and creative opportunities in the Regional Centre.” For more information visit: http://www.greaterhalifax.com/en/agh_home/regionalcentre/celebrateandenablearichvarietyofculturalandcreativ.aspx</p>		
<p>5.6 Promote and celebrate our safe, healthy communities (e.g. showcasing active living opportunities inspired by our supportive natural and built environments).</p> <p>Survey Says: Important 71% Not Important 7%</p>	<p>5.6.1 Street safety is missing</p>		<p><u>In Scope:</u> Street safety improves when streets are designed for shared use. RP+5 will promote street safety through requiring current engineering standards to be updated to include principles of context sensitive design. Context sensitive design recognizes that streets have functions other than the movement of motor vehicles. Design is weighted between users while being sensitive to the purpose of the road.</p>	<p>Staff recommends that RP+5 policies mandate the integration of context sensitive design into the Red Book. These changes would be implemented through the Transportation Functional Plan and the Active Transportation Plan.</p>	<p>Research[i] has also shown that the width of streets, their connectivity, and the presence of street trees affect the perception of speed by motorists, helping to reduce accidents due to driver overconfidence. Principles of Context Sensitive Street Design (CSSD) have recently been endorsed by the Institute for Transportation Engineers (ITE) [ii] which has published a set of information sheets on how to design streets to support both their community context and their intended functions as multi-use corridors.</p> <p>[i] See, for example, Ernst, Michelle and Lilly Shoup, <i>Dangerous By Design – Solving the Epidemic of Preventable Pedestrian Deaths (and Making Great Neighborhoods)</i> (Surface Transportation Policy Partnership and Transportation for America, c.2009), pp. 38-40</p> <p>[ii] Institute of Transportation Engineers, “Designing Walkable Urban Thoroughfares: A Context Sensitive Approach, An ITE Recommended Practice (ITE, March 2010). A free PDF version is available at www.ite.org/emodules/scriptcontent/Orders/ProductDetail.cfm?pc=RP-036A-E</p>
	<p>5.6.2 Sports and recreational activities would contribute to community cohesion</p>		<p><u>Aligns with recreation mandate:</u> HRM’s Community Recreation Services studies and promotes recreational activities to enhance community development and well-being.</p>	<p>Staff recommend that the RP+5 scope not expand to include recreational services, however Recreation staff will continue to be involved and consulted as part of the review to ensure Regional Plan reflects recreation policy, and vice versa. Location of recreational facilities and access to programming are influential on settlement decisions and thereby should complement the Regional Plan.</p>	
	<p>5.6.3 More places for children to play inside & outside. I.e.: Theme parks. Informal Play areas AND 5.6.4 HRM has enough open space but make it more colourful, statues, sport facilities, flowers, open markets. Quality is not good for All Ages. Make it more attractive, grow own vegetables</p>		<p><u>In Scope:</u> The Regional Plan requires the development of an Open Space Master Plan. RP+5 will address open space through linkages and support for the Active Transportation Plan and introducing open space into community design standards. Following RP+5, work will commence on the open space functional plan which will make recommendations for open spaces and priority park opportunities. The plan will also consider informal play spaces and the quality and functional use of open spaces.</p> <p>For information on urban agriculture, please see HRM is Sustainable 1.4.8</p>	<p>Staff recommends that RP+5 move forward with research and policies that further open spaces in HRM and endorse the development of the Open Space Plan</p>	<p>With changing demographics and social values the need for structured play facilities has swung towards the need for unstructured play. While in the 70’s to the 90’s the emphasis was on sport fields, the open spaces being developed now offer a greater balance of unstructured incidental use.</p> <p>People want to live in vibrant, socially connected communities with public spaces that help create a sense of well-being across all ages. The proposed Open Space Plan will examine public open space and determine the functions of each. Not all public spaces can be constructed to the highest level, therefore, priorities will need to be developed to direct future implementation and park improvements.</p>





<p>5.7 Preserve industrial lands in suburban industrial parks Survey Says: Important 46% Not Important 15%</p>	<p>5.7.1 All areas of HRM require areas for work, such as industrial lands. I would not, however, preserve suburban industrial lands at the expense of regional centre business opportunities. Accurate costing of infrastructure/services is at the heart of this question.</p>		<p><u>In scope:</u> RP+5 and the Centre Plan will consider policies and actions to preserve industrial lands in industrial parks and proactively direct commercial development and new office uses to the Regional Centre.</p> <p>The Regional Plan reinforces the return to first principles of business parks with a renewed emphasis on light industrial and commercial.</p> <p>Planning policy should also reflect the needs of businesses and industries, which will be captured in the Altus Study. The RP should encourage business expansion and business recruitment activities consistent with various land types. For example, companies in the financial sector, legal, accounting, and government often prefer a downtown location. Companies in the logistics sector prefer accessible business parks with road and rail access.</p>	<p>Staff recommends CDAC continue to develop policy to preserve industrial lands for industrial uses and direct new office and commercial development to the Regional Centre.</p>	<p>Through public engagement and information sharing the benefits of a range of development forms is being shared with the community. Further, an indepth research study called “Sustainable Urbanism: Quantifying the Costs and Benefits to HRM, Residents, and the Environment of Alternate Growth Scenarios,” is being carried out by Stantec. This study will provide rationale for policies that focus development in certain areas. It will quantify the impact of different growth scenarios from the perspective of costs to the tax payer, the environment, public health, quality of life, housing affordability, and many other such measures.</p>
<p>5.8 Proactively direct suitable commercial development and new office uses to the Regional Centre Survey Says: Important 69% Not Important 9%</p>	<p>5.8.1 Support small and local businesses</p>		<p><u>Aligns with approved scope:</u> RP+5 and the Centre plan will consider financial and other regulatory tools that allow all size businesses to survive and thrive.</p> <p>The Economic Strategy calls on HRM to develop a “service oriented culture”. RP+5, in conjunction with other initiatives, can further this through looking at how municipal practices such as approval times, fees, bureaucracy, etc. can deter business and detract from desired settlement patterns. Clear and predictable development regulations, as adopted under HRM by Design and proposed for subsequent secondary plans, can foster development and business.</p> <p>RP+5 will also look at ways to support home based business and live/work, reducing the cost of living through shared use of space and reducing transport needs.</p> <p>HRM also supports businesses through Business Improvement Districts (BIDs), which are special assessment districts where business people join together to promote and improve the economic vitality of the area. The</p>	<p>Staff recommends that CDAC deliberate on ways to attract and foster local businesses.</p>	<p>As part of RP+5, The Altus Study is underway to determine, and address, the multiple factors that affect the experience of businesses within the Regional Centre. This study includes an examination of the urban commercial tax rate. The study will commence with interviews with many business owners, and will conclude with recommendations for new fiscal, tax and land use policy to better support small, and all, businesses.</p> <p>See comment 5.7.1 for more information.</p>




			establishment of a BID provides a unique opportunity for business owners, and commercial property owners to promote their mutual goals of creating safe, attractive and interesting commercial places aimed at stimulating business. HRM currently has BIDs in Downtown Halifax, Downtown Dartmouth, Spring Garden Area, Quinpool Road, Gottingen Street, Main Street-Dartmouth & Area, Spryfield and District, and Sackville and District .		
5.9 Reduce regulatory, tax and policy issues that can inhibit development and investment Survey Says: Important 63% Not Important 13%	5.9.1 Are rural taxes and property assessments being rolled back in the rural communities? How, Where? The RP does not detail how rural communities are going to benefit.		<u>In scope:</u> RP+5 is not proposing to roll back property taxes and assessments for rural communities. The RP+5 project will review the number, appropriate size and location of the Rural Growth Centres to reflect what has been learned over the past five years about infrastructure costs, transit feasibility and development interest. This will ensure that the rural portion of the Regional Settlement Map better reflects the realities of the rural context. In more outlying areas, less emphasis will be placed on growth, in return for more emphasis on conserving land and water quality to safeguard the economic resource base of remote centres. 5.3.4 also discusses support for rural economies.	Staff recommends that RP+5 continue to develop policies that support and promote our rural communities.	
	5.9.2 Set targets and measurable for the RMPS. Establish a baseline to track progress		<u>In scope:</u> The Regional Plan contains a section devoted to the measurement of outcomes. This section is being improved through the RP+5 process. The lack of performance measures has been frequently heard during the RP+5 public consultations. The current Regional Plan includes a list of performance measures in Appendix A but there is no policy specifying how these performance measures will be used. As a result, data on many of the proposed performance measures has not been collected and nor progress reports prepared. Although a number of the Functional Plans have been adopted by Council in recent years, their success and implementation has not been carefully monitored. HRM has committed to	Staff recommends that the RP+5 review include measurables and indicators of success. Staff recommend that CDAC consider: A. Amending Section 8.2 (Regional Implementation) to include a new policy requiring annual public reporting on the progress of implementing the Regional Plan. B. Amending Appendix A Goals and Performance Measures to ensure reporting is relevant to short, medium and long-term actions. The Halifax Index should be incorporated into these performance measures.	For more information on the Halifax Index visit: http://www.greaterhalifax.com/site-ghp2/media/greaterhalifax/Index%20-%20Final%20(Web).pdf Creating benchmarks and otherwise measuring the outcome of planning strategies is important to ensure they are achieving their intent. Increasingly, planning documents include detailed operational strategies and performance measures. For performance measures to be "usable" they have to be communicated "clearly, succinctly, and engagingly". According to one performance measures expert the key to developing usable performance measures is: <ul style="list-style-type: none">• Streamlining reporting process with a focus on the analysis and data gathering• Removing "clutter" from reports, by making conscious choices about what information types will answer the questions decision makers need to answer about business performance.• Making the report faster to read and use by making information in the report more visually digestible, and organising the report so it has a familiar logical structure (e.g. info-graphics).




			<p>better tracking through corporate planning and alignment with the Halifax Index. The Halifax Index will include the following components:</p> <ul style="list-style-type: none"> • A progress report related to the strategic goals, objectives and actions of the Economic Strategy. • A progress report on macro-economic indicators, benchmarking Halifax against other similar cities. • Ongoing measurement of the state of Halifax’s business climate. • An annual “quality of place” review. <p>RP+5 can also improve accountability through:</p> <ul style="list-style-type: none"> • Connecting key policies from the completed Functional Plans (FPs) with usable performance measures. • Allocating staff resources to track and report on performance measures on a regular basis. 		<ul style="list-style-type: none"> • Interpreting performance results by including traffic lighting rules - based on valid statistical tests of differences in data; this directs the reader's attention to where it is needed most. • Focusing on results that need priority attention first, rather than reacting to each individual performance measure, irrespective of its current importance and urgency. • Add enjoyment to the task of reviewing performance, but giving reports a signature design that makes the most of colour, layout and formatting (Source: Stacey Barr. 2012. How-to Kit: How to Design Useful and Usable Performance Reports. http://www.staceybarr.com/products/reportdesign.html) <p>HRM regularly conducts a Citizen Survey which may be used to track residents’ satisfaction with the municipality. The Greater Halifax Partnership (GHP) has recently announced a new Halifax Index. Regional Plan performance measures should build on this index by providing useful detail on the short term, medium term and long-term goals identified in a unified Regional Plan Operating Strategy.</p>
<p>5.9.3 <i>The tax reform commission report needs attention, the taxation system is currently unfair</i></p> <p>AND</p> <p>5.9.4 <i>Consider tax holidays for compliant development, additional tax penalties for non-compliant use</i></p>			<p><u>Aligns with ongoing research</u>- The Tax Reform Committee was disbanded in 2010. Commercial taxation issues are being studied with the Strategic Urban Partnership, through the “Altus Study.”</p>	<p>Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.</p>	
<p>5.9.13 <i>Tax suburban sprawl to the point where it is no longer the easiest, most profitable option for development. Use form-based zoning where appropriate (i.e. to avoid big box type buildings or to have new buildings fit in with existing heritage style buildings) but allow for creativity as well. Tolls on the highways would also be a great source of income to make the Regional Centre more attractive and livable (i.e. by then investing in streetscapes, public art and</i></p>			<p><u>In scope:</u> RP+5 will consider incentives to promote development in the Regional Centre and growth centres. Taxation, infrastructure charges and form based codes will all be looked at under these policies.</p>	<p>Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.</p>	<p>In 2008 HRM explored some possibilities for reshaping the taxation system to create a stronger alignment between services received, costs incurred and the amount paid by each property owner.</p> <p>In any future consideration of tax reform, it will be important to consider the potential incentives or disincentives to improve properties, add more dwelling units, introduce more mixed-use development and create walkable town centres.</p> <p>From a zoning standpoint, form-based coding is a response to problems typically associated with conventional zoning, site plan approval and development agreements. This design-based approach recognizes a continuing need to separate incompatible land uses, but shifts the focus to the shape and basic design of the buildings themselves in return for more opportunities to combine uses which are mutually supportive. Design parameters are worked out ahead of time through community consultation and modelling and are embedded into as-of-right zoning, or as guidelines implemented through a simple review process. The aim is for developers to know what is expected of them so they</p>

	<i>transit). We have tolls on the bridges but highways, interchanges and overpasses are expensive to build and maintain too!</i>				have confidence to invest without fear of lengthy approval processes or legal appeals. At the same time, residents have more certainty as to what types of buildings will be developed in their community. Form-based zoning offers advantages for both landowners and residents by providing more certainty about what is allowed. HRM has recently incorporated this regulatory tool as part of the new Downtown Halifax Land Use By-Law, and it is also envisaged for the Centre Plan. A comparable approach holds promise for suburban growth centres.
	<i>5.9.14 Create incentives to link neighbouring facilities to make use of excess energy, rather than expend it as waste</i>		<u>Aligns with another HRM initiative:</u> Regional Council's Environment and Sustainability Standing Committee have requested a staff report on the role HRM should take in fostering district energy projects, and providing information on district energy best practices from other Canadian Municipalities. HRM's Energy and Environment staff anticipate that this report will be before the Environment and Sustainability Standing Committee in December of 2012.	Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5. If approved in time, the recommendations regarding district energy will be reviewed and reflected in Regional Plan policies.	
5.10 Develop a responsive, safe and integrated regional transportation system Survey Says: Important 89% Not Important 1%	<i>5.10.1 Improve and lower the cost of public transit. Bus shelters at all bus stops.</i>		<u>Out of Scope:</u> RP+5 will focus on transit as a means of creating complete streets and neighbourhoods. Operational issues such as bus shelters and service fees will be looked at by Metro Transit as part of the "5 Big Moves" and other planning exercises. For more details on transit, please see HRM is Mobile.	Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.	
	<i>5.10.2 Include transit workers in the discussion of an integrated transit plan</i>		<u>Out of Scope:</u> This is an internal staff related item.	Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.	
5.11 Increase engagement and private sector investment in economic growth Survey Says: Important 74% Not Important 5%	<i>No specific comments received</i>		<u>In Scope:</u> The Economic Strategy proposes the following: <ul style="list-style-type: none"> • Raise awareness and increase engagement of the business community in the economic growth priorities of Halifax. • Increase private sector investment in economic growth and ensure strong representation and participation in the implementation of the Economic Strategy. Investment would likely be around a number	Staff recommends that RP+5 continue to develop policies that foster partnerships and investment in Regional Plan objectives.	

			of the public-private partnership ideas (public space, public art, corporate social responsibility, direct funding of initiatives, etc.) and the representation and participation should be an element of all planning and strategies going forward.		
5.12 Build a welcoming and inclusive environment for under-represented groups Survey Says: Important 67% Not Important 12%	5.12.1 Youth has not been a large focus, it needs to be prioritized in all communities...work with schools and communities to enable spaces for youth to engage in meaningful age appropriate activities....		<p><u>In scope:</u> RP+5 will consider means to increase community engagement, including involvement of under-represented groups such as youth. Youth will also be a consideration for the development of complete communities. Partnerships with other organizations and NGO's who work with youth and other underrepresented groups will also be pursued to broaden audience and share resources.</p> <p>Comment continued:... Celebrate the contributions that volunteers are making to this community by supporting their efforts that currently are run out of kitchens and ...with Volunteer Centres that provide meeting space, shared equipment and resources, capacity building opportunities and helping to coordinate a Volunteer Fair/Expo that would help with recruitment and retention for so many groups. NGO's are losing volunteers with the aging demographics but are have a difficult time finding/keeping replacements. This is Volunteer Week...bring it on!</p>	<p>Staff recommends that CDAC deliberate on ways to improve community involvement and reach under-represented groups. In particular, they may wish to consider the following:</p> <p>A. Policy G-9 - Embed the Community Engagement framework and key policies from the Community Engagement Strategy, including support and recognition of volunteers.</p> <p>B. Add Policy G-16 on the process of community visioning, including process for volunteer capacity building and recognition.</p>	<p>HRM relies on the work of volunteers across the organization, including in recreation, trails, civic events, planning, police, and fire among others. HRM has a dedicated section to support, strengthen and recognize volunteers and voluntary organizations in HRM, including an Annual Volunteer Conference and Mayor's Awards (http://www.halifax.ca/volunteerservices/index.html).</p> <p>Community and regional planning relies on the work of volunteers to guide and deliver numerous planning processes. These volunteers often dedicate several years to help bring a planning strategy to completion.</p> <p>The Community Visioning program has also relied on community volunteers to not only lead the development of the community visions and action plans, but to help implement many of the actions. This included small public space improvements (e.g. planting of trees, installation of bike racks etc), organizing community and civic events (e.g. Fall River Canal Days, Penhorn Lake Clean-up), to developing new business improvement districts and taking over one of HRM's surplus facilities.</p> <p>Through the Community Visioning review it is clear that volunteers leverage HRM investment with sweat equity and other sources of funding. What is also becoming apparent is that more resources are needed to support and recognize the work of volunteers.</p>
	5.12.2 Lots of things are missing - especially around cultural diversity, youth and children - without those as a focus, there is no long-term sustainability on all the other things.		<p><u>In scope:</u> RP+5 will consider means to foster diverse communities and factor youth and children into community planning. The Economic Strategy contains comprehensive recommendations on labour market strategies. For example, youth and immigrants cannot be retained without employment opportunities. A welcoming community means a job and social engagement.</p> <p>http://www.greaterhalifax.com/site-ghp2/media/greaterhalifax/AGREATERHalifax_Halifax_Economic_Strategy_2011-16.pdf</p>	<p>Staff recommends that CDAC deliberate on how RP+5 can promote cultural diversity and support for children and youth populations. RP+5 should also further the Economic Strategy labour market strategies.</p>	<p>Halifax has a lot to offer to families with children and youth, but there are many opportunities to increase the participation of our "next generation" in a wide range of planning initiatives. The consideration of children and the needs of families with children in community planning has become a major consideration largely due to concern over children's health and safety (see "Suitable for All Ages - how Child-friendly Cities Benefit Everyone" http://www.livablecities.org/blog/suitable-all-ages-how-child-friendly-cities-benefit-everyone).</p> <p>Urban environments can pose barriers to kids' ability to play and be mobile, but a "child-friendly lens" to urban planning can ensure that local neighbourhoods are safe, beautiful and stimulating for children and youth. Key issues include traffic speed, access to and the quality of public spaces, transit, affordable housing for families, and access to cultural and recreation opportunities (both formal and informal).</p> <p>According to a recent study by researchers at Stockholm University, " Children prefer to play near their homes. But they do not want to be sent only to play</p>

					<p>areas - they want to have access to the whole city. Children also want to be part of the community, just as adults"(http://sustainability.formas.se/en/Issues/Issue-3-October-2009/Content/Focus-articles/When-will-children-be-considered-in-urban-planning/).</p> <p>HRM is facing an aging population and a child-friendly reputation can play a significant role in HRM's competitiveness: "In the context of increasing international local competition, child-friendly urban planning has become an important location factor. Cities need to attract families by providing child-friendly living spaces. The standard of urban neighbourhoods is especially important for children's quality of life". (see http://www.citiesforchildren.eu/165.0.html; also http://www.canadianfamily.ca/articles/canadas-top-10-coolest-cities-for-families/canadas-top-10-coolest-cities-for-families/).</p>
	5.12.3 Develop more information booklets for new immigrants		<p><u>Aligns with existing work:</u> The development of the HRM Newcomers' Guides was a deliverable of HRM's Immigration Action Plan (2006). This comment has been forwarded on for consideration.</p>	Staff recommends the CDAC not expand the scope of RP+5 to cover this comment as it is being considered under another HRM project.	Guides are available in English, French and Arabic. There are no immediate plans to develop additional guides at this time. The IAP will be reviewed with input from the community. The opportunity to discuss additional information booklets will be provided during the review process.
5.13 Review HRM policies, strategies, and programs to ensure they are inclusive of diverse communities Survey Says: Important 65% Not Important 12%	5.13.1 Allow addition secondary units for large families		<p><u>In scope:</u> RP+5 will further the affordable housing strategy, slated for completion following the RP+5 review. The Strategy will be based on the premise of HRM partnering with the Province and other housing providers to provide opportunities for the development of affordable housing and reduce municipal barriers.</p> <p>Zoning regulations and municipal practices can inhibit affordable housing. One of the ways that RP+5 will promote affordable housing is through policy to consider allowing secondary suites in all residential zones.</p>	Staff recommends the CDAC support the concept of secondary suites in residential zones. Additional information regarding HRM's partnership with the Province will be shared with CDAC once the Province releases their housing strategy.	As part of the RP+5 review and the Housing For All Strategy (2013-2014) we will be consulting with citizens on updating the land use by-laws to allow small, secondary units in most or all residential zones. Secondary units are a practical and economical means of increasing density and providing affordable housing options. They provide reasonably priced housing in established neighbourhoods with existing services and amenities, they make home ownership more affordable by providing income, and they provide options for aging in place, extended families and student housing. Relaxing the zoning provisions could also increase compliance with the National Building Code as homeowners have a greater ability to construct legal units and acquire permits. The by-law changes could also include design standards to promote this "hidden" density and retain the characteristics of existing neighbourhoods such as requiring only one front door, no front yard parking and services at the rear/side.
	5.13.2 Literacy is crucial, including adult literacy. Make learning more accessible.		<p><u>Out of Scope:</u> Education is not HRM's mandate. HRM's Public Libraries are actively engaged in promoting literacy. http://www.halifaxpubliclibraries.ca/</p>	Staff recommends that CDAC proceed with the council-approved scope and themes of RP+5 and Centre Plan.	
	5.13.3: Just wondered where the Dogs OFF Leash Functional Plan fits....needs major help as the dogs don't seem to be able to read the signs yet!...		<p><u>Aligns with existing policy:</u> RP+5 will not review the Off-leash strategy.</p> <p>Comment continued:... The winter fields are still very much in use in my area. And the Doggie bag dispensers are mostly always empty. As I am not an owner, I don't know how licensing happens but I hope there is more compliance now than previous...I just don't see much about this topic online,</p>	Staff recommends the CDAC not expand the scope of RP+5 to cover this comment as it is being considered under another HRM policy set.	Although this comment is outside the scope of the current review; under the auspices of its Off Leash Park Areas Strategy, HRM currently provides 7 off leash area in HRM parks and up to 30 seasonal off leash areas in sport fields during the fall and winter. Animal Services regularly patrols HRM parks to ensure compliance with By-Law A-300. Further information concerning off leash park areas is available at: http://www.halifax.ca/RealPropertyPlanning/OLPS/olps_maps.html

			<i>education on the many topics related to dogs need more publicity.</i>		
	5.13.4 Reallocate funds more equitably and not to promote the building of warships.		Out of Scope: HRM does not have the legislative authority to comment on Federal spending.	Staff recommends the CDAC not expand the scope of RP+5 to cover this comment.	
5.14 Explore new opportunities for under-represented groups, such as our youth, to link to employment opportunities Survey Says: Important 71% Not Important 10%	5.14.1 International students should be encouraged to stay, they need jobs!		Aligns with the Economic Strategy: Although HRM does not have jurisdiction over immigration and recognition of professional qualifications, the municipality has, through the Greater Halifax Partnership and its Community Development department, worked to address issues of immigration in the region: (http://www.halifax.ca/council/agendasc/documents/ActionPlanSept05_WebRes.pdf to be updated in 2012/13) and in the 2011-2016 Economic Strategy (http://www.greaterhalifax.com/en/agh_home/talent/objective2.aspxm). The current Corporate plan also has a goals to "Attract, develop and retain a diverse and quality workforce".	Staff recommends that the RP+5 review complement the Economic Strategy and measures to attract and retain international students.	HRM participates in a number of summer employment programs, and with organizations such as ISIS on work mentoring programs for newcomers. HRM offers a number of youth programs such as: International Student Connector Program offered through Greater Halifax Partnership http://www.greaterhalifax.com/en/home/ourprograms/connectorprogram/internationalstudents/default.aspx Youth Guide http://www.halifax.ca/hrmyouth/youthguide/ Incorporate comment in the "Economy" chapter of the Regional Plan. HRM's Economic Strategy speaks to the need to attract and retain new international talent and to explore opportunities for youth and under-represented groups to link to employment opportunities.
	5.14.2 To keep newcomers here, recognize professional qualifications (e.g. municipal workers) and have more diversity in the workplace		In scope: Although HRM does not have jurisdiction over immigration and recognition of professional qualifications, the municipality has, through the Greater Halifax Partnership and its Community Development department, worked to address issues of immigration in the region: (http://www.halifax.ca/council/agendasc/documents/ActionPlanSept05_WebRes.pdf to be updated in 2012/13) and in the 2011-2016 Economic Strategy (http://www.greaterhalifax.com/en/agh_home/talent/objective2.aspxm). The current Corporate plan also has a goals to "Attract, develop and retain a diverse and quality workforce". Although recognition of professional qualifications is outside the scope of the Regional Plan, it is important to recognize the importance of immigration to the Region's sustainability, vibrancy and prosperity.	Staff recommends that CDAC and the RP+5 review complement the Economic Strategy and measures to attract and retain newcomers. Specifically, CDAC may wish to consider the following: A. Update the Economy and Finance chapter to incorporate the Economic Strategy's "Talent" directions. B. Include directions from HRM's 2011-12 Corporate Plan: Everyone in HRM is safe, feels included and welcome", such as: Ensure policies, strategies, facilities and programs are inclusive of diverse communities; Attract, develop and retain a diverse and quality workforce;	The provincial "Welcome Home to Nova Scotia" Immigration Strategy (http://www.gov.ns.ca/jobshere/docs/ImmigrationStrategy-WelcomeHomeToNS.pdf) succinctly states the need for attracting and retaining newcomers: "Nova Scotia businesses and communities need international workers. By 2019, the working age population of 18 to 64 is forecast to shrink in Nova Scotia by 36,000 and by more than 113,000 by 2036. Even today, business leaders say they simply cannot find people with the skills they need to take full advantage of exciting opportunities in changing markets. Attracting more professionally trained and internationally connected workers is crucial if we are to innovate, compete, and grow". Nova Scotia's first immigration strategy (2005) set a goal of 3,600 immigrants per year by 2010. The new provincial goal is 7,200 immigrants a year by 2020. Typically 70% of all provincial immigrants settle in HRM, so in theory that's approximately 5,000 newcomers per year. Unfortunately Nova Scotia and HRM have fallen short of past immigration targets. HRM has to be ready to welcome newcomers and work with the provincial government, community and settlement organizations to increase immigration and ease the process of settling and becoming part of the larger community. According to research in 26 US communities by Gallup and the John S. and James L. Knight Foundation three main qualities attach people to place: social offerings, such as entertainment

					venues and places to meet, openness (how welcoming a place is) and the area's aesthetics (its physical beauty and green spaces). The Greater Halifax Partnership currently has several programs in the immigration field: The Nominee Program; The Halifax Connector Program; the International Student Connector Program and the Immigration Employer Support Program.
5.15 Support culture and heritage programming to attract and retain talent and build on our creative economy Survey Says: Important 72% Not Important 9%	5.15.1 Finalize Heritage Strategy please		<u>In scope:</u> The Heritage Strategy (also known as the Heritage Functional Plan) will be prepared in 2013 and will provide a strategic framework of policies and programs integrating built heritage, social heritage and cultural resources. RP+5 will generate an inventory of cultural assets and engage citizens, which will inform the Heritage Functional Plan.	Staff recommends that CDAC continue to include Culture and Heritage in the scope of the review.	
	5.15.2: Open space and heritage preservation is missing		<u>In scope:</u> The Regional Plan requires the development of an Open Space Master Plan. RP+5 will address open space through linkages and support for the Active Transportation Plan and introducing open space into community design standards. Following RP+5, work will commence on the open space plan. The Heritage Strategy (also known as the Heritage Functional Plan) will be prepared in 2013 and will provide a strategic framework of policies and programs integrating built heritage, social heritage and cultural resources.	Staff recommends that RP+5 continue work on open space and culture & heritage.	
5.16 Create a unique, international city brand for HRM Survey Says: Important 53% Not Important 18%	5.16.1 Halifax is a perfectly fine city, already known worldwide. It doesn't need a 'brand', and it doesn't need higher property taxes and even more painted electrical boxes. Art will flourish in a healthy society, and you can't force it in an unhealthy one.		<u>Does not align with the Economic Strategy:</u> Excluding work on branding runs counter to the recommendations of HRM's last two economic strategies. The consultations and research behind the Economic Strategy found that to be competitive HRM needs to increase local, national, and international recognition of our fine municipality. A strong brand attracts people, investment and encourages a sense of belonging and confidence. A strong brand can enhance community identity and social capital which are essential to the success of the Regional Plan and HRM as a whole. The RP+5 review will be focussing on how to enhance and clarify our cultural programs as a means of recognizing and creating great places and of making HRM more vibrant, livable and prosperous. HRM wants to create opportunities	Staff recommends that RP+5 incorporate the HRM brand into the Regional Plan, where appropriate. Staff recommends that CDAC continue to include Culture and Heritage in the scope of the review.	"... in this competitive world, we have to tell our own story and tell it in more places, to more people, more convincingly and consistently than we have." Economic Strategy 2011-2016. For more information on branding, please visit http://www.greaterhalifax.com/site-ghp2/media/greaterhalifax/AGREATERHalifax_Halifax_Economic_Strategy_2011-16.pdf The public consultations and spaces inventory in RP+5 will inform three upcoming cultural policies, to be completed following the RP+5 review: The Cultural Spaces Priorities Plan will be a decision-making framework to ensure efficient use of existing spaces and sound decisions when considering support for new or upgraded spaces. The Priorities Plan will identify gaps in provision of spaces and enable long-range planning to address these gaps and better serve HRM's cultural communities. The Social Heritage Strategy and Heritage Functional Plan will look at additional

			and spaces for our culture to flourish; our creative community and citizens are the experts on how to best use these opportunities.		and creative ways to interpret, protect and celebrate our heritage.
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