

Item No. 11.5.3
Halifax Regional Council
April 15, 2014

TO: Members of Halifax Regional Council

Original Signed

SUBMITTED BY: _____
Mayor Savage, Chair of Executive Standing Committee

DATE: March 25, 2014

SUBJECT: **HRM Branding Strategy**

ORIGIN

The meeting of the Executive Standing Committee, March 24, 2014
Motion of Regional Council, November 26, 2013
Motion of the Audit & Finance Standing Committee, November 20, 2013
Motion of Regional Council, May 14, 2013
Motion of Executive Standing Committee, April 22, 2013

LEGISLATIVE AUTHORITY

Executive Standing Committee Terms of Reference Section 3.7.1 Council Priority areas and Corporate Performance Objectives:
Strategic oversight of progress on HRM's Corporate Performance Objectives & Council's priority areas.

RECOMMENDATION

It is recommended that Halifax Regional Council approve the branding strategy as presented by Revolve Branding Inc. and to direct staff to development a visual identity for HRM based on this strategy.

BACKGROUND

The Executive Standing Committee received a staff report dated March 20, 2014 and heard presentations from HRM staff and Revolve Branding Inc. on HRM's brand strategy, including the brand promise, at their March 24, 2014 meeting.

As outlined in the March 20, 2014 staff report, Regional Council approved a project to *develop a place brand that would better reflect HRM's best attributes and project the image of the municipality in a more relevant, memorable and compelling manner* at their May 14, 2013 session.

Additional information can be reviewed in the March 20, 2014 staff report.

DISCUSSION

The Executive Standing Committee supported the branding strategy presented by Revolve Branding Inc., noting the importance of HRM being bold as identified by HRM residents during the community engagement sessions. The Standing Committee put forward a recommendation to Regional Council to approve the branding strategy and direct staff to develop a visual identity for HRM based on this strategy.

FINANCIAL IMPLICATIONS

There are no budget implications for this report. Financial implications will be outlined in a future staff report to Regional Council.

COMMUNITY ENGAGEMENT

The Executive Standing Committee meetings are open to the public. Additional information respecting community engagement on this matter is outlined in the March 20, 2014 staff report.

ENVIRONMENTAL IMPLICATIONS

Not applicable.

ALTERNATIVES

No alternatives were provided by the Executive Standing Committee. Alternatives were provided in the March 20, 2014 staff report.

ATTACHMENTS

1. Staff Report dated March 20, 2014
2. Staff Presentation entitled: Proposed Branding Strategy
3. Revolve Branding Inc. Presentation entitled: Halifax Region Branding DNA

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Krista Vining, Legislative Assistant, Office of the Municipal Clerk, 490-6519



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Executive Standing Committee
March 24, 2014

TO: Chair and Members of Executive Standing Committee

original signed by

SUBMITTED BY:

Richard Butts, Chief Administrative Officer

DATE: March 20, 2014

SUBJECT: **HRM Branding Strategy**

ORIGIN

Motion of the Executive Standing Committee, April 22, 2013
Motion of Regional Council, May 14, 2013
Motion of the Audit & Finance Standing Committee, November 20, 2013
Motion of Regional Council, November 26, 2013

LEGISLATIVE AUTHORITY

The Terms of Reference for the Executive Standing Committee state the following:

- 3.7.1 Strategic oversight of progress on HRM's Corporate Performance Objectives & Council's priority areas

RECOMMENDATION

It is recommended that Executive Standing Committee recommend to Regional Council to approve the branding strategy as presented by Revolve Branding Inc. and to direct staff to develop a visual identity for HRM based on this strategy.

BACKGROUND

On May 14, 2013, Regional Council approved a project to “develop a place brand that would better reflect HRM’s best attributes and project the image of the municipality in a more relevant, memorable and compelling manner,” and specifically directed staff to:

- take a leadership role in developing a brand for Halifax
- develop an RFP for a brand consultant which includes criteria requiring the consultant have Halifax-centric competencies
- leverage internal resources and implement the new brand incrementally
- redevelop halifax.ca simultaneously with the brand.

Given Greater Halifax Partnership’s (GHP) existing mandate to develop an international brand within HRM’s Economic Strategy, HRM Corporate Communications and GHP collaborated on the project to build a single place brand for all municipal interests, whereby HRM would focus primarily on leading citizen and community engagement and GHP would be responsible for leading the local and international business stakeholder engagement. RFP # P13-083, HRM Rebranding Project was publicly advertised on the Nova Scotia Public Tenders portal on July 23, 2013 and was ultimately awarded to Revolve Branding Inc. on November 26, 2014.

Effective place brands can create unity and pride among residents and help improve a city’s quality of life by helping to attract and retain more new residents, immigrants, businesses, tourists and convention planners. Branding a place, whether it is a small village or a whole country, is probably the most complicated form of branding due to the fact that it is neither owned nor controlled by a single entity. As such, everyone who lives and works in HRM is responsible for developing and supporting a successful and sustainable brand for the region that resonates with local communities and target audiences around the globe. A successful place brand will allow citizens and stakeholders to speak in a coordinated and consistent voice about the unique, rewarding and balanced lifestyle the region offers.

DISCUSSION

Following one of HRM’s most comprehensive community engagement exercises (more than 20,000 citizens provided feedback over a three-month period), Revolve Branding Inc. distilled extensive research findings from qualitative and quantitative, local and international, in-person and online examinations of Halifax’s characteristics and business climate into the region’s brand “DNA”. Revolve used a systematic approach to examine how the region sees itself and how it is seen from various perspectives to define the characteristics and benefits that are truly unique.

Revolve’s approach works to define a DNA model that is both authentic and aspirational. After hearing diverse perspectives from residents, businesses, students, immigrants, site location consultants and business leaders from other cities across North America, Revolve developed an evidence-based strategy for a place brand that will give citizens a common pride and distinguish the region among an increasingly competitive global marketplace.

The insight gleaned from the engagement program forms the basis for a relevant, authentic

strategy that will systematically help develop a place brand and fulfil the objective to “better reflect our best attributes and project the image of the municipality in a more relevant, memorable and compelling manner” by defining the brand:

- benefits (the key features, attributes and properties of the brand)
- consumer target (the audience the brand must excite and engage)
- personality (the attribution of human personality traits to a brand)
- values (the code by which the brand lives and against which behaviours are measured)
- vision (the brand's inspiration and guiding insight into its world)
- mission (how the brand will act on its insight through stated goals)
- positioning (how a brand is perceived by an audience relative to a competitive brand)
- promise (what a brand commits to the people who interact with it)

The brand strategy and its promise will also provide the logical and emotional foundation to develop a unique visual identity and associated architecture for the municipal government that can easily be adopted by other organizations, stakeholder and agencies throughout the region.

The brand strategy, including the brand promise, is detailed in Revolve’s presentation to be delivered to Executive Committee on March 24, 2014. HRM’s Information, Communications & Technology and Corporate Communications departments have been developing a refreshed halifax.ca website throughout the branding process and, pending Regional Council approval of a brand for HRM, will launch a streamlined, easier-to-navigate site that embodies the brand attributes.

FINANCIAL IMPLICATIONS

None in this report.

COMMUNITY ENGAGEMENT

From the outset of project scoping and planning, Regional Council directed that comprehensive community and stakeholder engagement and feedback must play a central role in shaping any brand for the region. Revolve and its research partners ensured that the engagement process would encompass a demographically representative cross-section of the municipality and would use innovative ways to solicit feedback on the values and attributes to be reflected in the brand development. Revolve worked closely with HRM staff and GHP to design the engagement program to ensure the approach and content were innovative, comprehensive and consistent with HRM’s established Community Engagement Strategy. Secondary research from various sources was also incorporated into the analysis.

To that end, Revolve and its research partners (Corporate Research Associates (CRA) and GENIVAR, now WSP Canada Inc.) created a program that employed broad and extensive public engagement, stakeholder/community consultation and survey activities between December 14, 2013 and March 20, 2014 to ensure all HRM citizens had an opportunity to be heard through the

process of defining the region's brand.

The methodologies and results of these activities are outlined in the Community Engagement section below and are detailed in Attachment "A", CRA's *Final Summary Report of Research Findings*, Attachment "B", Clear Picture's *Halifax Region Brand Project Overall Report*, and Attachment "C", Development Counsellors International's *Perceptions of Greater Halifax's Business Climate*.

The broad scope and scale of local research included a variety of traditional and innovative methods for feedback and data collection across the region, taking the engagement program to where people already were in place instead of inviting them to a purpose-built engagement event, resulting in a significantly higher participation rate than would likely be experienced in a traditional approach.

In-person Engagement Locations

More than **2,540 people** contributed at 39 locations including:

- December 7 – HRM Integration Black Cultural Centre
- December 14 – Alderney Market
- December 17 – Dartmouth Ferry Terminal/ Alderney Landing
- December 18 – BMO Centre
- December 19 – Gordon Snow Community Centre, Fall River
- December 20 – Emera Oval
- December 20 – Shubie Park Tree Lighting
- December 21 – Canada Games Centre
- December 22 – Sunny Side Mall
- December 22 – Musquodoboit Farmer's Market
- December 23 – Park Lane mall
- December 27 – Emera Oval
- December 28 – Mooseheads and Cape Breton
- December 31 – CTV & HRM New Year's Eve at Grand Parade 2014
- January 1 – Municipal Levee, City Hall
- January 9 – Mount Saint Vincent University
- January 10 – Moosehead Game/ Moncton
- January 15 – Cole Harbour Place
- January 16 – Dalhousie SUB Building
- January 16 – Craft Beer & Local Food Celebration, Halifax Club
- January 16 – District 10 and 12 Town Hall, Keshen Goodman Library
- January 18 – Halifax Seaport Market
- January 18 – Russell Lake Sobeys

January 18 – Apps4HFX, WTCC
January 19 – Sackville Sports Stadium
January 25 – Bay Ducks at St Margaret’s Bay Arena
January 25 – Mic-Mac Mall
January 25 – Sobeys in Fall River
January 29 – Woodlawn Library
January 30 – GHP Marriot Event
January 31 – Middle Musquodoboit Co-op Store
February 5 – Citadel High School
February 6 – GHP Marriot Event
February 8 – Mumford Road Sobeys
February 13 – Lebanese Breakfast with Premier
February 15 – Sheet Harbour Town Hall
February 15 – Sheet Harbour Foodland Store
February 20 – Spryfield Village Mini Business Expo
February 22 – Monte Carlo Casino Night, Beaverbank, Kinsack Community Centre

Online Engagement

16,600 + visitors via DefineHalifaxRegion.com, Facebook, Twitter, YouTube, Instagram & Halifax.ca ‘Shape Your City’ Portal

Research & Stakeholder Focus Groups

1,100 + participants via telephone and online surveys and focus groups from Regional Council, HRM staff, local business leaders, multicultural groups, academics, military, services, the arts, and international business

Mass Media

11,960,000 + paid impressions on billboards, radio, newsprint and bus advertising

Additional

Hundreds of comments on chalkboards, whiteboards, phone calls, letters, news articles, pictures and more

Core questions used in the local research included:

What does living in the Halifax region mean to you?

What makes the Halifax region unique?

What about the Halifax region makes you proud?

Many other engagement questions and survey tools are outlined in Attachment “A”, CRA’s *Final Summary Report of Research Findings*, Attachment “B”, Clear Picture’s *Halifax Region Brand Project Overall Report*, and Attachment “C”, Development Counsellors International’s *Perceptions of Greater Halifax’s Business Climate*.

As noted in Attachment “A”, CRA’s *Final Summary Report of Research Findings*, community engagement program participants and diverse stakeholders “reiterated a desire for this branding exercise to be much more than a logo or catchphrase, but a driver for change and progress.”

The overall results of branding project’s research and discovery phase indicate a generally positive and optimistic view of the region’s core characteristics, but at the same time, there is a vocal recognition of a number of key issues that need to be addressed in order for the city to be recognized as truly progressive.

According to engagement program participants and survey respondents...

...the region’s key characteristics are (in no particular order):

- accessible and connected
- developing and progressing, grounded in a rich history
- innovative, educated and entrepreneurial
- liveable, vibrant community
- hard-working, down-to-earth and gritty

...barriers that may be keeping the region from realizing its potential, including:

- a pervasive negative attitude that needs to be replaced with a willingness and openness to new ideas and change
- a need to talk about and celebrate successes
- job creation to keep young people and university graduates here, and to attract immigrants
- a lack of investment in innovation, entrepreneurship and infrastructure

...the aspirations for the region should be:

- a gateway to the world
- a progressive city
- accessible and welcoming

ENVIRONMENTAL IMPLICATIONS

None.

ALTERNATIVES

Council could choose not to approve the branding strategy as presented by Revolve Branding Inc. and to not support the development of an associated visual identity for HRM. Given the broad and extensive community and stakeholder engagement that went into developing the strategy, this is not recommended.

ATTACHMENTS

Attachment "A", CRA's *Final Summary Report of Research Findings*

Attachment "B", Clear Picture's *Halifax Region Brand Project Overall Report*

Attachment "C", Development Counsellors International's *Perceptions of Greater Halifax's Business Climate*.

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/index.html> then choose the appropriate Community Council and meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by : Jonathan Wilkie, Manager, Marketing, 490-2047

original signed by

Report Approved by: Bruce DeBaie, Managing Director, Corporate Communications , 490-6787



Attachment A

Halifax Regional Municipality Branding Study

Final Summary Report of Research Findings

Prepared for:

Revolve
and
Halifax Regional Municipality

March 2014



1-888-414-1336



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Introduction

In 2013, the Halifax Regional Municipality (HRM) commissioned a major branding project that will develop a **new master brand**, with a desire to seek **broad community and stakeholder engagement** in its development. This far-reaching exercise is aimed at helping the region to better represent its core values both locally, as well as when communicating with the outside world. The new place brand will also be foundational to tourism, trade and business.

As stated in the RFP document:

“A place brand is more than simply a logo or a catch phrase; it’s the sum of all the emotions and expressions that connect us to each other and to the world. Whether it’s our famous natural spaces, our diverse music and regional cuisine, or our enviable position as an economic and academic hub for the region, we have an abundance of natural and social riches. We’re a community that cares deeply about each other and our quality of life. We’re also a community that must better position local businesses to be competitive and successful in the global market for jobs, talent and tourism.”

It is notable that throughout public and stakeholder engagement and research, these words were echoed with enthusiasm. At the same time as this project was undertaken, the One Nova Scotia “Now or Never: an urgent call to action for Nova Scotians” report was released (February 2014), which became part of the dialogue, as a call to action for Nova Scotia to undertake change, focusing on and highlighting its core assets.

Indeed, stakeholders reiterated a desire for this branding exercise to be much more than a logo or catchphrase, but a **driver for change and progress**. As an example, it is said that New York City is where “the future comes to rehearse”. This bold statement about the forward-looking and innovative spirit of that City is both believable and a way of encouraging its citizens to act innovatively and prove that this statement is true, through action.

Results of our research show a strong need for a **positive, authentic** and **innovative** brand for the Halifax region. Indeed, stakeholders consistently noted that they would like their region to be recognized as a **vibrant nexus for business, tourism, culture** and **innovation**. That said, results also underline that however the region is branded, it must be **true to who we are**, and not purely aspirational, and that there are a number of key barriers at present to the region reaching its potential.

The following report outlines both stakeholder feedback from extensive qualitative research, as well as quantitative research conducted with members of the general public, derived through engagement sessions within the community as well as rigorous quantitative surveys. Results are grouped by topic, rather than by methodology, in order to offer a holistic analysis of each topic area examined in the study.

Research Methodologies

This report offers a summary of results across a number of research methodologies undertaken, including both qualitative and quantitative endeavours:

Methodology	Audience	Dates	Conducted by	Number of individuals participants
8 focus groups	Stakeholders, councilors and employees of HRM	February 10 - 13	CRA	55
33 one on one interviews	Stakeholders, councilors and directors	February 4 – March 6	CRA	33
Online survey	Stakeholders	February 3 – 28	CRA	59
Online survey	General population / residents of HRM	February 24 – March 3	HRM	426
Quantitative telephone survey CRA's Urban Report	General population / residents of HRM – representative of the region as a whole (quotas in place by area)	January 31 – February 9	CRA	411
Quantitative telephone survey CRA's Atlantic Quarterly Report	General population / residents of HRM – representative of the region as a whole (quotas in place by area)	February 10 – March 2	CRA	300
Public engagement	Residents of HRM / visitors at 39 key community events	December 2013 – February 2014	WSP	2,358
Social media engagement	Twitter, Facebook and emailed comments through email	December 2013 – February 2014	CRA	1,006

In addition, relevant quantitative telephone survey results from past research projects for HRM are included, such as the 2013 Civic Attributes Study.

In this initiative, a total of **4,648** participants gave feedback through the methodologies outlined above.

In addition, **16,676** visitors viewed materials and information related to the project, via the DefineHalifaxRegion.com site, Facebook, Twitter, YouTube, Instagram and Halifax.ca 'Shape Your City' Portal, making a total of over **21,000** residents who were engaged during the process.

This report presents a summary of results for the **HRM Branding Study**. In particular, it includes an executive summary of the study findings, an overview of key attributes, barriers and aspirations, an infographic summary of findings, as well as detailed findings from the discussions and surveys. Appended to the report are the recruitment invitation (Appendix A), the moderator's guide (Appendix B), the interview protocol (Appendix C) and all survey instruments and respective data tables (Appendix D). Also appended to the report is a copy of the DCI Survey Report as well as the Clear Picture results from a survey conducted with businesses.

Context of Research:

Context of Qualitative Research

*Qualitative discussions, both from **focus groups** and **in-depth interviews**, are intended as moderator-directed, informal, non-threatening discussions with participants whose characteristics, habits and attitudes are considered relevant to the topic of discussion. The primary benefits of qualitative discussions are that they allow for in-depth probing with qualifying participants on behavioural habits, usage patterns, perceptions and attitudes related to the subject matter. This type of discussion allows for flexibility in exploring other areas that may be pertinent to the investigation. Qualitative research allows for more complete understanding of the segment in that the thoughts or feelings are expressed in the participants' "own language" and at their "own levels of passion." Qualitative techniques are used in marketing research as a means of developing insight and direction, rather than collecting quantitatively precise data or absolute measures.*

Context of Quantitative Research

Several quantitative methodologies are included in this report.

*Two of these studies – the **Halifax Urban Report** and the **Atlantic Quarterly Report** – use random probability samples of the general population. The overall margin of error on Urban Report results is $\pm 4.9\%$, 19 times out of 20, and the Atlantic Quarterly results are accurate to within $\pm 5.7\%$, 19 times out of 20.*

*Results from the **Stakeholder online survey**, the **General Population online survey** and the **Public Engagement Sessions** used non-probability samples to which it is inappropriate to apply a margin of error. Nonetheless, these vehicles provided opportunities for the public and stakeholders to take part in the engagement process and offer additional, valuable insights and counterpoint to the qualitative results.*

Executive Summary

Results of the *Halifax Regional Municipality Branding Study* reveal a generally **positive** and **optimistic** view of the region's core characteristics, but at the same time, there is a vocal recognition of a number of **key issues** that need to be addressed in order for the city to be recognized as **truly progressive**.

At its core, the region is felt to be an **accessible** and **connected** place to live, resulting in what one participant dubbed 'life on a human scale' – that is, the ability to easily navigate from point 'A' to 'B', without wasting time commuting, as well as the ability to **truly connect** with other members of the community. For many, this was expressed as the ability to **live life more fully**, spend more time with family and friends than is possible elsewhere, as well as more, and more accessible, recreational outlets than other locales. For others, this was expressed as having the **opportunities to succeed, influence and make a difference** in one's community by being able to connect with others.

This concept of a **livable city** was also articulated as well through the notion of a **'big/small,' or right-sized city**. In other words, a region where there are the amenities of a larger city, but with the advantages and navigability of a smaller town. It is notable that in dialogue, residents naturally refer to a 'city,' as opposed to a 'municipality', and even though references are regularly made to individual communities, individuals clearly feel part of a city. These 'city' amenities were identified as a **rich and vibrant cultural life, universities, and an economic hub of the region**, near the **natural beauty** and **recreational opportunities** of a small area characterized by a **lack of pretention** and **easy access**.

In addition, residents continually reiterated the importance of the **harbour** and the **ocean** to the region's identity. Not only was this proximity to the sea deemed to offer **psychological benefits** for residents, but its **strategic benefits for shipping and trade** were emphasized, along with the **economic and academic benefits of ocean research**. Finally, the naval heritage and current presence of the **Navy** was felt to contribute a vibrancy and rich history that has shaped the personality of the region.

Another core characteristic identified through this exercise is the **resilience, perseverance** and **tenacity** of the region to pull together in times of crisis, and work through tough economic times. This hard-working and gritty underlying trait was also felt to be a benefit and an attribute that could help the region to reach its potential.

Perhaps unsurprisingly, residents also noted the **friendliness, authenticity** and **quality** of the people who live in the region. Though well-worn, these attributes are felt to be core to the identity of the area, as well as a source of pride. It is worth noting that the concept of friendliness also became a topic of discussion around the difference between *friendliness* and being *welcoming*. Indeed, it was widely felt that

the region needs to become **more welcoming** of outsiders, and immigrants in particular, in order to become more vibrant, diverse and economically progressive.

Indeed, a key barrier to reaching the region's potential was seen as its sometimes **closed** nature, in not being open or willing to try new things, as well as its **slow, cumbersome** and **timid** tendencies. Stakeholders continually reiterated a need to become **more bold, open to risk** and **focused on unified progressive goals**, in order to succeed and embody a spirit of innovation.

Other issues and areas requiring change included a perceived **lack of investment in innovation, entrepreneurship** and **infrastructure**, particularly transit and transportation around the region, as well as development to ensure the downtown core is thriving and vibrant. Numerous suggestions were also made for widespread **job-creation** that would help to keep young people in the region, as well as to attract immigrants that will help build our economy.

Finally, residents identified attitudinal issues requiring attention. In particular, there was a noted **pervasive negative attitude**, and lack of support for change and celebration of success. Wide-ranging suggestions were offered to become more of a 'can-do' society that lifts and encourages its stars and celebrates new ideas.

Overall, residents would like the region to be recognized as a **gateway**, with strategic benefits on offer for businesses, as well as a **driver of change** and as the **economic centre of the Atlantic region**. There is a desire to be known as **progressive** and **innovative** in a huge variety of ways, from supporting culture in all its forms, encouraging and welcoming diversity in all its forms, promoting and leading on environmental initiatives, offering modern transport solutions and encouraging smart, usable and respectful (of heritage) development.

In terms of a name, results point to a clear preference for the use of '**Halifax**' to describe the region, given its widespread recognition both nationally and internationally, and its existence within the current, legal name of the municipality. It is notable that in conversation, residents naturally refer to a '**city**', and use this terminology when describing both their current views and their aspirations, regardless of where within the municipality they live.

Results clearly point to a wide range of core attributes rather than a single defining feature that must form the essence of the region's new brand. Stakeholders vocally underscored the importance of having a **believable** and **authentic** brand that truly reflects the breadth of what the region currently offers, as well as what it can credibly offer in the future. Individuals also expressed a desire for a **modern** and **bold** brand that will embolden residents and effectively market the region as a major Canadian city.

Overview

What are the region's key characteristics?

Across methodologies, residents were asked, through a variety of types of questions, to identify the **defining characteristics of the region**. Although a detailed analysis by question and topic will follow, we begin with an overview of the aspects of the region that are deemed to be **benefits** and **unique features**. These benefits are not presented in any ranking order.

Developing and progressing, grounded in a rich history.

Residents point to an unparalleled mix of new and old, urban and nature. This also embraces an untapped potential, based on early signs of change and growth, but a desire to evolve while respecting the deep heritage of the region.



Accessible and connected.

The region boasts friendly and accessible people – with the ability to talk to anyone and easily network in a business context. Accessibility of the geographic location also plays in here, being strategically located for business as a gateway and shaped by the ocean and close to water for recreation, research and resources.



Innovative, educated and entrepreneurial.

Well-grounded and respected educational foundations, links to the ocean for research and business, IT smart and well placed to nurture entrepreneurship.



Liveable, vibrant community.

Idea of capture of more time with family (good work-life balance), ability to walk and access anything easily, access to cultural diversity. Ultimately, the region is deemed to offer an exceptional quality of life.



Hard-working, down-to-earth and gritty.

Encompassing an idea of perseverance through adversity, authenticity and tenacity. A friendly community of people working together to get things done.



What is holding us back and needs to change?

Despite a large number of identified benefits and features of the region, results also investigated what barriers might exist to the region reaching its full potential. The points below offer a brief summary of identified issues and suggestions for how these could be improved upon, again in no particular order.

A pervasive negative attitude that needs to be replaced with a willingness and openness to new ideas and change

A need for a more positive attitude, including the ability to seek new solutions, and an openness to new ideas, development and change.



A need to talk about and celebrate successes.

The 'tall poppy syndrome' was consistently mentioned as a trait that needs to be addressed, such that we, as a society, begin to celebrate innovation and success.



Job creation to keep young people and university graduates here, and to attract immigrants.

Demographic and economic realities point to an urgent need to create jobs that will keep young people and university graduates living in the Halifax region, as well as enabling the attraction of immigrants.



A lack of investment in innovation, entrepreneurship and infrastructure.

Residents bemoaned the lack of growth downtown, as well as the transit system needing upgrading, as well as other transportation improvements that would encourage a more walkable, bikeable and liveable city. Getting rid of 'red tape' and putting in place support and processes for new, innovative businesses.



Halifax region in the future – Who do we want to be?

Finally, the list below outlines a set of **aspirations** for the region identified by stakeholders, employees and residents. Despite being a regional municipality, there is a desire for Halifax to be defined as a city, as this is how residents and stakeholders naturally associate themselves. Overall, there is a clear desire to keep the best of what we have been and are, but also that there is an openness to become something we have not fully been up to present, namely more cosmopolitan, modern and progressive as a community. There is almost an impatience to “get on with it.”

A gateway to the world.

The idea of being seen as the economic centre or catalyst of Atlantic Canada, offering a wealth of opportunities for those here, as well as to businesses elsewhere and potential immigrants.

A progressive city.

Demonstrating progressive thinking in the environmental, cultural, business and legislative arenas. Encouraging and showcasing innovation, supported by smart legislation and focused investment. This idea also encompasses an openness to new ideas and a freedom from resistance to change.

Accessible and welcoming.

A city that is even more liveable, accessible to all, and more than just friendly but truly welcoming, inclusive and fully embracing of immigrants and newcomers.





Detailed Analysis

The following presents the analysis of results from the *Halifax Regional Municipality Branding Study*.

The Region's Key Characteristics

Qualitative Results:

Opinions were sought through a series of 8 focus groups with stakeholders, councillors and employees of HRM, as well as a series of 33 in-depth interviews conducted by phone.

To begin group discussions, participants were asked to complete an individual exercise seeking their opinions related to what living and working in the Halifax region means to them, what makes it unique, and what makes them proud. Looking forward, they were also asked what *should* make the Halifax region unique in the future, and what's needed to get the region there. A final individual exercise, using a projective technique, was employed to further explore underlying perceptions related to the region. Each of these areas is explored in the following sections, with complementary results from quantitative and public engagement sessions included as well.

What does living and working in the Halifax region mean to you?

The question of what living and working in the Halifax region means to stakeholders elicited many personal responses related to **natural beauty, positive feelings, connections to local communities, being near family and friends, experiencing a high quality of life and opportunities**. These responses are perhaps unsurprising and generally relate to the idea of 'home', 'people' and 'community'.

"It means a sense of belonging, balance, safety. It's the best of both worlds, city living and space."

"There is a great sense of community. It is a safe place to raise a family. It is a small, big city, everything a big city has to offer on a small, maritime scale."

"The people are very altruistic. We tend to look more at the greater good of the community than in other places that are more self-centric."

These initial discussions inevitably led to the idea of living in a **right-sized, or big/small city**. This concept of a big/small city was reiterated across numerous discussions, and was seen to offer a huge number of advantages, including primarily having **access to big city amenities (culture, arts, restaurants, education, business opportunities and transportation access etc.)** without the inconveniences of living in a larger city (namely that it is easier to get around in the region

than it is in a big city). Many participants cited being able to walk to work and other amenities as a key benefit of the region, which they deemed to be unattainable elsewhere. Overall, the **balance** of large city amenities on a small scale was highlighted.

“It’s life at a human scale. I’m close to schools, recreation, friends, amenities. It’s not a big commute.”

“You can expand and contract – can escape easily. It’s the best of both worlds – the combination of small town and big city living.”

“I can live a balanced lifestyle, there’s no time wasted commuting.”

“If you choose to, you can have rural living but still be within a half hour of the Symphony, Neptune, huge variety of food and wine, and the fun! Terrific events and festivals. You just can’t do that anywhere else.”

“It’s just a good quality of work and life. There are comparable things to other cities, but you live a better life here.”

Other core benefits of the **big/small city** concept included the ability to **easily access services and people** in a way that is not possible in a larger area. For example, stakeholders cited being able to call senior members of government or the head of any company with an idea or a request, and being able to have a meeting, something that was felt to be difficult or impossible in a bigger city. Others cited the ease of interacting, networking and connecting in the Halifax region, as well as the ability to **make a difference** and influence the community.

“The people, the way we interact, the way people are approachable here.”

“You can get to know people quickly, you can make a difference here. People are open to new things. The size makes for a lack of pretention. People are accessible and open.”

“The size means it’s more agile and nimble. If you show willingness to try new things, in a short time you can experience opportunities to make change. There are lots of progressive people in the city, and if you’re willing to get involved, you can be a part of that.”

“One of the reasons I’ve worked hard to stay here is that Halifax has a unique mix for a city of its size: a rich culture, good people, and it’s pretty safe. There is tremendous potential to be more, in a number of ways. We have rich cultural diversity and lots of natural talents. We could be much more in terms of a thriving business environment. Faster growing, that exports more, that is able to attract and pay for a better workforce, and can leverage the universities and research.”

“One of the great things about living here – you can go from a downtown experience to outdoor experience or rural experience within an hour.”

Further related benefits of the **size** of the city were cited by stakeholders, including the feeling of **connectivity** of living and working in an area where you will inevitably run into people you know on the street. This lack of anonymity was felt to be a benefit, and a core attribute that contributes to the safety and friendliness of the region, as well as a tangible sense of **vibrancy** and **life**.

“It’s a sense of togetherness. Compare it to Toronto, where you would barely speak with anyone. Here we chat to each other, we work with each other, we help out our communities. We are involved.”

“Having the opportunity to live and work and play in an area that I have grown to love. I like its size. I have always viewed it as a small city where I know the people, but still have great restaurants, symphony, culture, and hospitality; the full gamut.”

“It’s comfortable but there’s always something happening, culturally, recreation-wise. It’s vibrant – and professionally vibrant too - but also laid back. It’s the perfect balance of both aspects.”

For some, vibrancy in Halifax is demonstrated in a diversity and vitality that is not always sophisticated. Indeed, a gritty, ‘come as you are’ feeling was referenced.

“It’s more diverse, more interesting, it has an identity, a gritty character. It’s a pale thin rind of propriety, with a boiling turmoil underneath fueled by young people here. We just have the critical mass... as small as you can go and still have the kinds of things we have here.”

In addition, stakeholders repeatedly cited the benefits of having **big city amenities in close proximity to nature and recreation**. These comments also pointed to the **ocean** and the psychological benefits and effects of having that proximity, as well as the affordability of that kind of lifestyle. The open access that everyone has to water (both fresh and ocean) was deemed a primary benefit of the region.

“[Being near] the ocean – there’s an impact on our psyche and how we see ourselves... a freer spirit, an openness, a hardiness, a ruggedness, more laid back, which can be both positive and negative.”

“Being near the ocean, the breath of fresh air and beauty of it, it gives me peace and happiness.”

“Ten minutes after work I’m in my kayak on a lake. Where else can you do that?”

“It’s just an awesome landscape. The combination of an urban environment next to nature.”

“It’s affordable living in a beautiful environment. Sure other places have it, but no one except the top one percent can afford it.”

As will be explored in further depth later in this report, the **geography, history** and **proximity of the ocean** was not only seen as a psychological and recreation benefit, but also a business advantage.

“The sea is an advantage, it opens up the world. Our deep port, that is ice free, is connectivity. Being on the sea means we’re cosmopolitan and diverse. It’s brought us our history, which is a cultural asset, and it’s shaped our downtown, with its small streets and historic buildings. The narrow streets mean you walk and talk to each other. You get to know each other. You do business.”

Halifax region was also noted by participants as being the only place in Atlantic Canada to have a career at the level available in other major Canadian cities. Indeed, the idea of Halifax being the **capital of Atlantic Canada**, offering career, leadership and cultural benefits was also discussed.

“There is nowhere else in Atlantic Canada that I can do what I’m doing.”

“We have five cities in Canada for all intents and purposes. Halifax is a grownup. You can actually have a career here.”

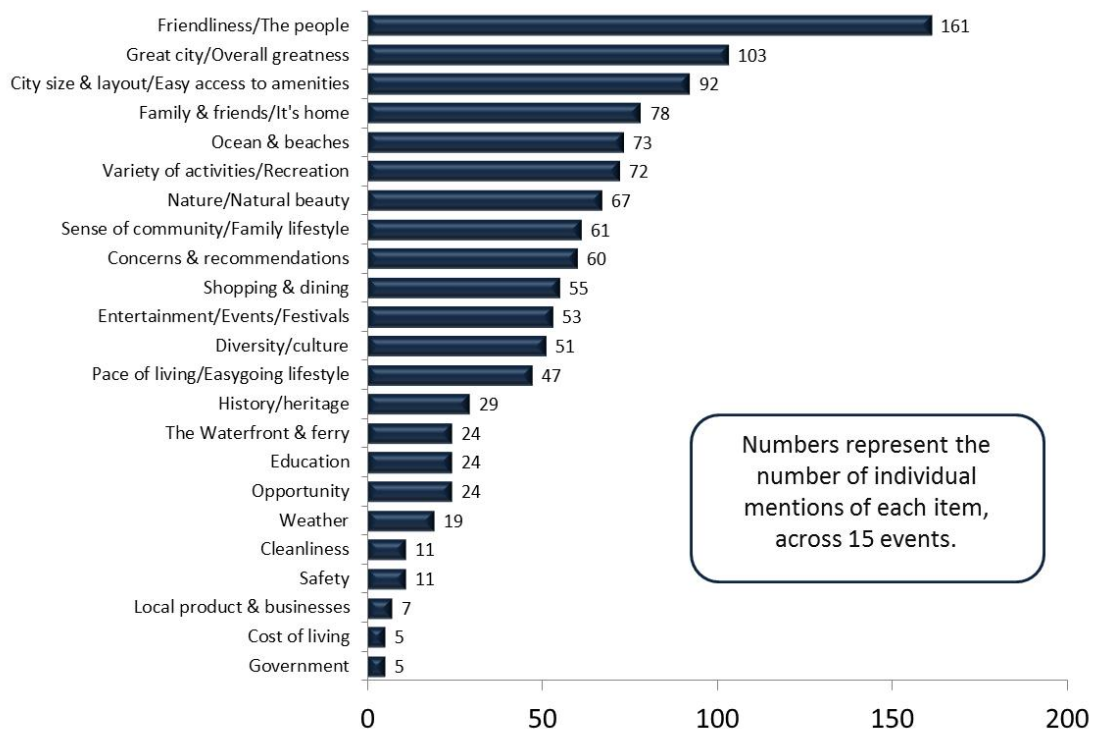
“It means living in Atlantic Canada’s capital city. From a cultural, resource and research perspective, there is a feeling that Halifax represents the region.”

Public Engagement Results:

Through a series of 39 *public engagement activities*, members of the community were also solicited to find out *what living in the Halifax Region means* to them. Residents wrote their thoughts on post-it notes which were then entered and coded into categories, as shown below.

Results reveal that **friendliness/the people** (161 mentions) was the most common mention from residents, which aligns with earlier results to similar questions. Further, **great city/overall greatness** (103 mentions) was also cited by many, followed by **city size and layout/easy access to amenities** (92 mentions), and **family and friends/it's home** (78 mentions). A large variety of other attributes were noted, including **ocean and beaches, variety of activities and recreation, nature and natural beauty** and **a sense of community / family lifestyle**. The benefits of being able to live in a rural setting with access to urban amenities were also highlighted, particularly in verbal conversations at events. Results represented below are drawn from 15 of 36 events at which this specific question was posed. A complete list of events is listed in the appendix. (Table 8)

What Does Living in the Halifax Region Mean to You?
Public Engagement Sessions



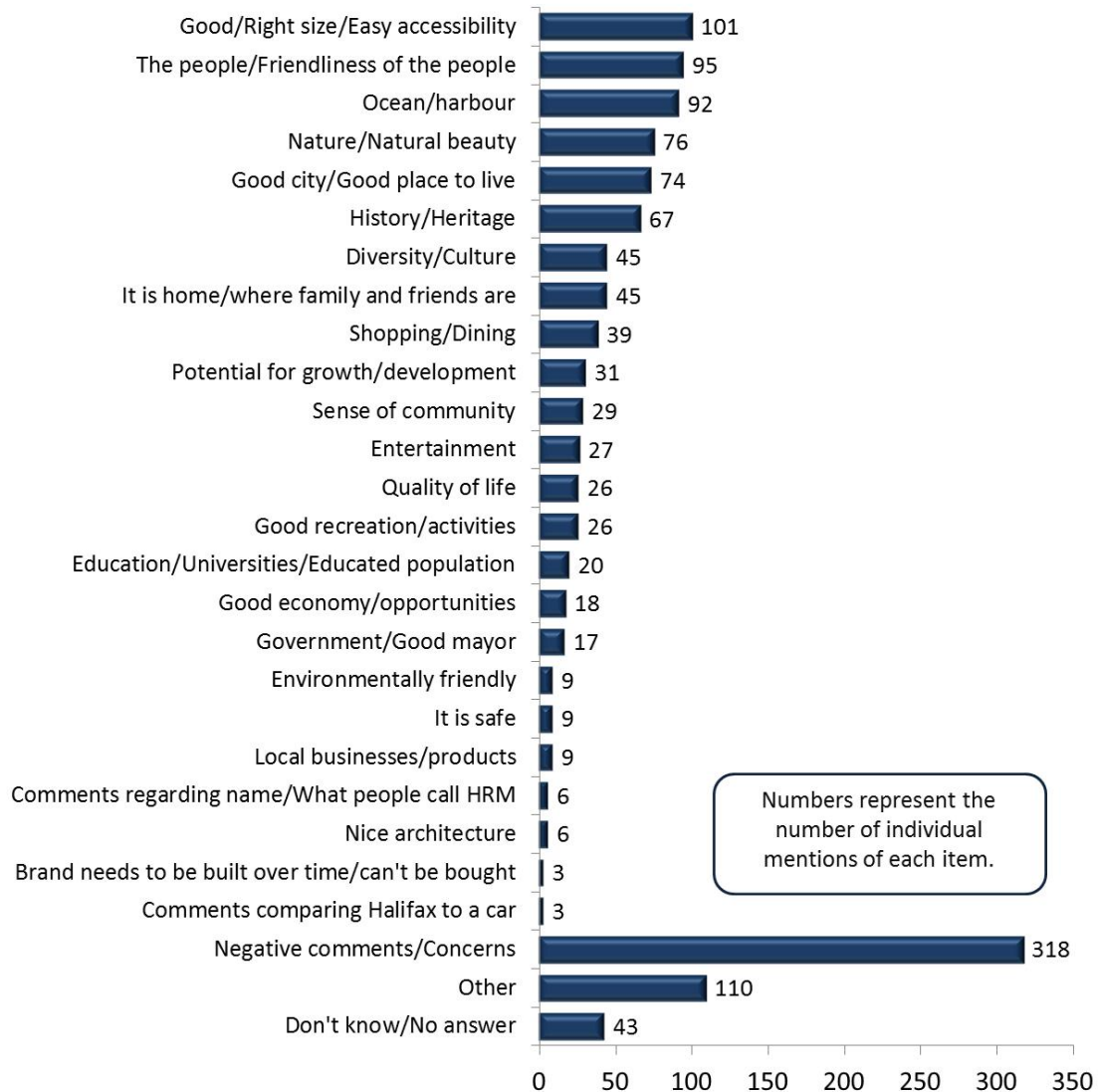
Social Media Responses:

Comments and feedback were also gathered through a variety of social media outlets, including the *Shape Your City* portal, newsfeed advertising, the 'DefineHalifaxRegion.ca' website, Facebook, Instagram and Twitter. Over 1,000 comments were received through these channels, as summarized below.

Across platforms, results reinforce what was captured through other channels, with the **size and accessibility** of the city, along with the **people / friendliness** topping the list of key attributes. The **ocean and harbour** were a close third in mentions, along with the **beauty and nature**. It should also be noted that a relatively large number of negative concerns and comments were also noted, including taxes, lack of opportunities and jobs and cost of living.

What Does Living in the Halifax Region Mean to You, What Makes it Unique, and What Makes You Proud?

Comments and Feedback from Facebook, Twitter and Other Social Media Channels



What Makes Halifax Unique?

Qualitative Results

The question of the *uniqueness* of any given characteristic for the region was somewhat more difficult for individuals to answer, as individual qualities were generally not found to be *truly* unique for many. As such, many stakeholders pointed to the **mix, combination** or **balance of qualities and characteristics** found in the Halifax region that are deemed to be unique, including the mix of urban and rural, the history and innovation, the mix of industries from military to educational to ocean research to natural resources, the ocean / water, and the proximity of nature to city living.

In addition, key distinguishing features are believed to be the **harbour** (ice-free, deep sea port), the **strategic location / geography as a gateway for business and immigration** (close to Europe, the US and the rest of Canada), the **cultural and creative nature**, the **livability**, the **history**, and again the idea of a city that **punches above its weight, is big and small at once**.



Across groups and interviews, discussions centred on a number of ‘unique’ features that were, by participants’ own admission, not, on their own, unique in the world, while others indicated that the entire idea of trying to come up with a distinguishing feature was a conundrum. For these individuals, it was a question that demands action to *take a stand and do something that will make us stand out*.

“We have to make ourselves special. We’re not so different. We need to put a stake in the ground.”

However, what others pointed to was that the **combination of features**, in that, for example, our closeness to beaches doesn’t make us unique, but the fact that residents could go to the beach and the symphony in the same afternoon is unique.

“What is unique is the balance of urban excitement and outdoors life.”

“Geographic location, depth of history, and warmth of its people all added together.”

“The combination of a number of things. Not any one thing. It’s a pretty talented group of people, fueled in part by the universities. We have a pretty diverse business community. Natural assets as a transportation hub. Strong technical skills. More entrepreneurial startups. Nice place to live to enjoy great culture – restaurants, theatre, bars. 10 minutes away from getting out there and enjoying active living. That’s an enviable combination.”

“It’s all in the package – you have to sell it as a package.”

“The harbour is our signature piece. It defines us through our history (Pier 21, navy). It is unique to be on the harbour - it’s a national asset. With our harbour and institutions we hit well above our weight class.”

“Our greatest and single asset is Halifax harbour – it’s our only real competitive advantage. We have the second largest and deepest harbour, around which the city is developed. Everyone can access it. It is perfect for commerce and perfectly beautiful. Everyone else has other things, but no one else has that.”

Another key area noted by stakeholders is the **nexus of research and business** in the Halifax region, fueled by the concentration of high caliber post secondary institutions and hospitals, alongside regional headquarters and emerging businesses in the IT, agricultural and ocean sectors.

“It’s the intersection and convergence of technologies and institutions (ie. Hospitals, universities, investors) to enable innovation and commercialization.”

Although it could be said that any place has a unique history, across groups and interviews, stakeholders reiterated how unique **the presence of history** is here. Indeed, many pointed to how the perseverance to withstand and overcome disaster and hardship has shaped the character of the people and the region itself. This **tenacity** was illustrated in a number of ways, including through acts of pulling together as a community in tough times (such as Hurricane Juan, Swiss Air disaster, 9-11, etc.) or to overcome economic difficulty through hard work and determination. In addition, the region’s **naval presence and history** were noted by many as being unique, offering increased activity in the city, leadership, and a different perspective than would be here otherwise.

“History defines our character both in our desire to be inclusive and supportive and caring for each other – that comes out of our history, our ability to withstand hardship. It’s defined our personality. We spend time in storytelling and media in keeping those events alive.”

“Location and history. It’s a very rich history, military history as well as its geographic location. That gives us a foundation to build something on. You have to celebrate that maritime history, but you also have to bring it into a contemporary context. You can’t rest on your laurels.”

The notion of Halifax as a **creative hub** was also voiced by stakeholders, who indicated that despite a comparatively low level of funding for the arts, that the region punches above its weight in creativity.

“We’re relatively dynamic for our size and population. We have a creative core here. That’s important.”

The **size of the city** was also reiterated as a unique feature that results in **access** and **the ability to influence** that is unparalleled.

“Because of the size of the city, there is opportunity for the general public to get their concerns front and centre.”

“Accessible opportunity. Leadership for the taking.”

Safety was also felt to be a unique feature for a city of its size.

“When I compare it to elsewhere, I don’t feel I have to clutch my purse. I can use my cell phone openly on the streets. I can park my car and it is safe on the streets. I don’t have to worry. This makes it a beautiful place to live.”

The fact that the region generates highly educated individuals and is a focus of research and business was also noted as being unique. In fact, the caliber of research and offerings here were felt to be of such a high quality that they should be selling points for the region.

“Our healthcare – we have some of the top scientists and innovators on our doorstep. Some are first in the world. Not Canada, not North America. The World. We’re modest to a fault.”

Public Engagement Results

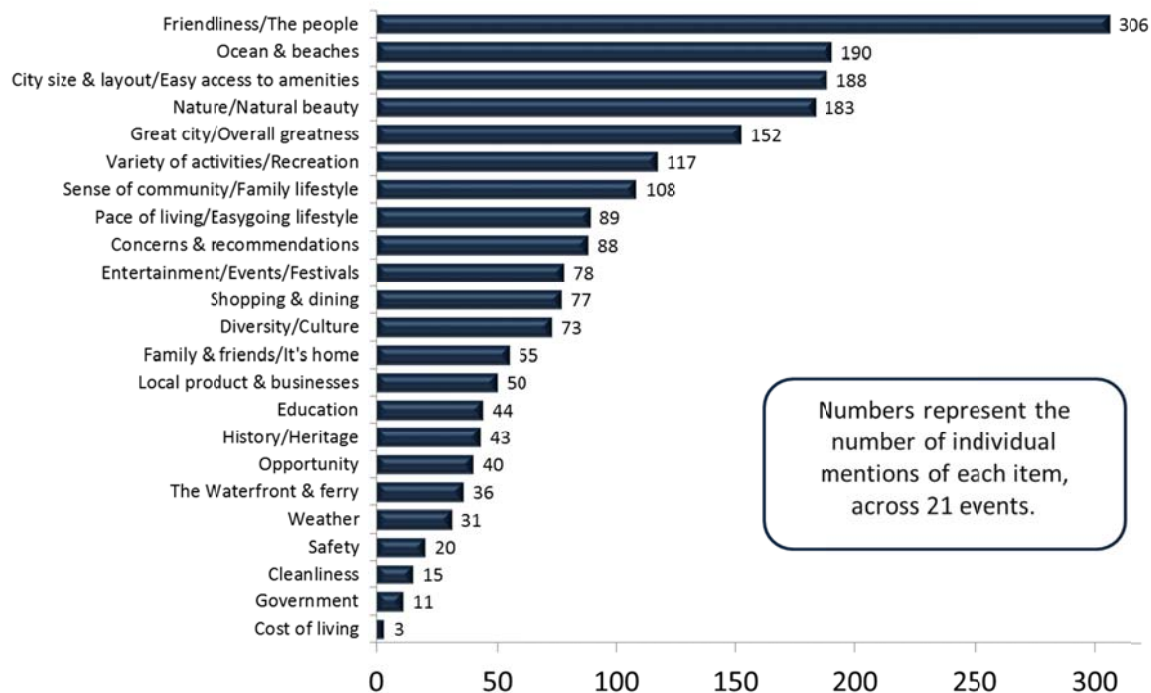
Residents who took part in public engagement sessions were also asked to describe what about living in the region makes them proud, or what they consider to be unique. Findings show that overwhelmingly, participants have pride in the **friendliness/the people** and that the same feature is deemed to be unique to the region. Three other key features were mentioned by nearly 200 individuals, each, including the **ocean and beaches, the city size and layout / easy to access amenities** and the areas **nature and natural beauty**.

Clearly, these results reinforce comments and discussions in the qualitative sessions, though the impact of the people and their personalities certainly shone through for members of the general population attending local events. In addition, the opportunities to **live in a rural setting, while having access to urban amenities** was highlighted as a core benefit of the region.

It should be noted that the type of location or event where comments were captured did have some impact on the nature of comments. For example, those who gave input at the Canada Games Centre or the Oval were more apt to mention recreation as a key feature, while those who attended the Metro Centre were more likely to mention entertainment. Figures below are drawn from 21 of 36 events where this specific question was posed.

What About Living in the Halifax Region Makes You Proud or Do You Consider Unique?

Public Engagement Sessions



Quantitative Results:

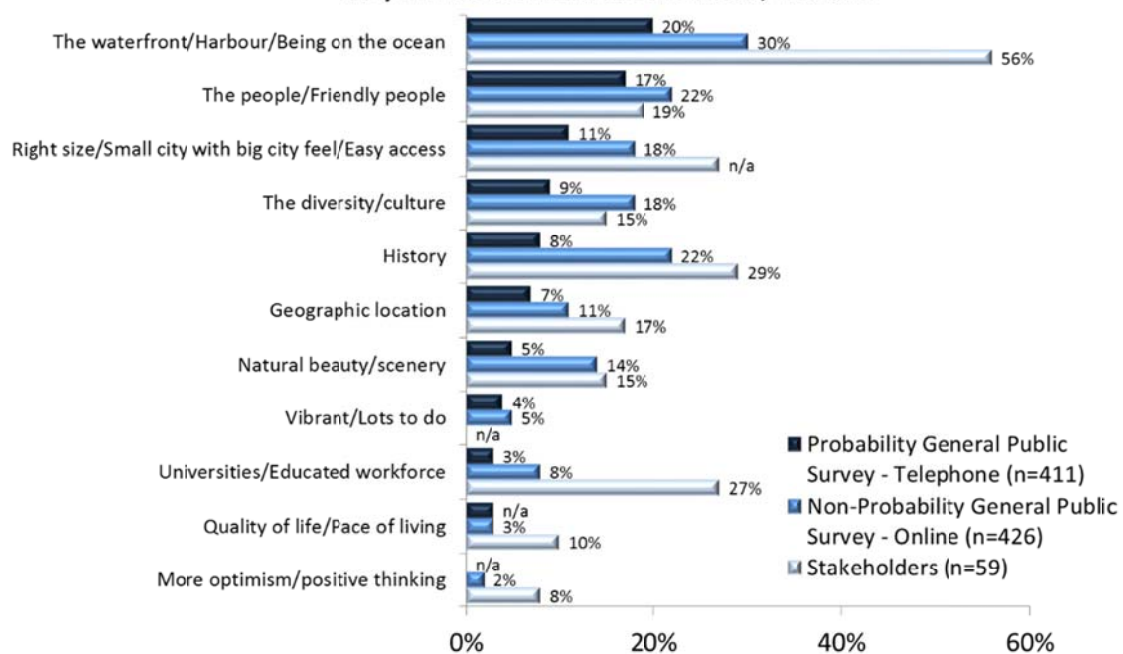
Throughout this report, quantitative surveys referenced, as applicable, represent results from four studies, including the **Stakeholder Online Study**, the **General Population Online Study**, the **Halifax Urban Report** and the **Atlantic Quarterly Report**. As noted earlier, results of the latter two studies, conducted by phone, are drawn from random probability samples of the population and are statistically reliable, while results from the two online studies should be considered more directional in nature.

Quantitative Results Overall:

Quantitative results **largely reinforce results uncovered in the qualitative research**, with some key differences worth noting. Overall, **the waterfront/harbour/being on the ocean** was the most common unique characteristic mentioned across three methodologies. Interestingly, stakeholders are notably more likely than residents surveyed in both the general public study and the Urban Report study to feel this way. Subsequent mentions included **the people/friendly people**, **history**, and **right size/small city with big city feel/easy access**, all of which were consistent across the three studies. Of note, stakeholders are more likely than residents in the Urban Report study and the general public study to feel that the universities/educated work force make the region unique. (Table 3)

What Makes the Halifax Region Unique

Selected Key Mentions From Total Mentions, Unaided



Q.3: What makes the Halifax region unique? Note: results displayed for specific groups surveyed may total more than 100% as multiple responses were accepted from respondents.

The following provides a brief synopsis of results for each of the three study types.

Stakeholder Online Study

Although community leaders predominantly identify **the waterfront / harbour / ocean** as the characteristic that makes the Halifax region unique from other cities, three other key attributes warrant mention. In particular, three in ten stakeholders consider either the **history** of the region, its **post secondary institutions/educated workforce** or its **size (small / big city)** to be a key differentiator. (Table 3)

General Public Online Study

Results collected from among the online general population study are consistent with results collected by phone through the Urban Report, with three in ten identifying the **waterfront/harbour/being on the ocean** as a unique characteristic of the region. Secondary mentions of our region's differentiators included its **history**, the **people/friendly people**, its **diversity/culture**, and its **size (small / big city)**. Interestingly, findings show some different perspectives between men and women on this topic with women being more likely than men to feel that the *waterfront/ ocean, people*, and the *size of the region (right size/small city with big city feel/easy access)* are unique to the region. (Table 3)

Urban Report

Reinforcing online findings, results from the Urban Report are similar, with residents most often citing **the waterfront/harbour/ ocean** as the region's most unique attribute, followed closely by its **people / friendly people**. Other distinctive aspects of the Halifax region were less apparent and included its **size (small / big city), diversity/culture**, and **history**. Women are more likely than men to feel that the Halifax region's waterfront access and its people are unique qualities. (Urban Report, Table H3)

What about the Halifax region makes you proud?

Qualitative Results

Key attributes of the region that make stakeholders proud to be from here, or to live here, are an interesting counterpoint to the previously-noted benefits and attributes, as these were typically noted as the elements that someone would talk about to others.

Here, participants were more apt to mention **aspirational attributes**, as well as some of the well-worn associations of Nova Scotia, such as its **friendliness, traditions** and **history**. That said, **recent signs of progress** such as the harbour cleanup, cranes downtown and a change in leadership in municipal government were noted as sources of pride, along with **progressive new businesses**, particularly in the local movement and the **environmentally-conscious programs** in place.

“The local movement is super strong, local food, wine, and the culinary scene. It’s starting to feel really modern and new. That flies in the face of the old barge reputation. Mix of old and new that seems authentic.”

“Commitment to recycling and composting. Sometimes when I stay somewhere else, I have to ask and they don’t know what I’m talking about. It says a lot about how environmentally conscious we are.”

The **opportunities** experienced here were also noted, along with the interpersonal relationships and supportive nature of communities.

“It’s one of Canada’s best kept secrets. I’m proud of what it has allowed me to do and the growth I’ve experienced.”

“You’re not invisible here. People are supportive. People stop and ask you how you’re doing. They care.”

“You can reach out and touch any leader in community. That’s a pretty remarkable strength.”

The following offers an overview of key additional areas that participants are proud to boast about the region:

<i>Rich culture and history</i>	<i>Green space and trees</i>	<i>People, friendly, welcoming, supportive community boasting hospitality</i>
<i>Progressive mayor</i>	<i>Evidence of progress (cranes downtown, new startups, links between business and universities)</i>	<i>Harbour cleanup</i>
<i>Clean ocean</i>	<i>Tradition, tenacity and strength of the community</i>	<i>Navy and naval history</i>
<i>Strong universities / college</i>	<i>Educated workforce</i>	<i>Lifestyle / quality of life</i>

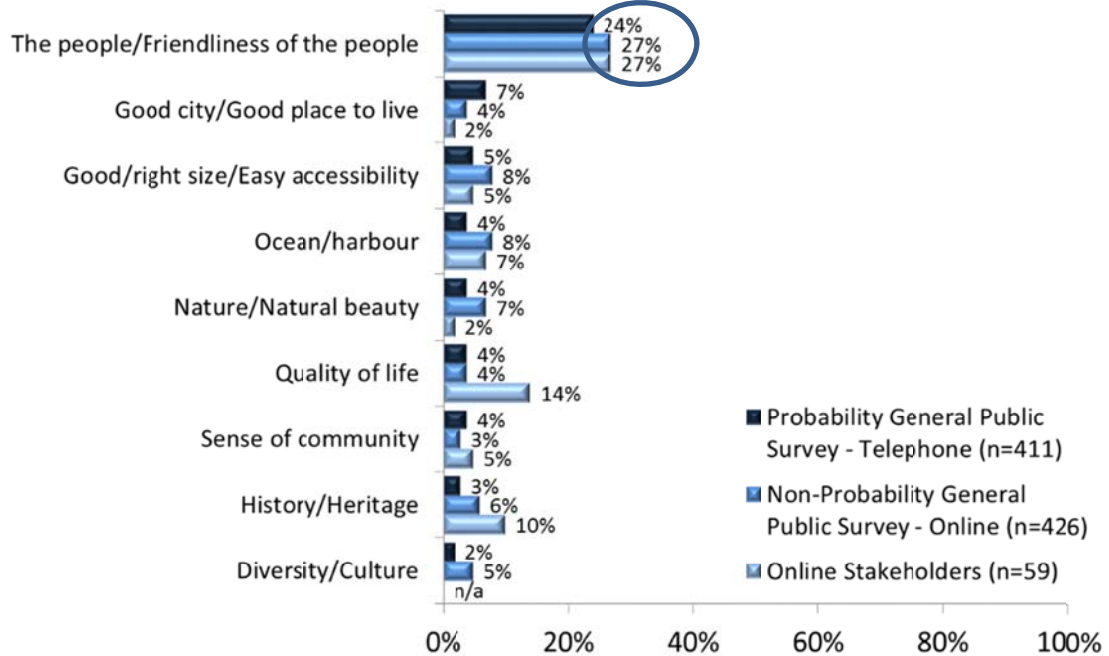
Quantitative Results

Overall

When asked what one thing, more than anything else makes you proud to say you live in the Halifax region, overall results reveal residents and stakeholders most commonly mentioned **the people/friendliness of the people**, and any other mentions were offered by fewer than one in ten. These results dovetail with what has been mentioned in the qualitative results. As shown in the following graph, results are generally consistent across the three quantitative studies. (Table 1).

What Makes You Proud to Say You Live in the Halifax Region

Key Mentions, Unaided



Q.1: What one thing, more than anything else, makes you proud to say you live in the Halifax region?

What are the underlying characteristics of the region?

Qualitative Results

Participants in focus groups were asked to complete an individual exercise that employed a projective technique. Projective techniques are used in qualitative research to understand what kinds of underlying associations participants may have. In this instance, participants were asked to choose an animal, from among a set of twenty, whose characteristics best represent the region, and why. The value of this exercise is not in understanding which animal is selected, but what characteristics are shared.

The characteristics that emerged from this exercise include a wide range of both positive and negative associations, including most notably that as a region we are **smart, friendly and industrious**, but **slow, complacent**, and **not reaching our full potential**. The following graphic depicts an broad overview of associations, which are discussed further below.



Positive Associations

Participants readily identified a wide range of positive associations with the region, offering a huge variety of different opinions than were given during other discussions. In particular, and in terms of positive associations, participants spoke to **pride, strength, loyalty, intelligence, focus, industriousness, playfulness** and **attractiveness**.

"We're like a penguin because, despite relentless and perennially difficult conditions, we plod along in the same determined patterns, but we make time for play, take care of our young, and live in an environment with an uncertain future."

"Engaging, communal, fun and playful, loves the water, but can tend to be a bit lazy, doesn't stray too far from the norm, not overly aggressive or industrial." (Otter)

“Proud of what it is now, but at the same time looking for change; in the future with some changes can be more inclusive to accommodate everyone’s needs; always looking for change, but this change should be done with help of media and others so it can be more efficient.”
(Snake)

“Proud, graceful, gentle yet stand above the rest; beautifully marked all over; can run fast when required.” (Giraffe)

“Hard-working individuals, often with their nose to the ground stone; they are working at jobs to make a living, but are not necessarily excelling in any one task; they look only at the task at hand, and because of all the hard work that is needed, they don’t take the time to look at the picture, look to the future or to look at new and innovative ways to get the job done; these no-sense residents of HRM need a little more excitement, adventure and challenge in their area.”
(Beaver)

Negative Associations

However, more negative associations included **complacency, slowness, cumbersomeness, backward thinking, suspiciousness, stubbornness** and **cautiousness**.

“Great at carrying things, can be invaluable in terms of getting things done; stubborn, slow, lacks ambition, happy just plodding along.” (Donkey)

“Halifax is poised to strike, but there’s no certainty that it will.” (Snake)

“Strong yet cumbersome, slow moving, intelligent.” (Elephant)

“Friendly, attractive and determined, hungry, but slow and lumbering.” (Bear)

“Takes us too long to do things and to get anywhere.” (Snail)

There was also a great sense of **potential**, though for many, this is evident as **unfulfilled potential**.

“Everyone likes the owl. It’s old, historic, but also has great potential to spring into action, but at the moment it’s a little sleepy.” (Owl)

“We protect our families, but I also equate a sense of guardedness, as we sometimes protect and hold back our potential progress in an effort to balance many interests. We need to be more of a horse.” (Dog)

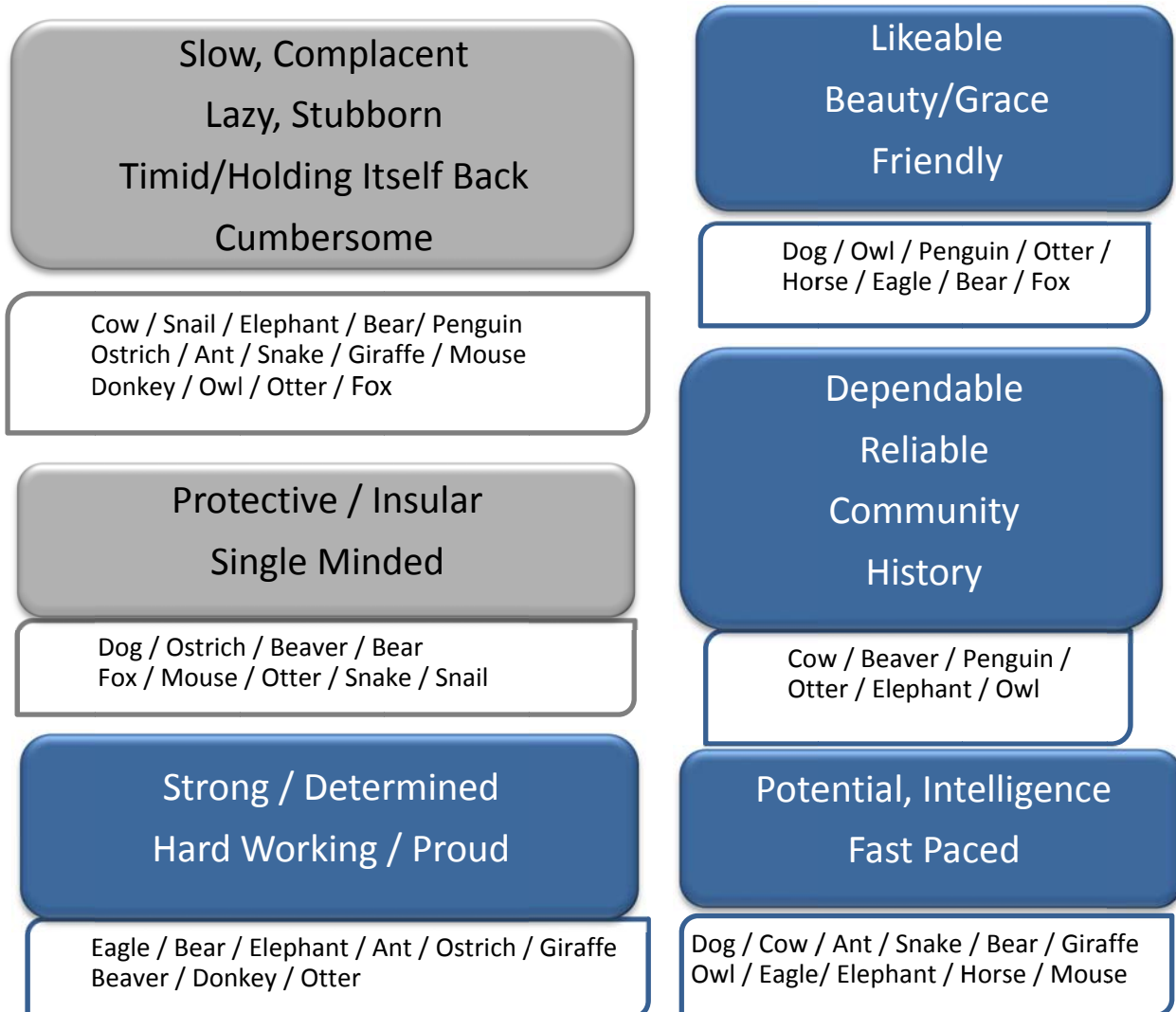
The sense of **community** was also noted by many, as well as an ability to work together.

“Ants are small and alone, they are very slow, but when they move together they can make awesome things happen, work hard.”

“Small and mighty; the ant is a small creature like Halifax, relative to other urban cities in the country, but it can carry food beyond its weight; we have national treasures here, it has a mountain home, like the Citadel. There is still a level of conservatism and that can conflict with entrepreneurship. Lots of potential with growing our city, with greater public access, building more pathways.”

It is important to note that in many cases, a single animal was chosen for two very different reasons. Similarly, two different animals could have been chosen for the same characteristics. As such, when interpreting results, focus should be on the *reasons why an animal was chosen* and *what the identified characteristics* of an animal were, rather than on the animal itself.

The following images outline the animals that were selected underneath participants’ identified characteristics. (Grey represents more negative comments, while blue comments were more positive attributes.)



Although the initial exercise was designed to uncover *current* perceptions, some participants also offered their views on which animal's characteristics they would like to represent the region in the future. Going forward, participants hope that the region will have **better vision, be more aggressive, and display more leadership**. They hope for **cleverness, quickness, a sense of freedom, action, innovation and boldness, a confidence in the power of the city**. These aspirational characteristics were represented by the *eagle, bull, fox* and *horse*. Other attributes were represented by the *ostrich* (unique, odd, bold, and an ability to see to the future), the *beaver* (being constructive, getting things done and having a vision to build) and the *penguin* (having a common goal, working together in an established community.)

"We need to be ready to run with pride and confidence, boldness, progress. Be strong, fleet footed." (Horse)

"Bull – still bovine, but energetic and aggressive. We may well be on the way to that, there is some jump in the HRM these days, but there are too many studies and plans; studies and plans are the equivalent of cud, you can chew on them for years."

"See opportunities, be nimble, move fast and get results." (Fox)

"I'd like us to become known for embracing and implementing innovative concepts and visionary projects that benefit everyday life." (Beaver)

Why do you choose to be located here?

Qualitative Results

As everyone who lives in the region has either chosen to be here or chosen to stay, participants were asked for their rationale for doing so. While some reasons echoed initial thoughts regarding what living here means to them, including personal connections, family and friends, other attributes emerged with this line of questioning as well, including the region's **potential to be successful** with the idea that there is **evident progress and signs of change, offering more opportunities than ever before**. It is worth noting that the timing of the release of the *Ivany Report* could also have contributed to some of these comments being focused on a 'now or never' tone with many participants.

"We should be branded as the center of Atlantic Canada – this is the place where it all starts, where that renewal, that vision of you creating a brand for the world. We are now starting to see the foundations of that, from the point of view of key people who have a development vision for a strong urban core, for development in digital media, a culturally vibrant community that is open to new ideas and is creating a vibrant cultural scene."

In addition, **having a high quality of life** again emerged as a key reason to stay and be located here. Indeed, participants place a high value on the ability to **spend more time with family** and less time commuting.

Participants also noted the **people**, being laid back (sometimes to a fault), with a sense of humour about themselves, as well as a renewed sense of hope and **purpose about a better future for the region**.

"We're more authentic and genuine here than elsewhere."

"We have the potential to be a successful city. There's a sense of possibility, a hope among us that things will get better."

"With new leadership I'm seeing progress and potential for change."

"It's true that job prospects for young people aren't the best, so choosing to stay here – you're taking an implicit risk. I'm willing to take the risk for a number of reasons, including optimism – from an urban perspective there are better conversations happening with the new mayor, with transport initiatives. From an urban growth perspective, the city seems to be optimistic."

The **wide variety of recreation and business opportunities** were also noted, along with the **accessibility and connectivity** of the region being highlighted as key reasons to be located here. In terms of connectivity, business leaders pointed to how many direct flights leave from the international airport, the port, as well as the high quality IT infrastructure that is available here.

“We choose to live here. We’re true immigrants. We choose to live here – we love the sense of community, we’re big ocean people. More than that, I love the way you can create and collaborate here.”

“It’s easy to make things happen here. If you throw yourself into the community, like we have, you get to know people very quickly who can make people happen. You can connect very easily and pick the phone up and meet people – ask their ideas. I regularly get asked to help people to provide opinions. It pays you back when you pay it forward. You’re not anonymous.”

“Flexibility is important – the ability to do what I want professionally or personally. You can get anywhere from Halifax. You can build any kind of business. It’s limitless. That’s what I’ve seen. We need to better attune ourselves to those opportunities.”

The **affordability of a high quality lifestyle** was also noted as a reason to be located here. Many pointed to the fact that although the cost of living may be comparable in some respects to other major cities, that housing is more affordable here, particularly housing that is close to work as well as recreation. Again, the lack of having to commute was a noted benefit. Also contributing to comments regarding a high quality lifestyle was the scenery, nature, affordable and high quality seafood. Finally, those with families were quick to point out the high quality education available in the region, with schools, colleges and universities being noted.

Although many were also quick to point out the **arts** and **cultural benefits** of living here (including the Symphony, art galleries, along with high quality music and theatre), those participants working in the arts noted how underfunded that industry is in Halifax, pointing to this benefit being potentially at risk.

“We’re starving to death on the cultural scene. I can’t say how strongly disenfranchised the cultural community feels from HRM because they’re only now bringing in a policy that will redress how there is no mechanism for funding for professional artists or companies now... We are underfunded like no other in Canada. So if you want to build the brand, make it authentic. It has to be supported by pride of place that is actually supported by HRM. If you are building a brand on your culture, those roots better go deep to support a diverse cultural sector.”

As a resident, how satisfied are you with the Halifax region?

Quantitative Results

Residents are most satisfied with the Halifax Region being **a city of high intellectual standards**, while **career opportunities is an area requiring improvement**.

Overall

Community members (in the stakeholder online study, general public online study and the Urban Report) evaluated their satisfaction across a number of areas pertaining to the experience of living in the Halifax region. In terms of satisfaction, residents are mostly satisfied with the region being a **city of high intellectual standards, with leading colleges, universities, and libraries**, which is consistent across the three studies. As well, high levels of satisfaction are also noted with the region in terms of it **being welcoming to people regardless of their sexual**, and with the region being **known as a desirable destination for visitors and tourists**.

On the other hand, certain areas yielded less positive results in terms of satisfaction levels. In particular, the lowest ratings are indicated for the region's **public transportation and infrastructure**, (45% bottom 4 box, 30% bottom 3 box), its ability to offer **good career opportunities for residents of the Halifax region** (35% bottom 4 box, 23% bottom 3 box) and for **having reasonably priced housing** (27% bottom 4 box, 17% bottom 3 box). (Tables 6a-r)

Results are summarized across studies in the table on the following page. When reviewing these findings, it is interesting to note that results are generally consistent across studies / audiences with a few exceptions. Most notably, stakeholders are markedly **less** likely than members of the general population to believe that the region *boasts a culturally diverse population*, has a *thriving downtown*, provides an *efficient infrastructure / public transit system*, or offers *good career opportunities* for its residents.

Satisfaction of Attributes in Evaluating the Halifax Region as a Place to Live			
Top 3 Box (8-10)			
Rating on 10-pt Scale: 1=Not at all satisfied, 10=Completely satisfied			
	Probability General Public Survey – Telephone (n=411)	Non-Probability General Public Survey – Online (n=426)	Online Stakeholders (n=59)
The Halifax region being a city of high intellectual standards, with leading colleges, universities and libraries	69%	62%	71%
The Halifax region being welcoming to people regardless of their sexual orientation	61%	55%	51%
The Halifax region being known as a desirable destination for visitors and tourists	53%	52%	47%
Maintaining historical aspects of the Halifax region	53%	48%	49%
The Halifax region being a fun place to live	53%	47%	49%
The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds	53%	38%	27%
The Halifax region being a cultural centre for music, theatre, and the performing arts	44%	42%	34%
The Halifax region being a safe place to live and raise a family	43%	36%	42%
The Halifax region having fun events year-round for residents to attend and enjoy	43%	35%	32%
The Halifax region having top quality health care services	42%	40%	47%
The Halifax region having a wide variety of sports and parks or recreational facilities	39%	36%	39%
The Halifax region being a leader in terms of being 'green' or environmentally friendly	37%	31%	39%
The Halifax region having a thriving, interesting downtown area	32%	19%	5%
The Halifax region providing an overall high quality of life that is affordable for all residents	26%	23%	24%
The Halifax region having reasonably priced housing	18%	17%	19%
The Halifax region providing an efficient system of streets, roads and public transportation	17%	5%	3%
The Halifax region being a desirable place to invest in a business	15%	15%	14%
There being good career opportunities here for residents of the Halifax region	15%	8%	5%

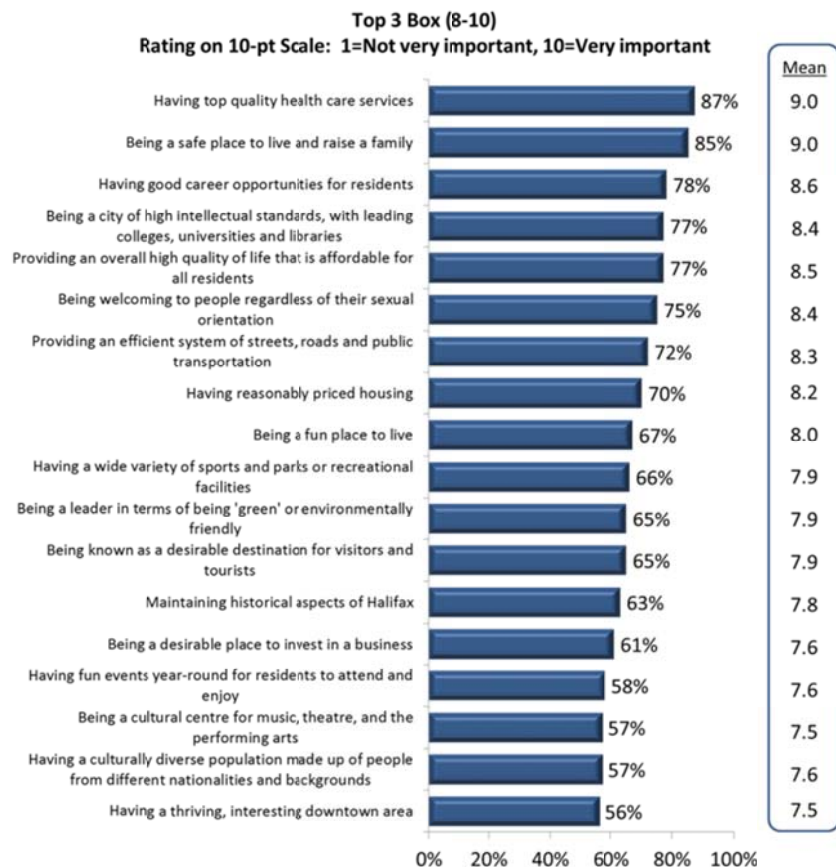
2013 Civic Attributes Study

In the 2013 **Civic Attributes Study** commissioned by the Halifax Regional Municipality, this same series of attributes was evaluated in terms of the importance they each hold to residents of the community. The top two aspects that residents identified as being highly important (a rating of 8-10 on a ten point scale where 1 is not very important and 10 is very important), **having top quality health services** and **being a safe place to live and raise a family** were both cited by more than eight in ten residents (Civic Attributes, Tables 4a-r).

That said, as outlined in the table on the previous page, the current **Urban Report study** findings reveal that satisfaction with the region in such respects could be improved. In particular, the Halifax region having **top quality health services** was rated moderately, with four in ten residents being highly satisfied (42% top 3 box), and the **Halifax region being a safe place to live and raise a family** was rated similarly (43% top 3 box).

Furthermore, in the **Civic Attributes study**, **having good career opportunities for residents**, being a city of **high intellectual standards**, and **providing an overall high quality of life that is affordable for all residents** were also reported as being highly important to residents (Civic Attributes, Tables 4a-r). Current results of the **Urban Report** reveal that some of these areas also require improvement, including the career opportunities for residents, which scored the lowest overall in terms of residents' satisfaction. As well, residents indicated a need for improvement in terms of the **provision of an overall high quality of life that is affordable for all residents**, with just a quarter being highly satisfied (26% top 3 box). On the other hand, residents' satisfaction with the regions **high intellectual standards** aligns with the level of importance placed on this aspect in the **Civic Attributes study**, with seven in ten being highly satisfied in this respect (69% top 3 box).

Importance of Attributes in Evaluating HRM as a Place to Live



Q.4a-r: Using a scale from 1 to 10, where 1 means "not very important" and 10 means "very important", how important are each of the following in terms of evaluating HRM as a place to live? How important is...: (n=501)

What is the Halifax region's reputation outside of the Province? Outside of the country?

Qualitative Results

When asked what the region's reputation is, both outside of the Province and outside of the country, participants noted the **friendliness** was a core association for many. This trait instigated further conversation as to whether this friendliness was *genuine*, or whether it was more of a superficial trait, in that the region is *friendly to visitors*, but not *welcoming to outsiders*. Further, stakeholders reiterated that the 'friendly' reputation of the region needs to be bolstered with a concerted effort to ensure that as a society we are more welcoming and encouraging of immigrants. Other participants offered stories that illustrated how they have experienced a **helpfulness** and **community spirit** in the region that may not be particularly friendly, but is more a sense of belonging.

"People do say hello and are friendly, but it's more a willingness to help. You get a flat tire and someone stops to help you within five minutes. That doesn't happen in a big city."

"Fun loving, caring, good people who know how to work together and be unique and creative."

Some negative reputational attributes were also mentioned, including the perception among some in other parts of Canada that the region is **have-not, lazy** province, that is sometimes treated with condescension elsewhere.

"It's not really strong. We're seen as having struggles in Canada. Unless that changes, that will impact people's view of us."

"Somewhat antiquated – they see us running around with a lobster and a Sou'wester. We haven't been brought into modernity."

"A nice city; but it's just 'nice' - as opposed to being great."

Other attributes and features that contribute to the region's *existing reputation* include more traditional associations such as **lobster, tartan, lighthouses, Peggy's Cove, Sidney Crosby**, and the region's **natural beauty** more generally. Participants expressed a strong desire for the region to be recognized for much more than these.

"Halifax's reputation is that it is quant, small city. Most of what gets communicated is Peggy's Cove and lobster."

"Right now you see a lighthouse in the logo – it doesn't present a picture of what it really means to live here. It's a provincial / old brand of lobsters / tartan. It's not contemporary."

Indeed, participants generally indicated that the region either has an outdated, pastoral reputation, a negative, lazy reputation, or that others are simply not aware of what and where it is at all. Among an international audience, participants indicated that unless individuals have some connection to the region, that little is known about it.

“If they know anything it’s lobsters and tartan, the focus on tourism. There’s a lack of awareness of our business environment. We’re not taken seriously from a business perspective. That needs to change.”

That said, some stakeholders see signs of change in our reputation.

“One of the good things that is emerging is we are developing a reputation as a place where young technology companies are learning to thrive. We’ve had some high profile investments and successes that are adding an entrepreneurial spirit “

What would you like our reputation to be?

Qualitative Results

Going forward, participants want the Halifax region to be known as a **gateway to North America, an economic centre for Atlantic Canada,** and a **progressive city that has opportunities, forward-looking social policy** and **innovative, creative thinking.**

“As the economic engine and capital of Atlantic Canada. We don’t argue with St. John’s or others – we should take on the fight, stick up for ourselves. We should be proud of being a vibrant young city with universities and community college, the IWK. How we have the best hospital east of Montreal.”

“I’d like to be known for innovation. We have research and degree granting universities, we have startups, we have entrepreneurs. The thing about innovation is it lets us be big. Every way you design your parks, build your buildings, you have to be innovative. We need to try to get out in front of them. Being the technology leader isn’t going to happen.”

“First port of call in North America; site of some of most interesting; progressive smart government; we understand oceans and coasts; close to the everywhere.”

Participants also noted that the core attributes of a **friendly, accessible, fun, livable city** should not be lost. In addition, stakeholders endorsed a view of the region that is **excited about the future, but proud about its history.**

“It’s the new frontier for people who want to have a really great quality of life. There is something about Nova Scotia... that sense of ‘this is the first place, this was the founding place that brought us here as Canadians’ so you still carry that hope in your heart that people will somehow come back or be drawn back in a modern context. There is real opportunity here to carve a unique and different vision of you as a person here.”

“The Portland of Canada would be a flattering comparison. It seems to be growing. Great city planning, great transportation, great beer scene, crafty. Accessible, smart, optimistic, thriving. World class, urban.”

Others noted a desire to be heralded as a **welcoming land of opportunities** that is competitive with other major urban centres in Canada.

“You can make a unique lifestyle here that you can’t make anywhere else. But the underpinnings that HRM has to provide are being welcoming, being authentic and owning up to the challenges that are here, starting to move on creating something, going out on a limb, making a bold statement of who you are.”

“I’d like people to consider us to be one of the national cities in Halifax. It’s not good enough to be the biggest in Atlantic Canada. We need to be a great Canadian city. Great in terms of other cities. We can achieve that if we have some vision. I want to be in the group of Vancouver, Toronto and Montreal.”

“The gateway to Canada; a major centre for commercial, culture and population. But we need to get out of an inferiority complex.”

What needs to be addressed to make it an even better place to live?

Qualitative Results

Despite the large number of core benefits identified, participants were cognizant of a great number of barriers and issues that need to be addressed in order to reach the region's potential. These included the following suggestions:

1. **Become more welcoming:** by embracing cultural diversity and truly welcome immigrants.

"The sense of community and the sense of connectedness that Haligonians feel with one another is great. The dark side of that is that when you're insular about that, it doesn't feel like a welcoming community. Having moved here from elsewhere in Canada, I felt like an immigrant. Here it's hard to break through the barrier of 'my family has been here for 15 generations'. You feel like you're on the outside of a story that's been told without you."

"I don't see myself represented downtown. I don't see a diverse culture represented. I don't see a collective."

2. **Act decisively and progressively:** by undertaking projects and investing in efforts that look to the future. Create a more vibrant downtown.

"We need a mix of urban living to attract more young people to create a vibrant urban core. Barrington is begging for development. That's the way it should look. We have great architecture, great streets, we need to capitalize on those."

"I share the belief that we need to get our heads wrapped around growth and the necessity for it. We need to get behind it. Our low growth is the root cause of issues. If we get the economy growing, we'll have stronger companies. If we have stronger companies, we can attract youth, attract businesses, and support our lifestyle, universal healthcare. A vibrant private sector. Government needs to support that by bringing taxes in line and supporting entrepreneurship. Getting rid of red tape."

"Get rid of some of the old buildings. Ensure there is sufficient growth for people who want to open their businesses in the downtown area. I find on a Saturday, downtown is dead. No vibrancy. That's unfortunate."

"Complacency is our biggest challenge. We seem content with the status quo even when we know we could do much better. What's missing is a sense of urgency and determination to reach our potential."

"Need a stadium, place for sports and entertainment. We're missing that one vital piece of infrastructure."

3. **Focus:** by agreeing on a clear direction as a region and working towards that.

“We need to get over ourselves and get going.”

“We need to address our inferiority complex.”

“We need to pick something and stand behind it instead of trying to please everyone. If we can put our efforts and support around something, it gives us an identity.”

4. **Make the region even easier to get around:** by improving infrastructure and public transit, and creating a more walkable and bikeable city.

“The public transportation system is a mess. Spending a lot of money and not getting a lot of return. Budget has gone up \$40 Million trying to serve everybody instead of concentrating on high volume corridors. Trying to serve everyone, we end up serving no one well.”

5. **Retain university / college graduates and immigrants:** by creating meaningful opportunities and jobs.

“We need to have employment for our young people to have more youth around. We’re losing youth. When you lose the youth you lose vibrancy.”

“If you have a city where people are out-migrating and you’re exporting the brains of your capital, the city will die. We have a brilliant way of producing some of the most brilliant minds – it’s a highly educated population – that’s unique – they come out of university and have no jobs. If they can’t find jobs, they go where the jobs are. We’re losing the city’s youthfulness.”

6. **Be more positive:** by embracing a can-do attitude and celebrate success.

“It’s a Canadian and a Nova Scotia thing that we have too much of a sense of humility. I’m used to promoting things from the rooftops. Here I find people play it down to a fault. If you’re trying to make this a thriving city, we have to start promoting it.”

“Focus on what we can do rather than a focus on what’s wrong or mistakes of the past. Focus on the positive. IT and research – a lot there to take. Direction from the Ivany Report. Can’t be pointing to government fixes. More innovation.”

“One other thing I’d like to change is that people are so negative. They complain all the time. They compare us to Moncton, which is a little town. Get over it. We’re a hub city; we’re the biggest in Atlantic Canada. We can host G8. We’re a capable, larger city. People still want us to be a small town.”

7. **Embrace entrepreneurship:** by creating an environment that encourages innovation.

“We need to allow for growth. We must have something more extraordinary to offer. It needs to be progressive.”

“It’s the fat underbelly of Atlantic Canada. I think it sometimes doesn’t try hard enough...I’ve witnessed firsthand how in PEI or Cape Breton, or Saint John, you try harder because there are barriers to you being regarded as the centre. You have more pride in your distinctness. The flip side of the ‘we are the hub’ thing is a bland, blasé attitude not to try harder. We don’t build out on our foundation in a contemporary way.”

8. **Develop a unified identity:** that reflects the fact that residents / stakeholders express a desire to be part of a progressive city.

“It’s very difficult to market a regional municipality, much easier to market a city. That’s how people self identify.”

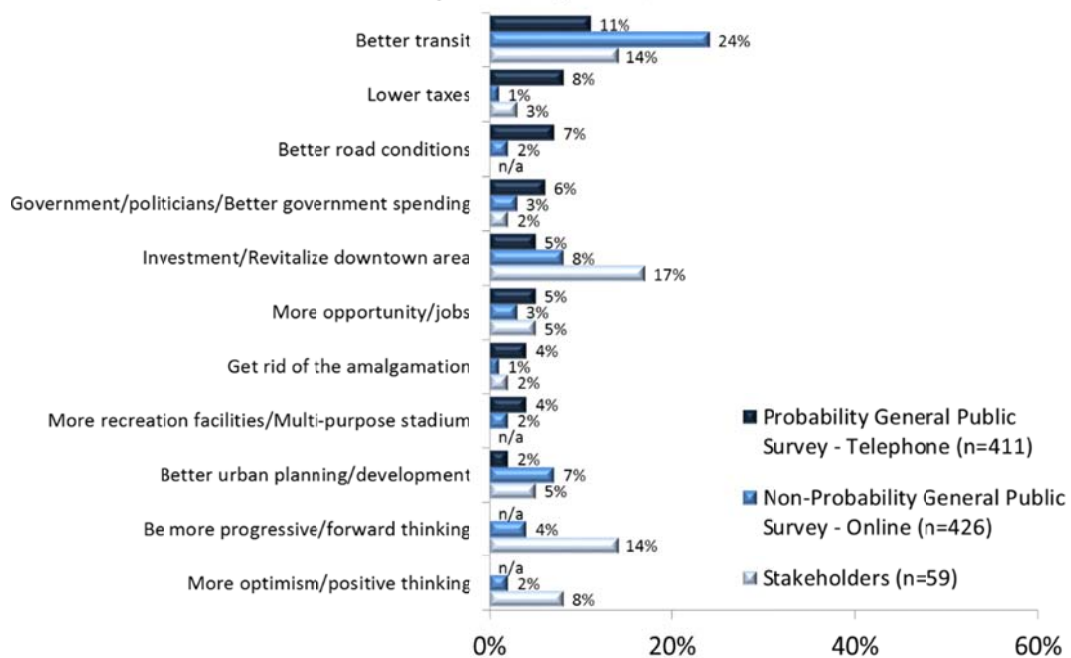
“Halifax Regional Municipality – it gives too quaint a name – it will always mean a second tier city.”

Quantitative Results

Across surveys, respondents were asked what one thing they would change about the Halifax region. Results show that members of the general population most notably mention the need for **better transit**. As shown below, no other change was mentioned more often among the general population. While better transit is also considered a necessary change among stakeholders, it warrants mention that stakeholders place greater priority on **investment / revitalization of the downtown**. Further, for this group, a change that is equally important to public transit is having the region be **more progressive / forward thinking**. (Tables 2, H2)

One Thing You Would Change About the Halifax Region

Key Mentions, Unaided



Q.2: If you could make one change to the Halifax region, what would that one change be?

Civic Attributes Study

A similar question was asked in the March 2013 **Civic Attributes Study** (n=500) commissioned by the Halifax Regional Municipality. In that study, residents were asked to indicate the single most important characteristic of the region that should be improved upon in the future. Consistent with current general population studies' findings, results revealed that the top factor requiring improvements within HRM is **streets, roads and public transportation** (24%). (Civic Attributes, Tables 6a-c)

What's one thing you could say to businesses from outside the region that would make them want to be located here?

Qualitative Results

Participants were asked for their 'pitch' – that is, what they would say to a business from elsewhere that would attract them to the Halifax region. A few participants were unable to provide any core benefits of operating in the region, due to perceptions of high taxes, a lack of entrepreneurship and an ageing workforce. That said, many others offered key suggestions, including the **highly educated and talented workforce, the prized location and port**, as well as the **growth opportunities of operating in a region that has not yet reached its full potential.**

"If you're community minded and smart, and genuinely good at working with other people, you wouldn't be able to fail here."

"I'd like to see us be more aggressive from a business perspective than we have been in the past. We need to make our mark a bit – get out there and showcase our successes. We're too modest. We have to get out front and centre."

"It would have to be the idea of opportunity. It's certainly not the tax structure. It's certainly not government support. But you have the opportunity to be a big fish in a small pond and access the world from here."

Other participants highlighted the **quality of life** and **affordability** of the region, which they believe would be attractive to employers as they would be able to both enjoy these attributes themselves as well as to have a happy and more productive workforce.

"I could live anywhere in the world. I choose to be here. It's a balance you can't find in most areas. Even our downtown core is livelier than say Calgary. It's vibrant. Nicest restaurants, night life. It's a great life. I can be in my kayak by 6pm if I leave work at 5:30. Can't do that in many places at all."

"Quality of life. I've made that pitch before and feel we can be fairly honest about the environment being safe and attractive. And fairly close-knit."

The **universities** and **research** conducted in the region were also touted as potential selling points to businesses.

"We have an incredible talent base here."

The city's **port** was also noted, as well as **key transportation routes.**

Internationally, participants noted that HRM's **stable legislative environment** would be an attractive incentive for businesses.

"They're looking for a stable regulatory and legislative environment. We have that. We don't market it, but we're not in a situation where you can't understand the laws around you."

Some stakeholders were less optimistic and felt that the region would be difficult to promote.

"It's a really great, highly educated workforce with great universities. Pretty decent place to live in terms of not being far from where you work. Beyond that it's hard to sell it. We have relatively high crime rates, high taxes."

What do we need to do if we want to attract and retain skilled workers and professionals?

Qualitative Results

Participants were also asked what changes are needed to attract and retain skilled workers and professionals. Perhaps unsurprisingly, **creating more jobs** was the most common mention, along with **higher wages**.

“Get the economy growing so we can give the job challenge and salaries to compete with Alberta. Our talent competes nationally. We need to compare ourselves with Alberta to talk about interesting challenging roles.”

“Create more jobs! People want to live here. But need a job.”

In addition, participants noted a need to **improve multi-culturalism and inclusion** and **confront racism and discrimination**.

Stakeholders also took this opportunity to speak about the need to **be bold** and address our issues in order to attract talent and market the region. There was also a call to ensure that how we sell the region must be **authentic to the reality of the region currently**.

“One thing I’d add is that I hope we are prepared to be bold. When you think of the great brands – NY, Vancouver – there is a sense of boldness. There will be a temptation to be everything to everyone. I hope the process has the courage to be bold. To put a brand out there that really does help drive our reputation. The enabler is growth, and growth comes from the private sector. The brand has to speak to businesses that are here that are exporting. This is a good place to do business.”

“Brand is the beginning of the hard work. We need to deliver on the promise every day.”

“Brand is very important. And I would say I’m cautiously optimistic about the outcome of this exercise. We need a brand that isn’t too diluted out. If we’re trying to say too much, we’ll get blurry.”

“We have to stop looking to the past and look to the future to be a part of it.”

“There is no more important time to be bold than now. Whatever brand is put forward will come with resistance. Noses will be out of joint on the name and character, but we need to go with confidence rather than water it down. I’ll be happy if I can see some degree of connection to it and it has an edge and boldness to it.”

“We need to look at our past, our heritage, but we also have to look at our future, be more youth-oriented.”

The Halifax region – What’s in a Name? What do you call where you’re from?

Across methodologies, the issue of the **name** ascribed to the region was examined, and results are summarized below.

Qualitative Results

Qualitative results nearly universally endorse the use of the name **Halifax** as an overarching name for the region, given its recognition outside of the region, as well as common use and existing presence within the legal name of the region (i.e. *Halifax* Regional Municipality). Although a few stakeholders indicated that they refer to where they live locally by the individual name of their community (Dartmouth, Fall River, Eastern Shore, for example), only a few of these indicated that they regularly use these names in reference to where they live when speaking to a broader or external audience.

When asked what name they ascribe to where they live, nearly all stakeholders indicated that regardless of the community they live in, they describe themselves as being from **Halifax**. That said, a few other names are used by some stakeholders, including **Nova Scotia, Dartmouth, Eastern Shore, Cole Harbour, Fall River** and **Africville**.



Nearly universally, participants indicated that *outside of the region*, they refer to where they live as Halifax, as other names and areas were simply not recognized by individuals outside of the Maritimes. Indeed, some said that if they said, for example, that they were from ‘Eastern Shore’, they needed to follow up with ‘it’s near Halifax’, in order that people would understand where it was located. *Locally*, however, participants were much more apt to refer to their individual community when speaking of where they live.

“I’m from Halifax. I’ve always said that. I work in Dartmouth. I live in Bedford. But I say I’m from Halifax. Certainly not from HRM.”

“Bedford locally, Halifax anywhere outside.”

“Africville – but I say that because I want them to ask me where that is so I can tell my story.”

“Halifax. We don’t define ourselves across the country. That’s the broader name that is known nationally and internationally as well as regionally and local. It just is our natural name.”

“Halifax; it’s time we put the whole issue of Dartmouth and Bedford to rest – we’re Halifax.”

“Halifax. That’s the only name people know. We’re stationed in Dartmouth. I go to conferences all around the world. Sometimes they put Dartmouth on the name and it’s not known or recognized.”

“I call it Halifax, Nova Scotia. Those other names don’t mean anything. People have to get over those communities. We need to be cohesive. We’re a big city now. If we define ourselves as Halifax we will get more investment.”

When asked more directly about what the name of the region should be for branding purposes, participants nearly universally indicated that the most recognized name is *Halifax*, and that, given that it is a core part of the legal name (Halifax Regional Municipality), that this was their preferred, simplified name for the region. That said, a few participants offered other suggestions, including **Greater Halifax** and **HRM**.

Across groups and interviews nearly all participants endorsed the use of ‘Halifax’ as the most widely-known moniker for the region.

“You have to promote Halifax the city – everyone else’s boat will rise if Halifax rises.”

“Sidney Crosby has to get off the Cole Harbour thing. I was yelling at the TV. We have to get off our little community idea.”

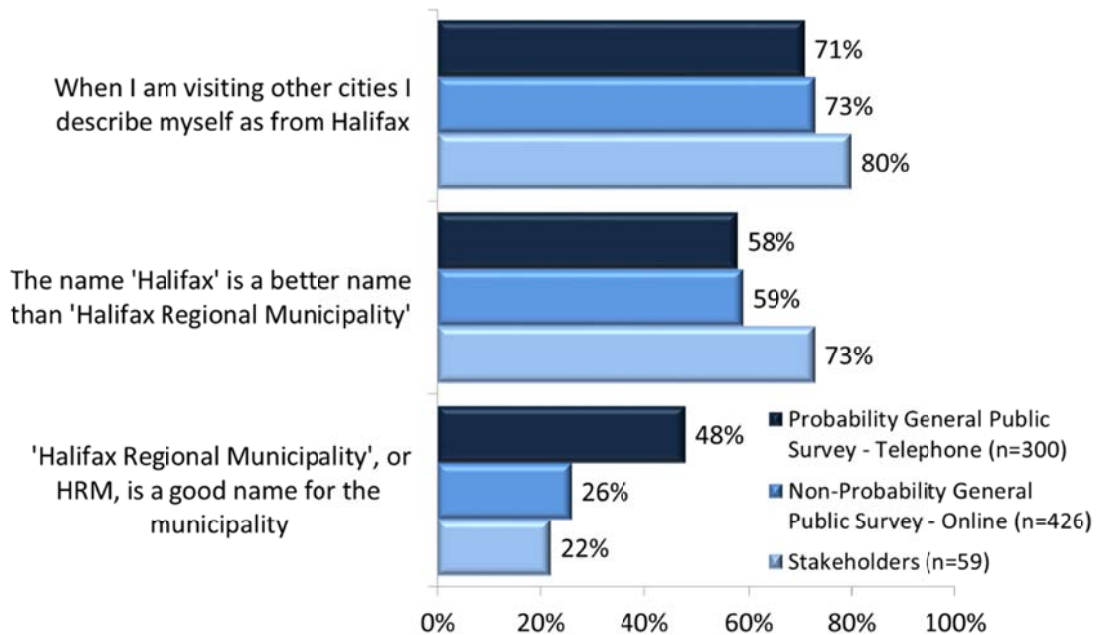
Quantitative Results

Quantitative results generally reinforce these qualitative views, but with subtleties worth noting. Overall, a majority of stakeholders, a random probability survey of the general public, as well as a non-probability online survey of the public indicate that **when they visiting other cities, residents describe themselves as being from Halifax**. Further, in each of these various surveys at least six in ten agree that **the name ‘Halifax’ is a better name than ‘Halifax Regional Municipality.’** There is less agreement that **‘Halifax Regional Municipality’ or ‘HRM’ is a good name for the municipality**, though these findings require discussion here.

Agreement With Statements About Name of Municipality

Top 3 Box (8-10)

Rating on 10-pt Scale: 1=Completely disagree, 10=Completely agree

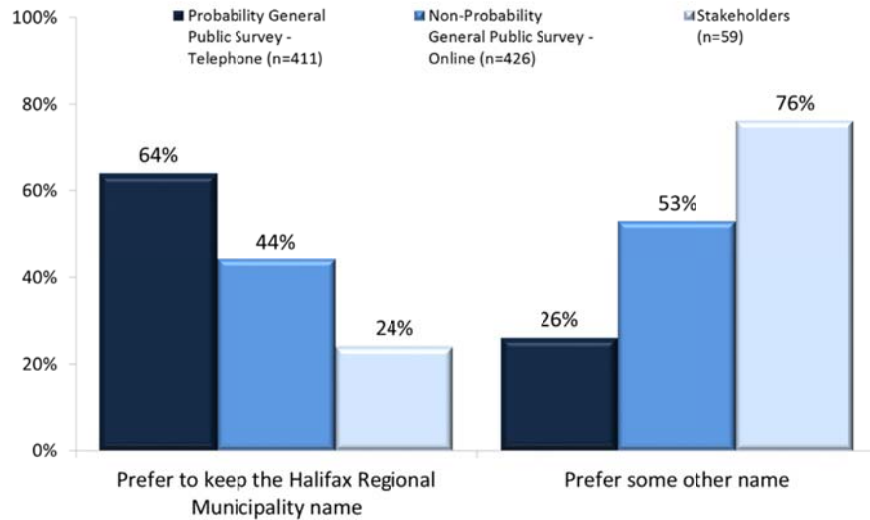


Q.7a-c: To what extent do you agree or disagree with the following statements?

One line of questioning did indeed find support for the current name of the municipality, and that is when surveyed residents were given the choice between whether they would prefer the *current name of the municipality*, on the one hand, or *some other unstated name*, on the other hand. When not presented with a specific alternative to the current 'Halifax Regional Municipality' name, two-thirds of the general public indicated in the random probability survey that they they would maintain the current name (while only four in ten of those surveyed in the non-probability online survey prefer the current name under this line of inquiry, with still fewer stakeholders offering a similar preference).

Residents in these various surveys who stated that they would prefer a name change for the municipality, were asked what would be the name they would select. Results from all survey populations reveal a clear preference for the name 'Halifax.' Other recent naming-related research reinforces this finding, with questioning from a random probability sample of the general public in 2012 indicating that the majority of HRM residents would support **changing the name of the Halifax Regional Municipality to simply the City of Halifax.**

Preferred Name of Our Community

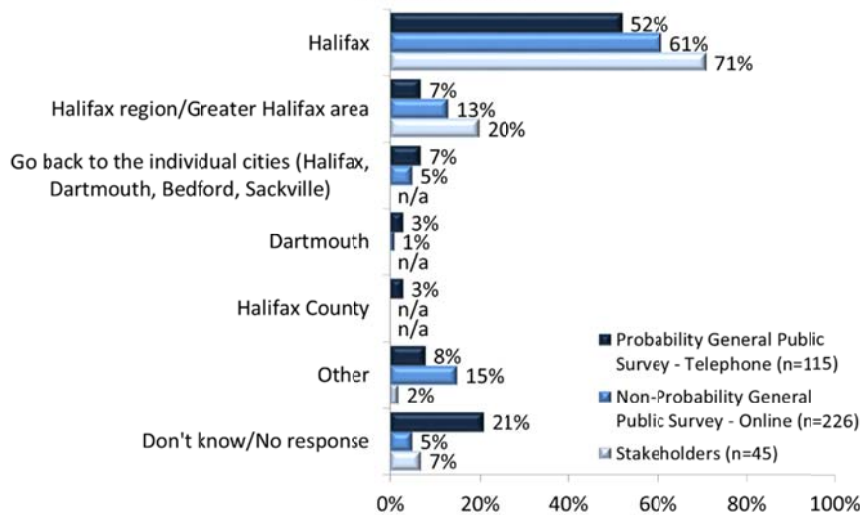


Q.4: As you know, 'Halifax Regional Municipality' is the official name of our community. Would you personally prefer to keep the 'Halifax Regional Municipality' name in the future, or would you prefer some other name for our community?

Other Preferred Name

Among Those Who Preferred Some Other Name Than Halifax Regional Municipality

Total Mentions, Unaided



Q.5: [POSE Q.H5 ONLY IF 'PREFER SOME OTHER NAME' IN Q.4] What other name would you prefer?

During public consultation discussions, it was noted that those living outside of Halifax, Bedford and Dartmouth were more apt to feel comfortable and happy with the name 'HRM' or its full incarnation of 'Halifax Regional Municipality'.

Appendix A: Recruitment Screener

HRM Branding

Stakeholder Screener – Focus Groups

NAME: _____

COMPANY NAME: _____

TEL. # (daytime): _____ **TEL. # (evening):** _____

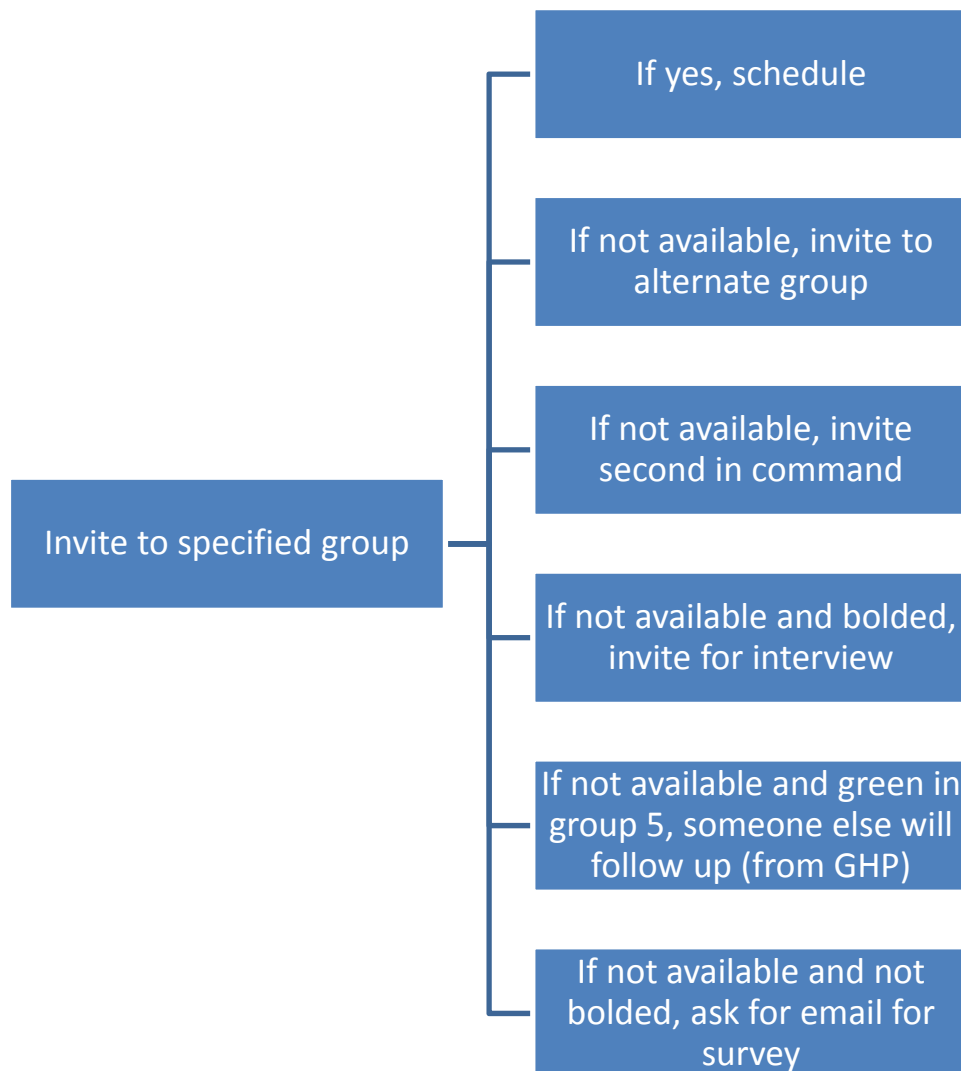
GROUP: 1 2 3 4

GROUPS

Date:	February 10, 2014	Location:	Corporate Research Associates Inc.
Time:	Group 1: Academic Community 7:30 a.m.		7071 Bayers Road, Suite 5001 Tel: 493-3820
	Group 2: Civic / Government / Business Community 11:30 a.m.		
Date:	February 11, 2014	Location:	Corporate Research Associates Inc.
Time:	Group 3: Diversity and charitable organizations 11:30 a.m.		7071 Bayers Road, Suite 5001 Tel: 493-3820
	Group 4: Arts and cultural community 6:00 p.m.		
Date:	February 12, 2014	Location:	Corporate Research Associates Inc.
Time:	Group 5: Businesses who export 7:30 a.m.		7071 Bayers Road, Suite 5001 Tel: 493-3820
	Group 6: "Mixed Bag" 11:30 a.m.		

NOTES:

- Individuals from groups 1, 2, & 5 lists should be invited to their specified group FIRST, but can be offered the other groups as alternatives.
 - Likewise, groups 3 & 4 should be offered their group first, but the other group on that date as an alternative.
 - If individuals cannot make their specified or alternative group, invite to group 6.
 - If individual is not available and has a second-in-command who is interested, invite them as above.
 - If individual is not available and does not have an alternative, and is bolded in sample, invite for one-on-one interview by phone (up to 10).
 - If individual is not available and is not bolded in sample, ask for email and we will send a short survey.
 - *If individual is in list 5 and is highlighted in green, and is not available, someone else (from GHP) will follow up with them.*
-



May I please speak with _____ (NAME ON LIST)

Hello, my name is ___ and I am with Corporate Research Associates, a public opinion and market research firm. I am calling you, (Mr/Mrs NAME ON LIST), in your capacity of (POSITION) at (ORGANIZATION) as a follow-up to your recent letter from the Halifax Regional Municipality. As you may recall from a recent email sent to you from Mayor Mike Savage, the Municipality has undertaken a major branding project. As a key component of that, we are looking to speak with individuals, like yourself, who have a unique understanding of the region’s needs and reputation.

As such, we are inviting you to participate in one of a series of in-person focus groups that will be taking place in mid-February. The discussion, including up to 10 individuals, will last approximately 2 hours and will take place at [INSERT DATE AND TIME]. The discussion will be conducted by a senior moderator from Corporate Research Associates and will be completely confidential.

Would you be interested in participating?

- **ONLY IF ASKED – we can accept a suggested alternative (e.g. a VP, second-in-command) if the individual on the list is not available.**
- **If not available AND name is bolded, ask to schedule a 15-minute one-on-one interview:**
 - o We would nonetheless like to gather your opinions and would like to schedule a one-on-one phone interview with you at a convenient time.
- **If not available and name is NOT bolded:**
 - o We would nonetheless like to gather your opinions. Can we send you a brief survey by email that will allow you to share your opinions on this important topic?
 - o **Record email address (and verify):** _____
- **If GROUP 5, not available and name is highlighted in green:**
 - o We would nonetheless like to gather your opinions. Someone from GHP will be following up with you. **Record name and phone number:** _____

INVITATION

As mentioned earlier, the group discussion will be aimed at gathering your feedback about the region’s reputation and future direction.

The discussion in which you will be participating will be audio recorded for research purposes only, and there will be observers viewing the group from behind a one-way mirror. Please be assured your comments and responses are strictly anonymous and findings from the study will only be reported in aggregate form. Are you comfortable with the discussion being audio recorded and observation of the group?

- Yes..... 1 CONTINUE
- No 2 **Thank and Terminate**

Could we have an email address where we can send you confirmation of the group logistics?

Record email address (and verify): _____

We are conducting discussions with a limited number of individuals, so the success of the study will be affected by no shows. If you are unable to take part in the study, please call _____ at _____ as soon as possible to allow us to find a replacement.

Thank you for your interest in our study. We look forward to meeting you and hearing your thoughts and opinions.

ATTENTION RECRUITERS

1. Recruit 40 participants (dependant on sample) – 10 per group
2. CHECK QUOTAS
3. Do not put names on profile sheet unless you have a firm commitment
4. Repeat the date, time and location before hanging up

CONFIRMING

1. Confirm at the beginning of the day prior to the day of the interview

Appendix B: Moderator's Guide

Halifax Regional Municipality – HRM Branding
Final Moderator’s Guide

Introduction & Warm-up:

5 minutes

- **Welcome:** Introduction of self and role as moderator.
- **Length:** Our discussion should last under 2 hours.
- **Explain process:** All opinions are important; looking to understand agreement/disagreement; talk one at a time; individual comments are anonymous.
- **Explain set up:** Video / audio taping of session for reporting purposes only; observation.
- **Explain purpose:** As you know, the Municipality has undertaken a major branding project. As a key component of this exercise, we are looking to speak with community leaders, like you, who have a unique understanding of the region and its needs. So today we’re looking to gather your thoughts on what makes the Halifax region unique.
- Before we start our discussion, I’d like to share some context on how your feedback will be used in the next phase of the project by Revolve.

Moderator to show projection on screen:

The branding project is aimed at helping the region to better present what we’re all about, to help local businesses be competitive and successful on a regional, national and international scale, to help us bring in more tourism, and attract jobs and talent. Your feedback will help define our brand.

This single rallying cry will connect our pride and show the world what a great place our region is to live, work, invest and visit.

The benefits of a strong place brand are not only for government and business – if the place is successful in its branding efforts, the people who live there also experience success. Place brands have the potential to create unity and pride, and thus a higher standard of living for everyone in the Halifax region.

While the last, and most visible output of this project will be a logo and a positioning statement, this is about a sense of being and a sense of place that’s going to go a lot deeper than a slogan. What does the Halifax region want to be known for, among our own residents and outside the region as well? What is the spirit and soul of this region? Who are we?

- **Participant introductions:**
 - Name, what you do, how long you’ve been located in the region.

Halifax Region

80 minutes

To start, I’d like you to each complete a short written exercise. [**Moderator to hand out large post-it cards**]. You’ll see three questions to answer:

- *What does living / working in the Halifax region mean to you?*
- *What makes the Halifax region unique?*
- *What about the Halifax region makes you proud?*

Now I'd like you to think about the future, and answer one more question. **[Moderator to hand out second card.]**

- *What should make the Halifax region unique in the future?*
- *What's needed to get us there?*

Next I'm going to ask you to think a little creatively. I'm going to give you each a sheet showing a set of different images of animals. I'd like you to circle the one that you think **best represents the Halifax region**. Underneath please jot down a couple of words to describe why you chose that image. I'll give you a moment.

- **Descriptions / choice of animal:**

I'd like to hear from each of you if you could share with the group your responses to both exercises. Looking at the first exercise... **[Moderator to probe:]**

- What does living and working in the Halifax region mean to you?
 - What makes it a great place to live / work / operate a business? Why?
 - What do you value here? Why?
- What makes the region unique? *Is it truly unique, or could other jurisdictions claim the same?*
- What makes you proud?
- *What should make the Halifax region unique in the future?*
- *What's needed to get us there?*
- Which animal did you choose? Why?

Ask all:

- **Rationale for choice to be here:**

- Why do you choose to be located here / do business here / stay here?
- If not from here originally, what attracted you to the region?
- Does it live up to your expectations?
- Where has it exceeded your expectations?
- Where has it not met them?
- What, if anything, needs to be addressed to make it an even better place / to help the Region to achieve its potential?

- **What you talk about to others:**

- When you travel, what do you tell people about the region? What do you call it when you're not here?
- What's a story or example you would give that tells how unique and inspiring the Halifax region is?

- **International reputation:**

- What is the Halifax region's reputation outside of the Province? Outside of the country?
- How should the region be described internationally?

- **Attracting businesses:**
 - What's one thing that you could say to businesses from outside the region that would make them want to be located here?
 - What's one thing we need to do if we want to attract and retain skilled workers and professionals?
- **Unique:**
 - What are the distinguishing / unique features of the region? **[Moderator to record on flipchart]**
 - Which one or two are the best, among that list of unique features?
 - Of these, what do you *want* Halifax to be known for?
 - At present what takes away from it having a positive reputation?

Thanks & Closure:

That concludes my questions; thank you for your thoughts, feedback and participation.

Appendix C: Interview Protocol

Halifax Regional Municipality – HRM Branding
Final Interview Protocol

Introduction:

Thank you for taking the time to help us with our study. Our discussion should take approximately 15 minutes.

As you know, the Municipality has undertaken a major branding project. As a key component of this exercise, we are looking to speak with community leaders, like you, who have a unique understanding of the region and its needs. So today we're looking to gather your thoughts on what makes the Halifax region unique.

With your permission, I would like to tape our discussion today, so I don't have to write a lot of notes. It will only be used to help me write my report on the findings from this study. Everything you say today will be anonymous in that your comments will be combined with those from others that I interview, as part of a detailed study report. Any questions before we begin?

Background to share if asked:

The branding project is aimed at helping the region to better present what we're all about, to help local businesses be competitive and successful on a regional, national and international scale, to help us bring in more tourism, and attract jobs and talent. Your feedback will help define our brand.

This single rallying cry will connect our pride and show the world what a great place our region is to live, work, invest and visit.

The benefits of a strong place brand are not only for government and business – if the place is successful in its branding efforts, the people who live there also experience success. Place brands have the potential to create unity and pride, and thus a higher standard of living for everyone in the Halifax region.

While the last, and most visible output of this project will be a logo and a positioning statement, this is about a sense of being and a sense of place that's going to go a lot deeper than a slogan. What does the Halifax region want to be known for, among our own residents and outside the region as well? What is the spirit and soul of this region? Who are we?

Halifax Region

- **General thoughts on the region:**
 - What does living / working in the Halifax region mean to you?
 - What makes the Halifax region unique?
 - What about the Halifax region makes you proud?
 - Why do you choose to be located here / do business here / stay here?
 - If not from here originally, what attracted you to the region?

- Does it live up to your expectations?
- Where has it exceeded your expectations?
- Where has it not met them?

- **Standout qualities for staying:**
 - (Other than what you've already mentioned) What makes it a great place to live / work / operate a business? Why?
 - What, if anything, needs to be addressed to make it an even better place / to help the Region to achieve its potential?

- **What you talk about to others:**
 - When you travel, what do you tell people about the region? What do you call it when you're not here?

- **International reputation:**
 - What is the Halifax region's reputation outside of the Province? Outside of the country?
 - How should the region be described internationally?

- **Attracting businesses:**
 - What's one thing that you could say to businesses from outside the region that would make them want to be located here?
 - What's one thing we need to do if we want to attract and retain skilled workers and professionals?

Thanks & Closure:

That concludes my questions; thank you for your thoughts, feedback and participation.

Appendix D:
Online Stakeholder Survey

HRM Branding Research – Stakeholder Online Study

Thank you for taking the time to complete this survey! As you know, the Municipality is undertaking an important branding project. As a key component of this branding process, we seek to gather feedback from individuals, like yourself, who have a unique perspective on the region's needs, direction, and reputation. This survey should take approximately 5 minutes to complete.

ROTATE QUESTIONS 1, 2, AND 3

1. What one thing, more than anything else, makes you proud to say you live in the Halifax region?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

2. If you could make one change to the Halifax region, what would that one change be?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

3. What makes the Halifax region unique? **PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**

4. As you know, 'Halifax Regional Municipality' is the official name of our community. Would you personally prefer to keep the 'Halifax Regional Municipality' name in the future, or would you prefer some other name for our community? **PROGRAMMER INSTRUCTIONS: PERMIT ONLY ONE RESPONSE - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**
 - 1 Prefer to keep the Halifax Regional Municipality name
 - 2 Prefer some other name
5. **[PROGRAMMER INSTRUCTIONS: POSE Q.5 ONLY IF 'PREFER SOME OTHER NAME' IN Q.4]** What other name would you prefer? **PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**



6. Next, using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...: **PROGRAMMER INSTRUCTIONS: ROTATE STATEMENTS – PERMIT ONLY ONE RESPONSE CODE PER STATEMENT - PERMIT RESPONDENT TO PROCEED TO NEXT STATEMENT IF NO ANSWER IS PROVIDED**

- a. *There being good career opportunities here for residents of the Halifax region*
- b. *The Halifax region being a safe place to live and raise a family*
- c. *The Halifax region being a cultural centre for music, theatre, and the performing arts*
- d. *The Halifax region being a leader in terms of being ‘green’ or environmentally friendly*
- e. *The Halifax region having a wide variety of sports and parks or recreational facilities*
- f. *The Halifax region being a fun place to live*
- g. *The Halifax region being known as a desirable destination for visitors and tourists*
- h. *The Halifax region being a city of high intellectual standards, with leading colleges, universities and libraries*
- i. *The Halifax region having top quality health care services*
- j. *The Halifax region having a thriving, interesting downtown area*
- k. *The Halifax region being a desirable place to invest in a business*
- l. *The Halifax region having reasonably priced housing*
- m. *The Halifax region providing an efficient system of streets, roads and public transportation*
- n. *The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds*
- o. *The Halifax region having fun events year-round for residents to attend and enjoy*
- p. *The Halifax region being welcoming to people regardless of their sexual orientation*
- q. *Maintaining historical aspects of the Halifax region*
- r. *The Halifax region providing an overall high quality of life that is affordable for all residents*

- 01 Not at all satisfied
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- 10 Completely satisfied



7. To what extent do you agree or disagree with the following statements?

PROGRAMMER INSTRUCTIONS: ROTATE STATEMENTS - PERMIT ONLY ONE RESPONSE PER STATEMENT - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

- a. *'Halifax Regional Municipality' or HRM, is a good name for the municipality*
- b. *The name 'Halifax' is a better name than 'Halifax Regional Municipality'*
- c. *When I am visiting other cities I describe myself as being from Halifax*

01 Completely disagree

02

03

04

05

06

07

08

09

10 Completely agree

98 Don't know/No answer

8. When, if ever, did you most recently move to what is today HRM?

PROGRAMMER INSTRUCTIONS: PERMIT ONLY ONE RESPONSE - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

- 1 Less than two years ago
- 2 At least two years ago but less than five years ago
- 3 At least five years ago but less than ten years ago
- 4 At least ten years ago but less than twenty years ago
- 5 Twenty or more years ago
- 6 Have lived in HRM all my life

9. What industry do you primarily work in? **PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**



10. Are you employed in the private, public, or not for profit sector?
PROGRAMMER INSTRUCTIONS: PERMIT ONLY ONE RESPONSE - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

- 1 Private sector
- 2 Public sector
- 3 Not for profit sector
- 4 Other (Please specify: _____)

11. What community do you live in?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM
-



**Appendix E:
Online Genpop Survey**

HRM Branding Research – General Public Online Study

Halifax Regional Municipality is undertaking an important branding project to better understand the region’s identity. As a key component of this branding process, feedback from the general public is being sought. This survey should take approximately 10 minutes to complete.

ROTATE QUESTIONS 1, 2, AND 3

1. What one thing, more than anything else, makes you proud to say you live in the Halifax region?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

2. If you could make one change to the Halifax region, what would that one change be?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

3. What makes the Halifax region unique? **PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**

4. As you know, ‘Halifax Regional Municipality’ is the official name of our community. Would you personally prefer to keep the ‘Halifax Regional Municipality’ name in the future, or would you prefer some other name for our community? **PROGRAMMER INSTRUCTIONS: PERMIT ONLY ONE RESPONSE - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED**

- 1 Prefer to keep the Halifax Regional Municipality name
- 2 Prefer some other name

5. **[PROGRAMMER INSTRUCTIONS: POSE Q.5 ONLY IF ‘PREFER SOME OTHER NAME’ IN Q.4]** What other name would you prefer?
PROGRAMMER INSTRUCTIONS: RECORD VERBATIM - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED



6. Next, using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...: **PROGRAMMER INSTRUCTIONS: ROTATE STATEMENTS – PERMIT ONLY ONE RESPONSE CODE PER STATEMENT - PERMIT RESPONDENT TO PROCEED TO NEXT STATEMENT IF NO ANSWER IS PROVIDED**
- a. *There being good career opportunities here for residents of the Halifax region*
 - b. *The Halifax region being a safe place to live and raise a family*
 - c. *The Halifax region being a cultural centre for music, theatre, and the performing arts*
 - d. *The Halifax region being a leader in terms of being ‘green’ or environmentally friendly*
 - e. *The Halifax region having a wide variety of sports and parks or recreational facilities*
 - f. *The Halifax region being a fun place to live*
 - g. *The Halifax region being known as a desirable destination for visitors and tourists*
 - h. *The Halifax region being a city of high intellectual standards, with leading colleges, universities and libraries*
 - i. *The Halifax region having top quality health care services*
 - j. *The Halifax region having a thriving, interesting downtown area*
 - k. *The Halifax region being a desirable place to invest in a business*
 - l. *The Halifax region having reasonably priced housing*
 - m. *The Halifax region providing an efficient system of streets, roads and public transportation*
 - n. *The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds*
 - o. *The Halifax region having fun events year-round for residents to attend and enjoy*
 - p. *The Halifax region being welcoming to people regardless of their sexual orientation*
 - q. *Maintaining historical aspects of the Halifax region*
 - r. *The Halifax region providing an overall high quality of life that is affordable for all residents*
- 01 Not at all satisfied
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- 10 Completely satisfied



7. To what extent do you agree or disagree with the following statements?

PROGRAMMER INSTRUCTIONS: ROTATE STATEMENTS - PERMIT ONLY ONE RESPONSE PER STATEMENT - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

- a. *'Halifax Regional Municipality' or HRM, is a good name for the municipality*
- b. *The name 'Halifax' is a better name than 'Halifax Regional Municipality'*
- c. *When I am visiting other cities I describe myself as being from Halifax*

- 01 Completely disagree
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- 10 Completely agree
- 98 Don't know/No answer

8. When, if ever, did you most recently move to what is today HRM?

PROGRAMMER INSTRUCTIONS: PERMIT ONLY ONE RESPONSE - PERMIT RESPONDENT TO PROCEED TO NEXT QUESTION IF NO ANSWER IS PROVIDED

- 1 Less than two years ago
- 2 At least two years ago but less than five years ago
- 3 At least five years ago but less than ten years ago
- 4 At least ten years ago but less than twenty years ago
- 5 Twenty or more years ago
- 6 Have lived in HRM all my life

9. What community in the Halifax Regional Municipality do you live in?

PROGRAMMER INSTRUCTIONS: RECORD VERBATIM



10. Which of the following best describes the highest level of education you have completed?

PROGRAMMER INSTRUCTIONS: PERMIT ONE CODE ONLY

- 1 Less than high school
- 2 Graduated high school
- 3 Some university/college
- 4 Graduated Community/Technical College
- 5 Graduated University
- 6 Post Graduate

11. And how old are you? **PROGRAMMER INSTRUCTIONS: PERMIT ONE CODE ONLY**

- 1 18 to 24
- 2 25 to 34
- 3 35 to 44
- 4 45 to 54
- 5 55 to 64
- 6 65 to 74
- 7 75 or older

12. Are you: **PROGRAMMER INSTRUCTIONS - PERMIT ONE CODE ONLY**

- 1 Male
- 2 Female



**Appendix F:
Urban Report Survey Questions
and
Tabular Results**

Draft Commissioned Questions

for

Halifax Urban Report: HRM Rebranding Research

For First Quarter 2014 Halifax Urban Report Survey

ROTATE QUESTIONS 1, 2, AND 3

1. What one thing, more than anything else, makes you proud to say you live in the Halifax region? **RECORD VERBATIM**

97 Nothing

98 Don't know/No answer

2. If you could make one change to the Halifax region, what would that one change be? **RECORD VERBATIM**

97 Nothing

98 Don't know/No answer

3. What makes the Halifax region unique? **RECORD VERBATIM**

97 Nothing

98 Don't know/No answer

4. As you know, 'Halifax Regional Municipality' is the official name of our community. Would you personally prefer to keep the 'Halifax Regional Municipality' name in the future, or would you prefer some other name for our community? **CODE ONE ONLY**

1 Prefer to keep the Halifax Regional Municipality name

2 Prefer some other name

8 No response

5. **[POSE Q.5 ONLY IF 'PREFER SOME OTHER NAME' IN Q.4]** What other name would you prefer? **RECORD VERBATIM**

98 No response



6. *Moving along ...* Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...: **ROTATE ASPECTS, EXCEPT ALWAYS POSE ITEM ‘r’ LAST - CODE ONE ONLY PER ASPECT - PROBE TO AVOID ACCEPTING A RANGE - AFTER SIXTH SERVICE ASPECT, SAY: “AND CONTINUING ON WITH A FEW MORE”**
- a. *There being good career opportunities here for residents of the Halifax region*
 - b. *The Halifax region being a safe place to live and raise a family*
 - c. *The Halifax region being a cultural centre for music, theatre, and the performing arts*
 - d. *The Halifax region being a leader in terms of being ‘green’ or environmentally friendly*
 - e. *The Halifax region having a wide variety of sports and parks or recreational facilities*
 - f. *The Halifax region being a fun place to live*
 - g. *The Halifax region being known as a desirable destination for visitors and tourists*
 - h. *The Halifax region being a city of high intellectual standards, with leading colleges, universities and libraries*
 - i. *The Halifax region having top quality health care services*
 - j. *The Halifax region having a thriving, interesting downtown area*
 - k. *The Halifax region being a desirable place to invest in a business*
 - l. *The Halifax region having reasonably priced housing*
 - m. *The Halifax region providing an efficient system of streets, roads and public transportation*
 - n. *The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds*
 - o. *The Halifax region having fun events year-round for residents to attend and enjoy*
 - p. *The Halifax region being welcoming to people regardless of their sexual orientation*
 - q. *Maintaining historical aspects of the Halifax region*
 - r. *The Halifax region providing an overall high quality of life that is affordable for all residents*
- 01 Not at all satisfied
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- 10 Completely satisfied
- 98 Don’t know/No answer



GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 1:

What one thing, more than anything else, makes you proud to say you live in the Halifax region?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
The people/Friendliness of the people	26	27	27	24
Good/right size/Easy accessibility	6	8	5	5
Ocean/harbour	6	8	7	4
Good city/Good place to live	5	4	2	7
Nature/Natural beauty	5	7	2	4
History/Heritage	5	6	10	3
Quality of life	5	4	14	4
Diversity/Culture	4	5	0	2
Sense of community	3	3	5	4
It is home/where family and friends are	2	1	2	3
Entertainment	2	2	0	2
Good economy/opportunities	1	0	3	2
Good reputation	1	1	2	2
Environmentally friendly	1	2	0	1
Good recreation/activities	1	1	2	2
It is safe	1	0	0	2
Government	1	1	2	1
Education/Universities/Educated population	1	2	0	0
Other	9	10	8	8
Nothing	5	4	2	6
Don't know/No answer	9	4	8	15
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 2:

If you could make one change to the Halifax region, what would that one change be?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
Better transit	18	24	14	11
Investment/Revitalize downtown area	7	8	17	5
Better urban planning/development	5	7	5	2
Lower taxes	5	1	3	8
Better road conditions	4	2	0	7
Government/politicians/Better government spending	4	3	2	6
More opportunity/jobs	4	3	5	5
Be more progressive/forward thinking	4	4	14	2
Better/more active transportation (cycling, sidewalks/walking paths)	3	5	0	2
More recreation facilities/Multi-purpose stadium	3	2	0	4
Improve volume/flow of traffic	2	2	0	3
Better cost of living/More affordable housing	2	2	2	3
Get rid of the amalgamation	2	1	2	4
Less crime/Better policing	2	2	0	2
Be more environmentally friendly/More outdoor/green space	2	2	2	2
More optimism/positive thinking	1	2	8	0
Improve/boost the economy	1	1	0	2
More inclusive of all of HRM/Too much focus on just Halifax	1	3	0	0
Better/more city services	1	1	0	2
Better support for small/local businesses	1	1	0	2
Change the name/Change name to Halifax	1	2	3	0
More inclusive to immigrants/new residents	1	1	5	0
Better support/funding for arts	1	1	8	0
Better health care	1	0	0	2
Improve parking downtown	1	2	0	0
Better preservation of historical buildings	1	2	0	0
Region is too big/Split rural area from urban/suburban areas	1	1	0	0
Better/more entertainment/events	1	1	0	0
Other	10	10	5	11
Nothing	2	0	0	3
Don't know/No answer	8	3	5	14
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 3: TOTAL MENTIONS

What makes the Halifax region unique?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
The waterfront/harbour/Being on the ocean	27	30	56	20
The people/Friendly people	19	22	19	17
History	16	22	29	8
Right size/Small city with big city feel/Easy access	15	18	27	11
The diversity/culture	14	18	15	9
Natural beauty/scenery	10	14	15	5
Geographic location	9	11	17	7
Universities/Educated workforce	7	8	27	3
Vibrant/Lots to do	4	5	0	4
Quality of life/Pace of living	4	3	10	3
Restaurants/Food	3	5	3	1
Architecture/Old buildings	3	4	3	1
Biggest city/Hub of Atlantic Canada	3	3	7	2
Vibrant arts community (music, theatre, art)	2	5	0	0
Climate	2	3	2	2
Military/Navy	2	2	8	1
Negative comments/Concerns	2	3	0	0
Great city/I like living here	1	1	0	1
Shipyard/Shipping	1	1	0	1
Downtown area	1	1	0	0
Other	9	8	10	10
Nothing	3	4	0	3
Don't know/No answer	8	4	5	13
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 4:

As you know, 'Halifax Regional Municipality' is the official name of our community. Would you personally prefer to keep the 'Halifax Regional Municipality' name in the future, or would you prefer some other name for our community?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
Prefer to keep the Halifax Regional Municipality name	52	44	24	64
Prefer some other name	42	53	76	26
No answer	6	3	0	10
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

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TABLE 5:

[POSE Q5 ONLY IF 'PREFER SOME OTHER NAME' IN Q4] What other name would you prefer?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
Halifax	59	61	71	52
Halifax region/Greater Halifax area	12	13	20	7
Go back to the individual cities (Halifax, Dartmouth, Bedford, Sackville)	5	5	0	7
Dartmouth	2	1	0	3
Halifax County	1	0	0	3
Other	12	15	2	8
Don't know/No response	10	5	7	21
WEIGHTED SAMPLE SIZE (#)	376	226	45	105
UNWEIGHTED SAMPLE SIZE (#)	386	226	45	115

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

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TABLE 6a:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

There being good career opportunities here for residents of the Halifax region

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	1	1	2	1
9	2	1	3	3
8	8	6	0	12
7	17	18	14	17
6	16	12	32	19
5	18	18	8	19
4	12	12	19	11
3	10	12	10	9
2	7	8	10	5
1 - Not at all satisfied	6	8	2	4
Don't know/No answer	3	4	0	3
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	3	2	5	3
Top 3 Box % 8,9,10	11	8	5	15
Top 4 Box % 7,8,9,10	28	26	19	32
Bottom 4 Box % 1,2,3,4	35	40	41	28
Bottom 3 Box % 1,2,3	23	28	22	17
Bottom 2 Box % 1,2	13	16	12	9
MEAN	5.1	4.8	5.1	5.4
MEDIAN	5.0	5.0	6.0	6.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6b:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a safe place to live and raise a family

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	5	7	2	5
9	11	9	14	12
8	23	20	27	27
7	24	23	24	25
6	13	12	15	14
5	12	14	12	10
4	5	5	5	4
3	3	5	2	1
2	1	2	0	1
1 - Not at all satisfied	1	2	0	1
Don't know/No answer	2	3	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	16	16	15	17
Top 3 Box % 8,9,10	40	36	42	43
Top 4 Box % 7,8,9,10	63	58	66	68
Bottom 4 Box % 1,2,3,4	10	14	7	7
Bottom 3 Box % 1,2,3	6	9	2	3
Bottom 2 Box % 1,2	3	4	0	2
MEAN	6.8	6.6	7.0	7.0
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6c:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a cultural centre for music, theatre, and the performing arts

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	7	7	5	7
9	12	15	8	9
8	24	20	20	28
7	24	23	29	24
6	13	12	15	13
5	9	9	5	11
4	4	6	5	2
3	2	2	2	2
2	2	1	3	2
1 - Not at all satisfied	2	2	5	1
Don't know/No answer	2	3	2	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	18	22	14	16
Top 3 Box % 8,9,10	42	42	34	44
Top 4 Box % 7,8,9,10	66	65	63	68
Bottom 4 Box % 1,2,3,4	9	11	15	7
Bottom 3 Box % 1,2,3	5	5	10	4
Bottom 2 Box % 1,2	3	4	8	2
MEAN	7.0	7.0	6.6	7.0
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6d:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a leader in terms of being ‘green’ or environmentally friendly

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	5	4	2	5
9	10	10	12	10
8	19	16	25	21
7	23	21	25	25
6	15	14	12	17
5	12	12	10	12
4	6	8	10	4
3	3	5	2	1
2	3	4	0	1
1 - Not at all satisfied	2	3	2	0
Don't know/No answer	2	3	0	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	15	15	14	15
Top 3 Box % 8,9,10	34	31	39	37
Top 4 Box % 7,8,9,10	57	52	64	62
Bottom 4 Box % 1,2,3,4	14	20	14	7
Bottom 3 Box % 1,2,3	7	12	3	3
Bottom 2 Box % 1,2	4	7	2	2
MEAN	6.6	6.3	6.7	6.9
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6e:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having a wide variety of sports and parks or recreational facilities

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	6	7	5	6
9	11	11	17	11
8	21	19	17	23
7	25	22	31	27
6	12	14	5	11
5	11	12	14	11
4	6	6	3	6
3	3	2	7	3
2	2	2	0	2
1 - Not at all satisfied	1	2	2	0
Don't know/No answer	2	4	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	17	18	22	16
Top 3 Box % 8,9,10	38	36	39	39
Top 4 Box % 7,8,9,10	62	58	69	66
Bottom 4 Box % 1,2,3,4	12	13	12	12
Bottom 3 Box % 1,2,3	6	7	8	6
Bottom 2 Box % 1,2	3	4	2	3
MEAN	6.8	6.7	6.9	6.9
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6f:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a fun place to live

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	8	9	5	6
9	16	14	29	15
8	27	24	15	32
7	24	22	32	24
6	10	11	12	9
5	8	8	3	8
4	3	3	2	3
3	2	3	2	2
2	1	2	0	0
1 - Not at all satisfied	1	2	0	1
Don't know/No answer	2	2	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	23	23	34	22
Top 3 Box % 8,9,10	50	47	49	53
Top 4 Box % 7,8,9,10	74	69	81	77
Bottom 4 Box % 1,2,3,4	7	10	3	5
Bottom 3 Box % 1,2,3	5	7	2	3
Bottom 2 Box % 1,2	2	4	0	1
MEAN	7.3	7.1	7.6	7.4
MEDIAN	8.0	7.0	7.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6g:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being known as a desirable destination for visitors and tourists

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	10	9	5	10
9	17	20	15	14
8	26	23	27	28
7	20	16	27	23
6	10	9	7	12
5	7	8	7	7
4	3	4	5	2
3	3	4	7	2
2	1	2	0	0
1 - Not at all satisfied	1	2	0	0
Don't know/No answer	2	3	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	26	29	20	25
Top 3 Box % 8,9,10	52	52	47	53
Top 4 Box % 7,8,9,10	73	69	75	76
Bottom 4 Box % 1,2,3,4	8	12	12	4
Bottom 3 Box % 1,2,3	5	7	7	2
Bottom 2 Box % 1,2	2	4	0	0
MEAN	7.3	7.2	7.1	7.5
MEDIAN	8.0	8.0	7.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6h:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a city of high intellectual standards, with leading colleges, universities and libraries

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	14	15	19	11
9	24	23	34	23
8	28	23	19	35
7	18	17	20	19
6	7	10	5	5
5	4	3	3	4
4	1	1	0	1
3	2	3	0	1
2	0	0	0	0
1 - Not at all satisfied	1	1	0	0
Don't know/No answer	1	3	0	0
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	37	38	53	34
Top 3 Box % 8,9,10	66	62	71	69
Top 4 Box % 7,8,9,10	84	79	92	88
Bottom 4 Box % 1,2,3,4	4	6	0	2
Bottom 3 Box % 1,2,3	3	4	0	1
Bottom 2 Box % 1,2	1	2	0	0
MEAN	7.9	7.8	8.3	7.9
MEDIAN	8.0	8.0	9.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6i:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having top quality health care services

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	6	7	0	7
9	13	14	19	11
8	22	19	29	24
7	21	17	17	25
6	13	13	19	13
5	9	10	5	8
4	5	5	3	5
3	4	4	5	3
2	2	2	0	3
1 - Not at all satisfied	3	4	2	1
Don't know/No answer	2	4	2	0
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	19	21	19	18
Top 3 Box % 8,9,10	41	40	47	42
Top 4 Box % 7,8,9,10	62	57	64	67
Bottom 4 Box % 1,2,3,4	13	15	10	12
Bottom 3 Box % 1,2,3	9	11	7	7
Bottom 2 Box % 1,2	5	6	2	4
MEAN	6.8	6.7	7.0	6.9
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6j:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having a thriving, interesting downtown area

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	3	3	0	4
9	6	7	0	5
8	15	9	5	22
7	17	12	15	21
6	17	15	20	19
5	13	15	15	12
4	9	10	15	7
3	7	9	10	4
2	4	6	7	3
1 - Not at all satisfied	5	8	8	1
Don't know/No answer	3	4	3	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	9	10	0	10
Top 3 Box % 8,9,10	24	19	5	32
Top 4 Box % 7,8,9,10	41	32	20	53
Bottom 4 Box % 1,2,3,4	25	34	41	14
Bottom 3 Box % 1,2,3	16	23	25	7
Bottom 2 Box % 1,2	9	14	15	4
MEAN	5.8	5.3	4.8	6.5
MEDIAN	6.0	5.0	5.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6k:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being a desirable place to invest in a business

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	2	2	0	2
9	3	3	3	3
8	10	9	10	10
7	21	18	17	25
6	16	16	25	16
5	19	19	12	20
4	10	12	10	9
3	6	7	12	5
2	3	4	5	2
1 - Not at all satisfied	4	7	5	2
Don't know/No answer	5	4	0	7
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	5	5	3	5
Top 3 Box % 8,9,10	15	15	14	15
Top 4 Box % 7,8,9,10	36	33	31	41
Bottom 4 Box % 1,2,3,4	24	29	32	17
Bottom 3 Box % 1,2,3	14	18	22	8
Bottom 2 Box % 1,2	7	11	10	3
MEAN	5.6	5.4	5.3	6.0
MEDIAN	6.0	6.0	6.0	6.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6I:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having reasonably priced housing

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	2	1	2	2
9	4	4	2	3
8	12	12	15	13
7	20	15	27	23
6	18	14	19	21
5	16	16	15	15
4	10	11	7	10
3	6	8	5	5
2	4	5	3	3
1 - Not at all satisfied	6	9	5	4
Don't know/No answer	2	4	0	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	5	5	3	6
Top 3 Box % 8,9,10	18	17	19	18
Top 4 Box % 7,8,9,10	38	33	46	42
Bottom 4 Box % 1,2,3,4	27	33	20	21
Bottom 3 Box % 1,2,3	17	22	14	12
Bottom 2 Box % 1,2	11	15	8	7
MEAN	5.6	5.3	5.9	5.9
MEDIAN	6.0	5.0	6.0	6.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6m:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region providing an efficient system of streets, roads and public transportation

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	2	0	0	4
9	2	1	0	4
8	6	4	3	9
7	13	9	8	17
6	17	12	31	19
5	13	10	19	16
4	14	16	8	13
3	11	17	7	6
2	9	12	10	5
1 - Not at all satisfied	10	15	14	5
Don't know/No answer	2	3	0	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	4	1	0	8
Top 3 Box % 8,9,10	10	5	3	17
Top 4 Box % 7,8,9,10	23	15	12	33
Bottom 4 Box % 1,2,3,4	45	60	39	30
Bottom 3 Box % 1,2,3	30	43	31	17
Bottom 2 Box % 1,2	19	27	24	11
MEAN	4.7	4.0	4.5	5.5
MEDIAN	5.0	4.0	5.0	6.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6n:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	9	7	0	11
9	13	12	12	15
8	22	18	15	27
7	21	19	17	23
6	13	12	24	12
5	8	10	14	6
4	5	7	8	2
3	4	5	5	2
2	2	4	3	0
1 - Not at all satisfied	1	3	2	0
Don't know/No answer	2	3	0	2
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	22	19	12	26
Top 3 Box % 8,9,10	44	38	27	53
Top 4 Box % 7,8,9,10	65	56	44	77
Bottom 4 Box % 1,2,3,4	12	19	19	4
Bottom 3 Box % 1,2,3	7	12	10	2
Bottom 2 Box % 1,2	4	6	5	0
MEAN	7.0	6.6	6.2	7.5
MEDIAN	7.0	7.0	6.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6o:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region having fun events year-round for residents to attend and enjoy

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	7	7	3	7
9	10	12	8	9
8	22	17	20	27
7	23	23	22	24
6	14	11	17	17
5	11	12	14	10
4	5	8	12	2
3	3	4	0	2
2	2	3	3	1
1 - Not at all satisfied	1	2	0	0
Don't know/No answer	2	3	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	17	18	12	16
Top 3 Box % 8,9,10	38	35	32	43
Top 4 Box % 7,8,9,10	62	58	54	66
Bottom 4 Box % 1,2,3,4	12	16	15	6
Bottom 3 Box % 1,2,3	6	9	3	4
Bottom 2 Box % 1,2	3	5	3	2
MEAN	6.8	6.6	6.5	7.1
MEDIAN	7.0	7.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6p:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region being welcoming to people regardless of their sexual orientation

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	12	11	5	14
9	17	18	17	17
8	28	26	29	30
7	18	17	22	19
6	9	9	8	9
5	8	9	3	7
4	2	4	5	0
3	1	2	2	1
2	1	0	3	0
1 - Not at all satisfied	1	1	2	0
Don't know/No answer	3	4	3	3
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	29	29	22	31
Top 3 Box % 8,9,10	58	55	51	61
Top 4 Box % 7,8,9,10	76	72	73	80
Bottom 4 Box % 1,2,3,4	5	7	12	1
Bottom 3 Box % 1,2,3	3	4	7	1
Bottom 2 Box % 1,2	1	2	5	0
MEAN	7.6	7.4	7.1	7.8
MEDIAN	8.0	8.0	8.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6q:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

Maintaining historical aspects of the Halifax region

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	8	12	2	6
9	15	15	20	15
8	27	22	27	32
7	23	20	27	25
6	9	8	5	11
5	7	9	8	6
4	3	4	2	2
3	2	2	7	0
2	2	3	2	0
1 - Not at all satisfied	1	2	0	1
Don't know/No answer	3	4	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	24	27	22	21
Top 3 Box % 8,9,10	50	48	49	53
Top 4 Box % 7,8,9,10	73	68	76	78
Bottom 4 Box % 1,2,3,4	7	11	10	4
Bottom 3 Box % 1,2,3	5	7	8	2
Bottom 2 Box % 1,2	3	4	2	2
MEAN	7.3	7.2	7.1	7.4
MEDIAN	8.0	8.0	7.0	8.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 6r:

Using a scale from 1 to 10, where 1 means “not at all satisfied” and 10 means “completely satisfied,” how satisfied are you with the Halifax region as a place to live in terms of each of the following? How satisfied are you in terms of ...:

The Halifax region providing an overall high quality of life that is affordable for all residents

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely satisfied	2	2	0	2
9	5	7	5	4
8	17	15	19	19
7	23	21	24	25
6	17	13	20	20
5	13	15	10	12
4	8	7	10	8
3	5	7	7	3
2	4	4	3	3
1 - Not at all satisfied	3	5	2	1
Don't know/No answer	3	5	0	1
WEIGHTED SAMPLE SIZE (#)	896	426	59	411
UNWEIGHTED SAMPLE SIZE (#)	896	426	59	411
Top 2 Box % 9,10	7	8	5	6
Top 3 Box % 8,9,10	24	23	24	26
Top 4 Box % 7,8,9,10	47	44	47	51
Bottom 4 Box % 1,2,3,4	20	24	22	15
Bottom 3 Box % 1,2,3	12	16	12	7
Bottom 2 Box % 1,2	7	10	5	4
MEAN	6.1	5.8	6.0	6.3
MEDIAN	6.0	6.0	6.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 7a:

To what extent do you agree or disagree with the following statements?

'Halifax Regional Municipality' or HRM, is a good name for the municipality

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely agree	13	14	5	0
9	5	6	3	0
8	7	6	14	0
7	6	6	3	0
6	7	7	3	0
5	11	12	3	0
4	5	5	3	0
3	8	8	10	0
2	5	4	12	0
1 - Completely disagree	24	23	36	0
Don't know/Not sure/No answer	8	8	7	0
WEIGHTED SAMPLE SIZE (#)	485	426	59	0
UNWEIGHTED SAMPLE SIZE (#)	485	426	59	0
Top 2 Box % 9,10	19	20	8	.
Top 3 Box % 8,9,10	26	26	22	.
Top 4 Box % 7,8,9,10	32	33	25	.
Bottom 4 Box % 1,2,3,4	43	40	61	.
Bottom 3 Box % 1,2,3	38	35	58	.
Bottom 2 Box % 1,2	29	27	47	.
MEAN	4.9	5.1	3.8	.
MEDIAN	5.0	5.0	2.0	.

Responses of Don't know/Not sure/No answer are excluded from calculation of the mean & median. This question was not asked in the Halifax Urban survey .

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 7b:

To what extent do you agree or disagree with the following statements?

The name 'Halifax' is a better name than 'Halifax Regional Municipality'

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely agree	47	46	58	0
9	6	6	3	0
8	7	7	12	0
7	4	4	5	0
6	6	6	3	0
5	6	6	7	0
4	1	1	2	0
3	3	3	2	0
2	2	2	2	0
1 - Completely disagree	11	12	2	0
Don't know/Not sure/No answer	6	7	5	0
WEIGHTED SAMPLE SIZE (#)	485	426	59	0
UNWEIGHTED SAMPLE SIZE (#)	485	426	59	0
Top 2 Box % 9,10	53	52	61	.
Top 3 Box % 8,9,10	61	59	73	.
Top 4 Box % 7,8,9,10	65	63	78	.
Bottom 4 Box % 1,2,3,4	17	19	7	.
Bottom 3 Box % 1,2,3	16	17	5	.
Bottom 2 Box % 1,2	13	15	3	.
MEAN	7.5	7.4	8.5	.
MEDIAN	10.0	9.0	10.0	.

Responses of Don't know/Not sure/No answer are excluded from calculation of the mean & median. This question was not asked in the Halifax Urban survey .

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 7c:

To what extent do you agree or disagree with the following statements?

When I am visiting other cities I describe myself as being from Halifax

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
10 - Completely agree	61	61	59	0
9	7	7	8	0
8	6	5	12	0
7	5	6	3	0
6	3	4	2	0
5	3	2	7	0
4	1	1	2	0
3	2	2	0	0
2	1	1	0	0
1 - Completely disagree	8	8	7	0
Don't know/Not sure/No answer	3	3	0	0
WEIGHTED SAMPLE SIZE (#)	485	426	59	0
UNWEIGHTED SAMPLE SIZE (#)	485	426	59	0
Top 2 Box % 9,10	68	68	68	.
Top 3 Box % 8,9,10	73	73	80	.
Top 4 Box % 7,8,9,10	79	78	83	.
Bottom 4 Box % 1,2,3,4	12	13	8	.
Bottom 3 Box % 1,2,3	11	12	7	.
Bottom 2 Box % 1,2	9	10	7	.
MEAN	8.3	8.3	8.5	.
MEDIAN	10.0	10.0	10.0	.

Responses of Don't know/Not sure/No answer are excluded from calculation of the mean & median. This question was not asked in the Halifax Urban survey .

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 8:

When, if ever, did you most recently move to what is today HRM?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
Less than two years ago	4	4	5	0
At least two years ago but less than five years ago	9	8	12	0
At least five years ago but less than ten years ago	11	11	12	0
At least ten years ago but less than twenty years ago	17	16	22	0
Twenty or more years ago	32	31	36	0
Have lived in HRM all my life	26	28	14	0
No answer	1	2	0	0
WEIGHTED SAMPLE SIZE (#)	485	426	59	0
UNWEIGHTED SAMPLE SIZE (#)	485	426	59	0

This question was not asked in the Halifax Urban survey .

GENERAL POPULATION + STAKEHOLDERS + HFX URBAN
ONLINE SURVEY RESULTS

- HRM Branding -

TABLE 9:

What Community in the Halifax Regional Municipality do you live in?

	OVERALL %	Respondent Group		
		General Population	Stakeholders	HFX Urban
Halifax	41	42	37	0
Dartmouth	20	20	19	0
Bedford	5	4	8	0
Cole Harbour	5	5	2	0
Lower Sackville	4	4	3	0
Eastern Passage	2	2	0	0
Hammonds Plains	2	2	2	0
Timberlea	1	1	0	0
Upper Tantallon	1	1	2	0
Waverley	1	1	2	0
Fall River	1	1	3	0
Wellington	1	0	3	0
Hubbards	1	0	2	0
Williamswood	0	0	2	0
Porters Lake	0	0	2	0
Ketch Harbour	0	0	3	0
East Pennant	0	0	2	0
Cow Bay	0	0	2	0
Ferguson's Cove	0	0	2	0
Other	14	15	5	0
No answer	1	2	0	0
WEIGHTED SAMPLE SIZE (#)	485	426	59	0
UNWEIGHTED SAMPLE SIZE (#)	485	426	59	0

This question was not asked in the Halifax Urban survey .

**Appendix G:
Atlantic Quarterly Survey Questions
and
Tabular Results**

1. And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means “completely disagree” and 10 means “completely agree.” To what extent do you agree or disagree with the following statements?

ROTATE STATEMENTS – CODE ONE ONLY PER STATEMENT – PROBE TO AVOID ACCEPTING A RANGE – ITEM ‘c’ WILL RUN ON ONE SURVEY & ITEM ‘D’ WILL RUN ON THE OTHER SURVEY

- a. *‘Halifax Regional Municipality’ or HRM, is a good name for the municipality*
- b. *The name ‘Halifax’ is a better name than ‘Halifax Regional Municipality’*
- c. *When I am visiting other cities I describe myself as being from Halifax (SURVEY A)*
- d. *When I am visiting locations outside the province I describe myself as being from Halifax (SURVEY B)*

- 01 Completely disagree
- 02
- 03
- 04
- 05
- 06
- 07
- 08
- 09
- 10 Completely agree
- 98 Don’t know/No answer

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TABLE HRM1a:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

'Halifax Regional Municipality' or HRM, is a good name for the municipality

	NOVA SCOTIA %	Community				GENDER		AGE			EDUCATION				INCOME		
		Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+
10 - Completely agree	29	22	32	27	35	26	31	32	30	24	37	38	21	27	32	28	29
9	8	8	8	13	4	9	6	12	7	4	0	6	2	10	4	7	9
8	12	13	7	24	8	10	13	7	12	15	8	8	19	11	16	11	9
7	11	12	13	11	9	12	11	15	8	12	4	11	14	12	9	12	12
6	8	12	10	2	4	7	9	12	6	7	21	3	13	7	11	3	8
5	12	14	10	8	13	13	12	14	11	11	8	15	7	13	7	15	13
4	3	1	3	6	5	4	3	0	5	5	0	1	6	4	4	3	3
3	2	1	4	5	2	2	3	0	4	2	0	3	6	2	3	1	2
2	4	7	1	0	5	5	3	6	4	2	6	0	3	5	3	5	5
1 - Completely disagree	10	9	10	5	13	11	9	3	11	17	15	14	9	8	7	14	10
Don't know/No answer	1	0	2	0	1	0	1	0	2	0	0	0	0	1	2	0	0
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139
Top 3 Box % 8,9,10	48	43	47	63	47	46	50	51	49	43	45	53	42	48	53	47	47
Top 4 Box % 7,8,9,10	59	55	60	74	56	58	60	65	57	55	49	63	57	60	62	59	60
Middle 2 Box % 5,6	20	26	21	10	18	19	21	26	17	18	29	18	20	20	19	18	21
Bottom 4 Box % 1,2,3,4	20	19	17	16	26	23	17	9	24	27	22	19	24	19	18	23	19
MEAN	6.8	6.6	7.0	7.4	6.6	6.6	7.0	7.4	6.7	6.3	6.6	7.0	6.5	6.9	7.1	6.6	6.8
MEDIAN	7.0	7.0	7.0	8.0	7.0	7.0	8.0	8.0	8.0	7.0	6.0	8.0	7.0	7.0	8.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

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TABLE HRM1b:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

The name 'Halifax' is a better name than 'Halifax Regional Municipality'

	NOVA SCOTIA %		Community				GENDER		AGE			EDUCATION				INCOME		
	Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+		
10 - Completely agree	41	43	48	28	37	44	37	40	37	46	61	47	42	36	40	43	39	
9	8	11	6	12	4	10	6	4	8	12	0	4	8	10	10	5	9	
8	10	10	6	16	11	11	8	9	10	11	5	11	18	8	13	1	9	
7	7	6	10	6	7	9	6	10	7	6	13	4	5	8	6	11	7	
6	1	1	1	2	1	1	1	0	3	0	0	0	4	1	0	2	2	
5	17	13	10	22	24	13	20	24	15	11	12	16	11	18	17	20	16	
4	2	0	4	2	3	0	4	0	5	1	0	6	0	2	3	3	1	
3	4	3	4	5	3	3	4	7	3	0	0	5	5	3	5	8	2	
2	1	2	3	0	0	1	2	0	1	4	0	1	0	2	0	5	1	
1 - Completely disagree	8	8	8	2	10	6	10	6	10	7	5	3	6	10	4	1	12	
Don't know/No answer	2	3	0	4	0	2	2	0	2	2	4	2	0	2	3	0	2	
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146	
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139	
Top 3 Box % 8,9,10	58	64	60	56	52	65	52	53	54	69	66	62	68	54	63	49	57	
Top 4 Box % 7,8,9,10	66	70	70	61	59	74	58	63	61	75	79	66	73	62	69	60	64	
Middle 2 Box % 5,6	18	14	12	25	24	14	22	24	18	11	12	16	16	19	17	22	18	
Bottom 4 Box % 1,2,3,4	15	14	18	9	16	11	19	13	19	12	5	16	11	17	12	18	16	
MEAN	7.4	7.6	7.5	7.4	7.0	7.8	7.0	7.3	7.1	7.9	8.4	7.7	7.8	7.1	7.7	7.2	7.2	
MEDIAN	8.0	9.0	9.0	8.0	8.0	9.0	8.0	8.0	8.0	9.0	10.0	9.0	9.0	8.0	9.0	7.0	8.0	

Responses of Don't know/No answer are excluded from calculation of the mean & median.

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TABLE HRM1d:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

When I am visiting locations outside the province I describe myself as being from Halifax

	NOVA SCOTIA %	Community				GENDER		AGE			EDUCATION				INCOME		
		Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18- 34	35- 54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+
10 - Completely agree	56	65	50	60	47	49	62	66	47	56	58	44	55	58	48	53	60
9	6	5	8	9	4	9	4	0	12	5	0	3	8	7	7	10	5
8	9	6	12	4	12	9	9	8	9	9	14	14	3	8	12	10	8
7	6	12	1	2	5	9	3	4	8	6	9	5	6	6	7	6	6
6	2	3	1	0	2	0	3	1	2	2	0	4	3	1	3	2	1
5	5	2	5	17	3	4	6	9	5	1	9	0	9	5	3	2	6
4	2	2	2	3	1	3	1	3	1	2	6	6	0	1	2	4	1
3	2	0	6	2	2	3	2	2	1	3	0	3	0	3	3	0	3
2	2	3	0	0	3	1	2	0	3	2	0	3	3	1	3	2	1
1 - Completely disagree	10	1	16	3	18	12	8	5	11	13	4	14	12	9	10	10	10
Don't know/No answer	1	1	0	0	2	2	0	2	0	2	0	3	0	1	3	1	0
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139
Top 3 Box % 8,9,10	71	77	70	73	64	66	75	74	69	70	72	61	67	74	67	73	72
Top 4 Box % 7,8,9,10	77	88	71	75	69	76	78	78	77	76	81	67	73	80	74	78	78
Middle 2 Box % 5,6	7	4	6	17	5	4	9	11	7	3	9	4	12	6	6	4	7
Bottom 4 Box % 1,2,3,4	16	7	23	8	24	18	13	10	17	20	10	27	15	13	17	16	14
MEAN	8.0	8.8	7.4	8.3	7.2	7.7	8.2	8.4	7.7	7.8	8.3	7.2	7.8	8.2	7.7	8.0	8.0
MEDIAN	10.0	10.0	9.0	10.0	9.0	9.0	10.0	10.0	9.0	10.0	10.0	8.0	10.0	10.0	9.0	10.0	10.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

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TABLE HRM1a:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

'Halifax Regional Municipality' or HRM, is a good name for the municipality

	NOVA SCOTIA %	Community				GENDER		AGE			EDUCATION				INCOME		
		Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+
10 - Completely agree	29	22	32	27	35	26	31	32	30	24	37	38	21	27	32	28	29
9	8	8	8	13	4	9	6	12	7	4	0	6	2	10	4	7	9
8	12	13	7	24	8	10	13	7	12	15	8	8	19	11	16	11	9
7	11	12	13	11	9	12	11	15	8	12	4	11	14	12	9	12	12
6	8	12	10	2	4	7	9	12	6	7	21	3	13	7	11	3	8
5	12	14	10	8	13	13	12	14	11	11	8	15	7	13	7	15	13
4	3	1	3	6	5	4	3	0	5	5	0	1	6	4	4	3	3
3	2	1	4	5	2	2	3	0	4	2	0	3	6	2	3	1	2
2	4	7	1	0	5	5	3	6	4	2	6	0	3	5	3	5	5
1 - Completely disagree	10	9	10	5	13	11	9	3	11	17	15	14	9	8	7	14	10
Don't know/No answer	1	0	2	0	1	0	1	0	2	0	0	0	0	1	2	0	0
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139
Top 3 Box % 8,9,10	48	43	47	63	47	46	50	51	49	43	45	53	42	48	53	47	47
Top 4 Box % 7,8,9,10	59	55	60	74	56	58	60	65	57	55	49	63	57	60	62	59	60
Middle 2 Box % 5,6	20	26	21	10	18	19	21	26	17	18	29	18	20	20	19	18	21
Bottom 4 Box % 1,2,3,4	20	19	17	16	26	23	17	9	24	27	22	19	24	19	18	23	19
MEAN	6.8	6.6	7.0	7.4	6.6	6.6	7.0	7.4	6.7	6.3	6.6	7.0	6.5	6.9	7.1	6.6	6.8
MEDIAN	7.0	7.0	7.0	8.0	7.0	7.0	8.0	8.0	8.0	7.0	6.0	8.0	7.0	7.0	8.0	7.0	7.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

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TABLE HRM1b:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

The name 'Halifax' is a better name than 'Halifax Regional Municipality'

	NOVA SCOTIA %		Community				GENDER		AGE			EDUCATION				INCOME		
			Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18- 34	35- 54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+
10 - Completely agree	41	43	48	28	37	44	37	40	37	46	61	47	42	36	40	43	39	
9	8	11	6	12	4	10	6	4	8	12	0	4	8	10	10	5	9	
8	10	10	6	16	11	11	8	9	10	11	5	11	18	8	13	1	9	
7	7	6	10	6	7	9	6	10	7	6	13	4	5	8	6	11	7	
6	1	1	1	2	1	1	1	0	3	0	0	0	4	1	0	2	2	
5	17	13	10	22	24	13	20	24	15	11	12	16	11	18	17	20	16	
4	2	0	4	2	3	0	4	0	5	1	0	6	0	2	3	3	1	
3	4	3	4	5	3	3	4	7	3	0	0	5	5	3	5	8	2	
2	1	2	3	0	0	1	2	0	1	4	0	1	0	2	0	5	1	
1 - Completely disagree	8	8	8	2	10	6	10	6	10	7	5	3	6	10	4	1	12	
Don't know/No answer	2	3	0	4	0	2	2	0	2	2	4	2	0	2	3	0	2	
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146	
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139	
Top 3 Box % 8,9,10	58	64	60	56	52	65	52	53	54	69	66	62	68	54	63	49	57	
Top 4 Box % 7,8,9,10	66	70	70	61	59	74	58	63	61	75	79	66	73	62	69	60	64	
Middle 2 Box % 5,6	18	14	12	25	24	14	22	24	18	11	12	16	16	19	17	22	18	
Bottom 4 Box % 1,2,3,4	15	14	18	9	16	11	19	13	19	12	5	16	11	17	12	18	16	
MEAN	7.4	7.6	7.5	7.4	7.0	7.8	7.0	7.3	7.1	7.9	8.4	7.7	7.8	7.1	7.7	7.2	7.2	
MEDIAN	8.0	9.0	9.0	8.0	8.0	9.0	8.0	8.0	8.0	9.0	10.0	9.0	9.0	8.0	9.0	7.0	8.0	

Responses of Don't know/No answer are excluded from calculation of the mean & median.

THE ATLANTIC QUARTERLY®- WINTER 2014

- Revolve Results -

TABLE HRM1d:

And now we have a few agree/disagree statements. Please use a scale from 1 to 10, where 1 means "completely disagree" and 10 means "completely agree." To what extent do you agree or disagree with the following statements?

When I am visiting locations outside the province I describe myself as being from Halifax

	NOVA SCOTIA %	Community				GENDER		AGE			EDUCATION				INCOME		
		Halifax	Dartmouth	Bedford/Sackville	Other	M	F	18- 34	35- 54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	L.T. \$50K	\$50-<\$75K	\$75K+
10 - Completely agree	56	65	50	60	47	49	62	66	47	56	58	44	55	58	48	53	60
9	6	5	8	9	4	9	4	0	12	5	0	3	8	7	7	10	5
8	9	6	12	4	12	9	9	8	9	9	14	14	3	8	12	10	8
7	6	12	1	2	5	9	3	4	8	6	9	5	6	6	7	6	6
6	2	3	1	0	2	0	3	1	2	2	0	4	3	1	3	2	1
5	5	2	5	17	3	4	6	9	5	1	9	0	9	5	3	2	6
4	2	2	2	3	1	3	1	3	1	2	6	6	0	1	2	4	1
3	2	0	6	2	2	3	2	2	1	3	0	3	0	3	3	0	3
2	2	3	0	0	3	1	2	0	3	2	0	3	3	1	3	2	1
1 - Completely disagree	10	1	16	3	18	12	8	5	11	13	4	14	12	9	10	10	10
Don't know/No answer	1	1	0	0	2	2	0	2	0	2	0	3	0	1	3	1	0
WEIGHTED SAMPLE SIZE (#)	300	104	71	41	84	147	153	93	116	91	19	48	45	185	82	49	146
UNWEIGHTED SAMPLE SIZE (#)	300	99	64	35	102	140	160	63	116	121	20	52	46	180	85	50	139
Top 3 Box % 8,9,10	71	77	70	73	64	66	75	74	69	70	72	61	67	74	67	73	72
Top 4 Box % 7,8,9,10	77	88	71	75	69	76	78	78	77	76	81	67	73	80	74	78	78
Middle 2 Box % 5,6	7	4	6	17	5	4	9	11	7	3	9	4	12	6	6	4	7
Bottom 4 Box % 1,2,3,4	16	7	23	8	24	18	13	10	17	20	10	27	15	13	17	16	14
MEAN	8.0	8.8	7.4	8.3	7.2	7.7	8.2	8.4	7.7	7.8	8.3	7.2	7.8	8.2	7.7	8.0	8.0
MEDIAN	10.0	10.0	9.0	10.0	9.0	9.0	10.0	10.0	9.0	10.0	10.0	8.0	10.0	10.0	9.0	10.0	10.0

Responses of Don't know/No answer are excluded from calculation of the mean & median.

**Appendix H:
List of Events
Public Engagement**

December 7 – HRM Integration Black Cultural Centre
December 14 – Alderney Market
December 17 – Dartmouth Ferry Terminal/ Alderney Landing
December 18 – BMO Centre
December 19 – Gordon Snow Community Centre, Fall River
December 20 – Emera Oval
December 20 – Shubie Park Tree Lighting
December 21 – Canada Games Centre
December 22 – Sunny Side Mall
December 22 – Musquodoboit Farmer's Market
December 23 – Park Lane mall
December 27 – Emera Oval
December 28 – Mooseheads and Cape Breton
December 31 – CTV & HRM New Year's Eve at Grand Parade 2014
January 1 – Municipal Levee, City Hall
January 9 – Mount Saint Vincent University
January 10 – Moosehead Game/ Moncton
January 15 – Cole Harbour Place
January 16 – Dalhousie SUB Building
January 16 – Craft Beer & Local Food Celebration, Halifax Club
January 16 – District 10 and 12 Town Hall, Keshen Goodman Library
January 18 – Halifax Seaport Market
January 18 – Russell Lake Sobeys
January 18 – Apps4HFX, WTCC
January 19 – Sackville Sports Stadium
January 25 – Bay Ducks at St Margaret's Bay Arena
January 25 – Mic-Mac Mall
January 25 – Sobeys in Fall River
January 29 – Woodlawn Library
January 30 – GHP Marriot Event
January 31 – Middle Musquodoboit Co-op Store
February 5 – Citadel High School
February 6 – GHP Marriot Event
February 8 – Mumford Road Sobeys
February 13 – Lebanese Breakfast with Premier
February 15 – Sheet Harbour Town Hall
February 15 – Sheet Harbour Foodland Store
February 20 – Spryfield Village Mini Business Expo
February 22 – Monte Carlo Casino Night, Beaverbank, Kinsack Community Centre

Greater Halifax Partnership Halifax Region Brand Project

Overall Report

March 2014



Survey Developed by
Dr. Susan Black



Attachment B

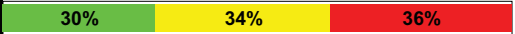
Question Summary

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutra	%Disagree			
How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:							
There being good career opportunities here for residents of the Halifax region.	172	44%	30%	27%	44	27	5.76
The Halifax region being a safe place to live and run a business.	172	79%	19%	2%	79	2	7.63
The Halifax region being a cultural centre for music, theatre, and the performing arts.	171	78%	16%	6%	78	6	7.47
The Halifax region being a leader in terms of being 'green' or environmentally friendly.	171	60%	33%	7%	60	7	6.85
The Halifax region having a wide variety of sports and parks or recreational facilities.	172	65%	24%	10%	65	10	6.83
The Halifax Region being a fun place to live.	172	83%	11%	6%	83	6	7.71
The Halifax region being known as a desirable destination for visitors and tourists.	172	82%	13%	5%	82	5	7.83
The Halifax region having a well educated workforce, with leading colleges, universities and libraries.	171	94%	5%	1%	94	1	8.50
The Halifax region having top quality health care services.	172	81%	12%	8%	81	8	7.51
The Halifax region having a thriving, vibrant downtown area.	170	42%	32%	26%	42	26	5.89
The Halifax region being a desirable place to invest in a business.	172	45%	37%	19%	45	19	5.99
The Halifax region having quality/availability of sites and buildings.	171	60%	26%	14%	60	14	6.51
The Halifax region having reasonably priced offices and facilities.	172	55%	25%	20%	55	20	6.26

Question Summary

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutra	%Disagree			
The Halifax region providing an efficient system of streets, roads and public transportation.	171	32%	32%	37%	32	37	5.29
The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds.	172	51%	30%	19%	51	19	6.33
Maintaining historical aspects of the Halifax region.	168	78%	14%	8%	78	8	7.26
The Halifax region having a business-friendly government	171	36%	32%	32%	36	32	5.41
Having competitive incentives for businesses to invest in the Halifax region.	171	33%	37%	30%	33	30	5.31
Having competitive labour costs within Halifax.	171	54%	33%	13%	54	13	6.32
The Halifax region having an efficient transportation system for business (Highway, Air, Rail, Port)	172	65%	20%	16%	65	16	6.68
The Halifax region having low overall operating costs for businesses.	172	31%	36%	33%	31	33	5.24
The Halifax region having a low overall tax burden.	169	17%	28%	54%	17	54	4.16
The Halifax region having affordable utility costs for businesses.	172	17%	31%	52%	17	52	4.24
The Halifax region providing an overall high quality of life that is affordable for business.	171	42%	33%	26%	42	26	5.71
To what extent do you agree or disagree with the following statements?							
'Halifax Regional Municipality' or HRM, is a good name for the municipality	165	30%	10%	60%	30	60	4.06
The name 'Halifax' is a better name than 'Halifax Regional Municipality'	160	89%	3%	8%	89	8	8.84
When I am visiting other cities I describe myself as being from Halifax	163	93%	4%	3%	93	3	9.31

Question Summary

Items by Category	2013 BaseN	Percent Responding ■ %Agree ■ %Neutra ■ %Disagree	2014 %Agr	2014 %Dis	2014 Mean
<p>Business Climate</p> <p>3. From your perspective, has Halifax's business climate improved, declined or stayed the same in the past five years?</p>	163		30	36	2.04

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of:</p> <p>There being good career opportunities here for residents of the Halifax region.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	44%	30%	27%	44	27	5.76
Gross Revenue							
Less than \$25 million	117	42%	31%	27%	42	27	5.67
\$25 - \$49 million	15	33%	33%	33%	33	33	5.53
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	60%	27%	13%	60	13	6.53
Location Decision							
Yes	51	41%	29%	29%	41	29	5.73
No	78	49%	31%	21%	49	21	6.04
Not sure	40	40%	28%	32%	40	33	5.38

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>There being good career opportunities here for residents of the Halifax region.</p> <p style="text-align: right;">Primary Business</p> <p style="text-align: right;">Manufacturing</p> <p style="text-align: right;">Services</p> <p style="text-align: right;">Other</p>	<p>18</p> <p>119</p> <p>32</p>				<p>39</p> <p>46</p> <p>38</p>	<p>50</p> <p>23</p> <p>28</p>	<p>5.11</p> <p>5.94</p> <p>5.50</p>

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a safe place to live and run a business.</p>							
TARGETGROUP							
Halifax Region Brand Project	172				79	2	7.63
Gross Revenue							
Less than \$25 million	117				77	3	7.54
\$25 - \$49 million	15				93	0	7.87
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				73	0	7.67
Location Decision							
Yes	51				78	2	7.61
No	78				82	1	7.71
Not sure	40				73	5	7.45

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a safe place to live and run a business.</p>							
Primary Business							
Manufacturing	18				83	0	7.72
Services	119				81	3	7.72
Other	32				72	3	7.25

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a cultural centre for music, theatre, and the performing arts.</p>							
TARGETGROUP							
Halifax Region Brand Project	171				78	6	7.47
Gross Revenue							
Less than \$25 million	116				75	7	7.37
\$25 - \$49 million	15				67	13	6.73
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				93	0	8.07
Location Decision							
Yes	51				75	8	7.37
No	77				79	6	7.49
Not sure	40				78	3	7.55

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a cultural centre for music, theatre, and the performing arts.</p>							
Primary Business							
Manufacturing	17	71%	24%	6%	71	6	7.00
Services	119	78%	16%	6%	78	6	7.46
Other	32	78%	16%	6%	78	6	7.78

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a leader in terms of being 'green' or environmentally friendly.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	60%	33%	7%	60	7	6.85
Gross Revenue							
Less than \$25 million	116	60%	33%	7%	60	7	6.84
\$25 - \$49 million	15	47%	47%	7%	47	7	6.33
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	73%	13%	13%	73	13	7.13
Location Decision							
Yes	50	54%	38%	8%	54	8	6.62
No	78	67%	23%	10%	67	10	6.97
Not sure	40	57%	43%		58	0	7.00

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a leader in terms of being 'green' or environmentally friendly.</p>							
<p style="text-align: right;">Primary Business</p>							
Manufacturing	18	56%	33%	11%	56	11	6.61
Services	118	58%	34%	8%	58	8	6.77
Other	32	72%	28%		72	0	7.31




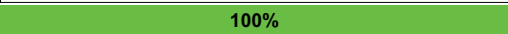



Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a wide variety of sports and parks or recreational facilities.</p>							
TARGETGROUP							
Halifax Region Brand Project	172				65	10	6.83
Gross Revenue							
Less than \$25 million	117				62	12	6.70
\$25 - \$49 million	15				47	13	6.27
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				80	7	7.20
Location Decision							
Yes	51				65	10	6.73
No	78				67	8	6.97
Not sure	40				63	18	6.70

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a wide variety of sports and parks or recreational facilities.</p>							
Primary Business							
Manufacturing	18	56%	39%	6%	56	6	6.72
Services	119	66%	23%	11%	66	11	6.83
Other	32	66%	22%	13%	66	13	6.88

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax Region being a fun place to live.</p>							
TARGETGROUP							
Halifax Region Brand Project	172				83	6	7.71
Gross Revenue							
Less than \$25 million	117				80	7	7.57
\$25 - \$49 million	15				80	0	7.67
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				100	0	8.13
Location Decision							
Yes	51				84	4	7.59
No	78				85	5	7.73
Not sure	40				78	10	7.75

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax Region being a fun place to live.</p>							
Primary Business							
Manufacturing	18				78	6	7.39
Services	119				85	7	7.74
Other	32				78	3	7.69

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being known as a desirable destination for visitors and tourists.</p>							
TARGETGROUP							
Halifax Region Brand Project	172				82	5	7.83
Gross Revenue							
Less than \$25 million	117				81	6	7.72
\$25 - \$49 million	15				80	0	8.00
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				93	0	8.60
Location Decision							
Yes	51				80	6	7.75
No	78				85	4	7.91
Not sure	40				78	8	7.80




Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being known as a desirable destination for visitors and tourists.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18				78	0	7.61
Services	119				85	4	7.97
Other	32				72	13	7.41

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a well educated workforce, with leading colleges, universities and libraries.</p>							
TARGETGROUP							
Halifax Region Brand Project	171				94	1	8.50
Gross Revenue							
Less than \$25 million	116				92	2	8.35
\$25 - \$49 million	15				100	0	8.80
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				100	0	9.13
Location Decision							
Yes	50				90	2	8.40
No	78				96	1	8.49
Not sure	40				95	0	8.70


Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a well educated workforce, with leading colleges, universities and libraries.</p>							
Primary Business							
Manufacturing	18				89	6	8.06
Services	118				93	1	8.59
Other	32				100	0	8.47

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having top quality health care services.</p>							
TARGETGROUP							
Halifax Region Brand Project	172				81	8	7.51
Gross Revenue							
Less than \$25 million	117				78	8	7.39
\$25 - \$49 million	15				80	13	7.33
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				100	0	8.33
Location Decision							
Yes	51				78	12	7.37
No	78				88	3	7.72
Not sure	40				70	13	7.35

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having top quality health care services.</p>							
Primary Business							
Manufacturing	18				89	6	7.28
Services	119				82	8	7.64
Other	32				75	9	7.25

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a thriving, vibrant downtown area.</p>							
TARGETGROUP							
Halifax Region Brand Project	170	42%	32%	26%	42	26	5.89
Gross Revenue							
Less than \$25 million	115	38%	36%	26%	38	26	5.76
\$25 - \$49 million	15	47%	13%	40%	47	40	5.93
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	53%	27%	20%	53	20	6.13
Location Decision							
Yes	51	35%	33%	31%	35	31	5.51
No	77	47%	31%	22%	47	22	6.19
Not sure	39	44%	28%	28%	44	28	5.74

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a thriving, vibrant downtown area.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	50%	22%	28%	50	28	5.94
Services	119	44%	32%	24%	44	24	5.98
Other	30	33%	33%	33%	33	33	5.47

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a desirable place to invest in a business.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	45%	37%	19%	45	19	5.99
Gross Revenue							
Less than \$25 million	117	41%	38%	21%	41	21	5.83
\$25 - \$49 million	15	27%	53%	20%	27	20	5.60
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	60%	27%	13%	60	13	6.80
Location Decision							
Yes	51	37%	43%	20%	37	20	5.80
No	78	50%	33%	17%	50	17	6.12
Not sure	40	45%	33%	22%	45	23	5.95

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region being a desirable place to invest in a business.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	44%	39%	17%	44	17	6.00
Services	119	50%	35%	15%	50	15	6.20
Other	32	31%	34%	34%	31	34	5.19

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having quality/availability of sites and buildings.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	60%	26%	14%	60	14	6.51
Gross Revenue							
Less than \$25 million	117	54%	31%	15%	54	15	6.32
\$25 - \$49 million	15	60%	40%		60	0	6.73
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	14	93%		7%	93	7	7.50
Location Decision							
Yes	51	61%	24%	16%	61	16	6.55
No	77	62%	27%	10%	62	10	6.66
Not sure	40	55%	25%	20%	55	20	6.15

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having quality/availability of sites and buildings.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	61%	33%	6%	61	6	6.56
Services	118	65%	22%	13%	65	13	6.67
Other	32	41%	34%	25%	41	25	5.88

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of:</p> <p>The Halifax region having reasonably priced offices and facilities.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	55%	25%	20%	55	20	6.26
Gross Revenue							
Less than \$25 million	117	50%	27%	23%	50	23	6.06
\$25 - \$49 million	15	60%	27%	13%	60	13	6.53
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	73%	20%	7%	73	7	7.00
Location Decision							
Yes	51	55%	18%	27%	55	27	6.12
No	78	56%	29%	14%	56	14	6.54
Not sure	40	53%	22%	25%	53	25	5.88

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having reasonably priced offices and facilities.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	56%	28%	17%	56	17	6.33
Services	119	61%	20%	19%	61	19	6.40
Other	32	38%	34%	28%	38	28	5.69

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region providing an efficient system of streets, roads and public transportation.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	32%	32%	37%	32	37	5.29
Gross Revenue							
Less than \$25 million	116	25%	37%	38%	25	38	5.12
\$25 - \$49 million	15	40%	13%	47%	40	47	5.13
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	53%	13%	33%	53	33	5.80
Location Decision							
Yes	50	28%	38%	34%	28	34	5.20
No	78	35%	28%	37%	35	37	5.49
Not sure	40	30%	27%	43%	30	43	4.98

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region providing an efficient system of streets, roads and public transportation.</p>							
Primary Business							
Manufacturing	18	22%	28%	50%	22	50	4.78
Services	119	32%	34%	34%	32	34	5.38
Other	31	35%	26%	39%	35	39	5.23

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	51%	30%	19%	51	19	6.33
Gross Revenue							
Less than \$25 million	117	49%	29%	22%	49	22	6.16
\$25 - \$49 million	15	53%	27%	20%	53	20	6.27
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	47%	40%	13%	47	13	6.27
Location Decision							
Yes	51	53%	18%	29%	53	29	6.02
No	78	47%	33%	19%	47	19	6.24
Not sure	40	55%	38%	7%	55	8	6.88

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a culturally diverse population made up of people from different nationalities and backgrounds.</p>							
Primary Business							
Manufacturing	18	50%	39%	11%	50	11	6.50
Services	119	51%	29%	19%	51	19	6.35
Other	32	50%	28%	22%	50	22	6.16

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Maintaining historical aspects of the Halifax region.</p>							
TARGETGROUP							
Halifax Region Brand Project	168				78	8	7.26
Gross Revenue							
Less than \$25 million	114				75	8	7.03
\$25 - \$49 million	15				80	7	7.60
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	14				79	7	7.36
Location Decision							
Yes	51				76	4	7.45
No	75				80	7	7.27
Not sure	39				74	15	6.95

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Maintaining historical aspects of the Halifax region.</p>							
Primary Business							
Manufacturing	18				89	11	7.22
Services	116				76	9	7.26
Other	32				78	3	7.25

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a business-friendly government</p>							
TARGETGROUP							
Halifax Region Brand Project	171	36%	32%	32%	36	32	5.41
Gross Revenue							
Less than \$25 million	116	34%	32%	34%	34	34	5.33
\$25 - \$49 million	15	27%	47%	27%	27	27	5.13
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	40%	40%	20%	40	20	5.93
Location Decision							
Yes	51	33%	25%	41%	33	41	5.12
No	77	40%	40%	19%	40	19	5.84
Not sure	40	33%	23%	45%	33	45	4.93

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a business-friendly government</p>							
<p style="text-align: right;">Primary Business</p>							
Manufacturing	17	29%	41%	29%	29	29	5.65
Services	119	39%	31%	30%	39	30	5.47
Other	32	31%	28%	41%	31	41	5.00

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Having competitive incentives for businesses to invest in the Halifax region.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	33%	37%	30%	33	30	5.31
Gross Revenue							
Less than \$25 million	116	28%	37%	34%	28	34	5.11
\$25 - \$49 million	15	33%	27%	40%	33	40	4.80
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	60%	20%	20%	60	20	6.40
Location Decision							
Yes	51	27%	35%	37%	27	37	5.02
No	77	38%	38%	25%	38	25	5.60
Not sure	40	30%	35%	35%	30	35	5.10

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Having competitive incentives for businesses to invest in the Halifax region.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	28%	44%	28%	28	28	5.39
Services	118	33%	38%	29%	33	29	5.38
Other	32	31%	28%	41%	31	41	4.91

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Having competitive labour costs within Halifax.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	54%	33%	13%	54	13	6.32
Gross Revenue							
Less than \$25 million	117	51%	36%	13%	51	13	6.23
\$25 - \$49 million	15	60%	13%	27%	60	27	6.00
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	14	71%	21%	7%	71	7	6.93
Location Decision							
Yes	51	57%	27%	16%	57	16	6.29
No	77	55%	38%	8%	55	8	6.47
Not sure	40	55%	25%	20%	55	20	6.15

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>Having competitive labour costs within Halifax.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	61%	28%	11%	61	11	6.39
Services	118	54%	34%	12%	54	12	6.34
Other	32	53%	28%	19%	53	19	6.22

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having an efficient transportation system for business (Highway, Air, Rail, Port)</p>							
TARGETGROUP							
Halifax Region Brand Project	172				65	16	6.68
Gross Revenue							
Less than \$25 million	117				63	16	6.62
\$25 - \$49 million	15				67	20	6.20
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15				53	20	6.40
Location Decision							
Yes	51				65	22	6.37
No	78				67	15	6.78
Not sure	40				60	10	6.88

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having an efficient transportation system for business (Highway, Air, Rail, Port)</p>							
<p style="text-align: right;">Primary Business</p>							
Manufacturing	18				72	11	7.22
Services	119				64	15	6.62
Other	32				66	19	6.69

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having low overall operating costs for businesses.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	31%	36%	33%	31	33	5.24
Gross Revenue							
Less than \$25 million	117	27%	35%	38%	27	38	5.04
\$25 - \$49 million	15	33%	33%	33%	33	33	5.13
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	33%	47%	20%	33	20	5.80
Location Decision							
Yes	51	35%	24%	41%	35	41	5.10
No	78	29%	44%	27%	29	27	5.46
Not sure	40	33%	33%	35%	33	35	5.00

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having low overall operating costs for businesses.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	28%	33%	39%	28	39	5.17
Services	119	36%	33%	31%	36	31	5.36
Other	32	19%	44%	38%	19	38	4.81

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of:</p> <p>The Halifax region having a low overall tax burden.</p>							
TARGETGROUP							
Halifax Region Brand Project	169	17%	28%	54%	17	54	4.16
Gross Revenue							
Less than \$25 million	115	18%	26%	56%	18	56	4.08
\$25 - \$49 million	14	14%	14%	71%	14	71	3.64
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	13%	53%	33%	13	33	4.53
Location Decision							
Yes	50	24%	10%	66%	24	66	3.94
No	77	14%	38%	48%	14	48	4.26
Not sure	39	15%	28%	56%	15	56	4.13

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having a low overall tax burden.</p>							
Primary Business							
Manufacturing	18	6%	22%	72%	6	72	3.72
Services	116	21%	25%	54%	21	54	4.22
Other	32	13%	38%	50%	13	50	4.06

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of:</p> <p>The Halifax region having affordable utility costs for businesses.</p>							
TARGETGROUP							
Halifax Region Brand Project	172	17%	31%	52%	17	52	4.24
Gross Revenue							
Less than \$25 million	117	18%	32%	50%	18	50	4.24
\$25 - \$49 million	15	13%	27%	60%	13	60	3.73
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	13%	47%	40%	13	40	4.73
Location Decision							
Yes	51	18%	24%	59%	18	59	4.04
No	78	18%	32%	50%	18	50	4.37
Not sure	40	15%	35%	50%	15	50	4.18

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region having affordable utility costs for businesses.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	11%	33%	56%	11	56	3.83
Services	119	19%	27%	54%	19	54	4.30
Other	32	13%	44%	44%	13	44	4.22

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region providing an overall high quality of life that is affordable for business.</p>							
TARGETGROUP							
Halifax Region Brand Project	171	42%	33%	26%	42	26	5.71
Gross Revenue							
Less than \$25 million	116	37%	34%	29%	37	29	5.54
\$25 - \$49 million	15	40%	33%	27%	40	27	5.60
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	53%	40%	7%	53	7	6.27
Location Decision							
Yes	50	38%	38%	24%	38	24	5.82
No	78	42%	36%	22%	42	22	5.78
Not sure	40	45%	18%	38%	45	38	5.45

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
<p>How satisfied are you with the Halifax region as a place to live, work, and conduct business in terms of each of the following? How satisfied are you in terms of ...:</p> <p>The Halifax region providing an overall high quality of life that is affordable for business.</p> <p style="text-align: right;">Primary Business</p>							
Manufacturing	18	44%	39%	17%	44	17	6.00
Services	118	43%	31%	25%	43	25	5.78
Other	32	31%	34%	34%	31	34	5.25

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
To what extent do you agree or disagree with the following statements?							
'Halifax Regional Municipality' or HRM, is a good name for the municipality							
TARGETGROUP							
Halifax Region Brand Project	165	30%	10%	60%	30	60	4.06
Gross Revenue							
Less than \$25 million	112	29%	12%	60%	29	60	4.02
\$25 - \$49 million	13	23%	8%	69%	23	69	3.46
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	33%	13%	53%	33	53	4.47
Location Decision							
Yes	49	37%	4%	59%	37	59	4.24
No	73	27%	7%	66%	27	66	3.66
Not sure	40	25%	25%	50%	25	50	4.58
Primary Business							
Manufacturing	17	24%	12%	65%	24	65	3.82
Services	113	31%	11%	58%	31	58	4.13
Other	32	28%	9%	63%	28	63	3.91

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
To what extent do you agree or disagree with the following statements?							
The name 'Halifax' is a better name than 'Halifax Regional Municipality'							
TARGETGROUP							
Halifax Region Brand Project	160	89% 3% 8%			89	8	8.84
Gross Revenue							
Less than \$25 million	110	86% 5% 9%			86	9	8.73
\$25 - \$49 million	13	92% 8%			92	8	8.92
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	14	100%			100	0	9.64
Location Decision							
Yes	45	91% 9%			91	9	8.91
No	74	88% 4% 8%			88	8	8.82
Not sure	39	87% 5% 8%			87	8	8.74
Primary Business							
Manufacturing	17	88% 6% 6%			88	6	8.76
Services	109	89% 4% 7%			89	7	8.92
Other	32	88% 13%			88	13	8.56




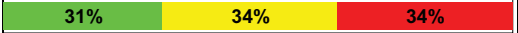
Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
To what extent do you agree or disagree with the following statements?							
When I am visiting other cities I describe myself as being from Halifax							
TARGETGROUP							
Halifax Region Brand Project	163	93% 4% 4%			93	3	9.31
Gross Revenue							
Less than \$25 million	112	92% 4% 4%			92	4	9.21
\$25 - \$49 million	14	93% 7%			93	0	9.50
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	7	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	13	100%			100	0	9.85
Location Decision							
Yes	44	93% 5% 2%			93	2	9.32
No	77	94% 3% 4%			94	4	9.31
Not sure	39	92% 5% 3%			92	3	9.23
Primary Business							
Manufacturing	17	94% 6%			94	0	9.47
Services	111	91% 5% 5%			91	5	9.11
Other	32	100%			100	0	9.84

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		%Agree	%Neutral	%Disagree			
Business Climate							
3. From your perspective, has Halifax's business climate improved, declined or stayed the same in the past five years?							
TARGETGROUP							
Halifax Region Brand Project	163	30%	34%	36%	30	36	2.04
Gross Revenue							
Less than \$25 million	110	29%	35%	36%	29	36	2.05
\$25 - \$49 million	15	13%	47%	40%	13	40	2.33
\$50 - \$99 million	5	Insufficient Responses			**		**
\$100 - \$249 million	6	Insufficient Responses			**		**
\$250 - \$499 million	1	Insufficient Responses			**		**
\$500 million or more	15	47%	20%	33%	47	33	1.73
Location Decision							
Yes	48	27%	35%	38%	27	38	2.08
No	74	34%	34%	32%	34	32	2.00
Not sure	39	26%	33%	41%	26	41	2.08

Question Details

Items by Category	2013 BaseN	Percent Responding			2014 %Agr	2014 %Dis	2014 Mean
		 %Agree	 %Neutral	 %Disagree			
<p>Business Climate</p> <p>3. From your perspective, has Halifax's business climate improved, declined or stayed the same in the past five years?</p> <p style="text-align: right;">Primary Business</p> <p style="text-align: right;">Manufacturing</p> <p style="text-align: right;">Services</p> <p style="text-align: right;">Other</p>		  					
	17	12%	24%	65%	12	65	2.12
	112	33%	36%	31%	33	31	2.03
	32	31%	34%	34%	31	34	2.03

Demographic Summary

Demographic	Number of Survey Respondents
TARGETGROUP Halifax Region Brand Project	172
Gross Revenue Less than \$25 million \$25 - \$49 million \$50 - \$99 million \$100 - \$249 million \$250 - \$499 million \$500 million or more	117 15 5 7 1 15
Location Decision Yes No Not sure	51 78 40
Primary Business Manufacturing Services Other	18 119 32

PERCEPTIONS OF GREATER HALIFAX'S BUSINESS CLIMATE

A Survey Of Location Advisors



Prepared for Greater Halifax Partnership
by Development Counsellors International
February 28, 2014

Introduction

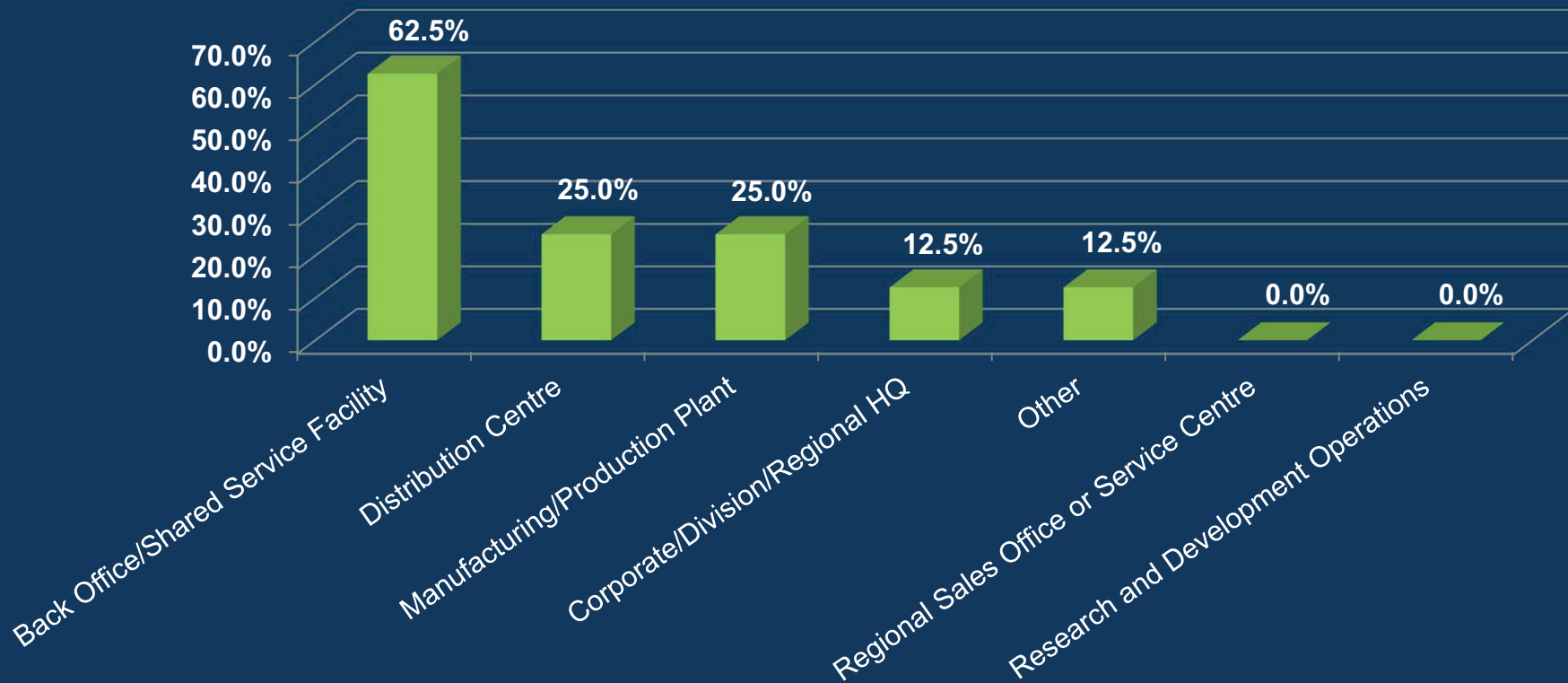
- **DCI conducted the online study over a two-week period (February 10 -21, 2014).**
- **54 site location advisors participated in the survey and received a \$10 Starbucks or iTunes card for their participation.**
- **Survey was distributed to 266 advisors for a 20.3% response rate.**

% of Respondents that have been to Halifax



Projects in Halifax

14.8% of site selection advisors have considered Halifax for a project



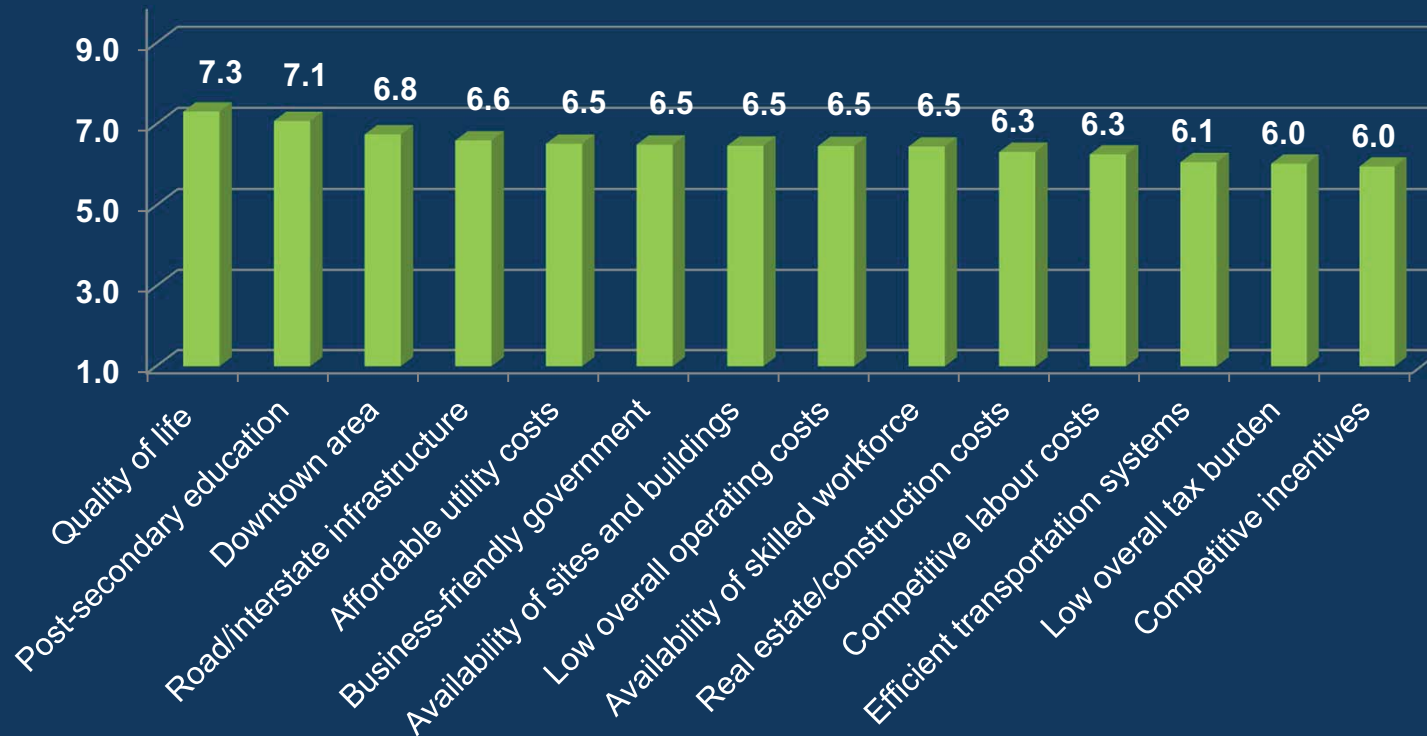
Key Queries

- 1. Halifax's Business Climate:** How is it perceived by advisors?
- 2. Awareness of Halifax:** Familiarity with Halifax and key messaging ?

Greater Halifax's Business Climate

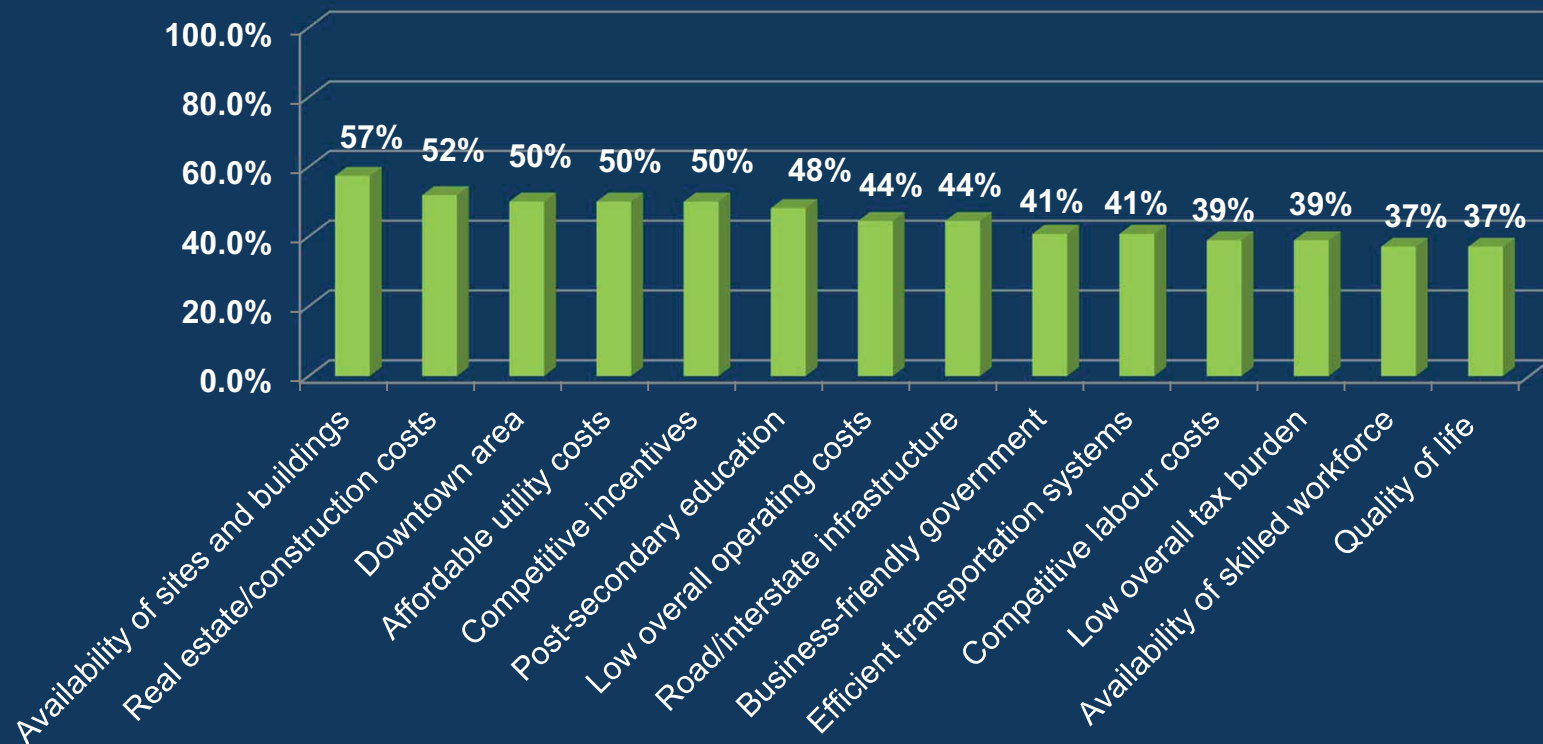
Rating Halifax on Various Business Factors

Ranked by mean score on a scale of 1 (“poor”) to 10 (“excellent”)

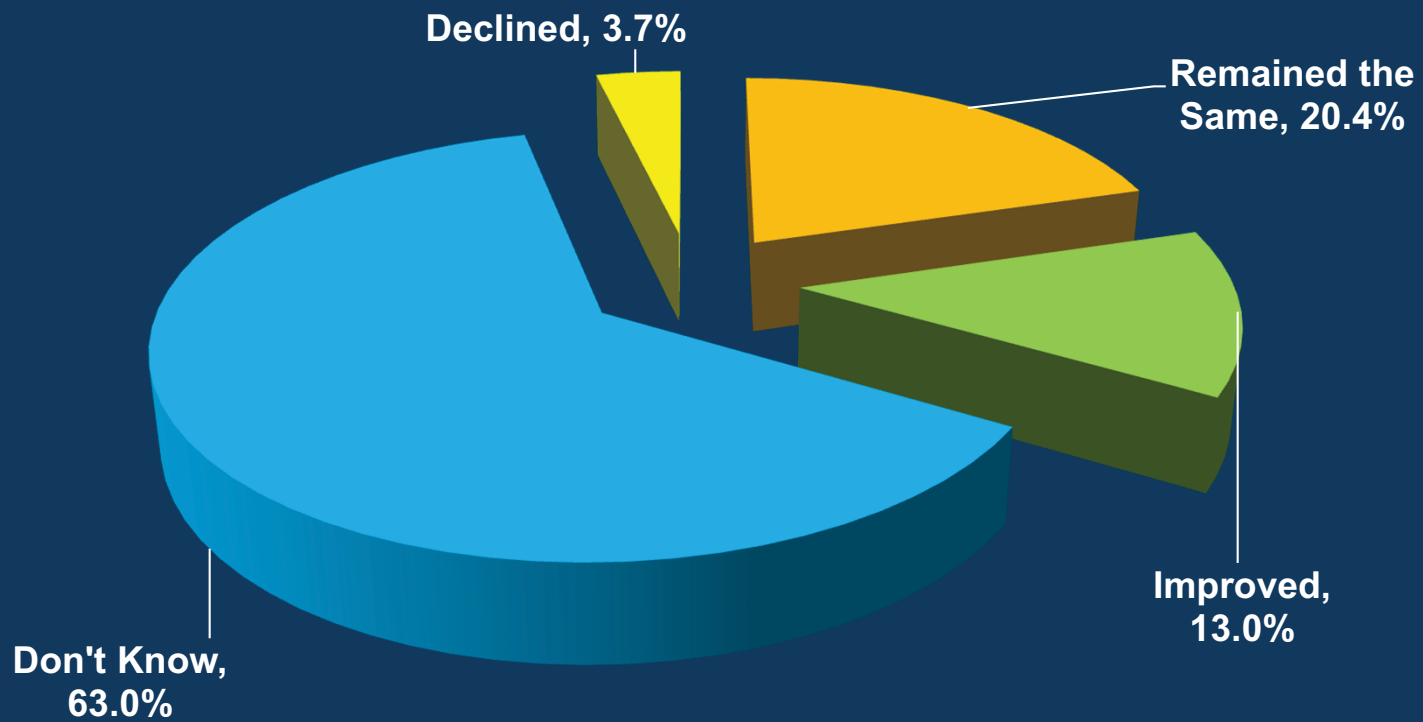


Rating Halifax on Various Business Factors

% of Respondents who were not familiar enough with Halifax to provide rating



In the last five years, Halifax's business climate has...



Perceived Strengths

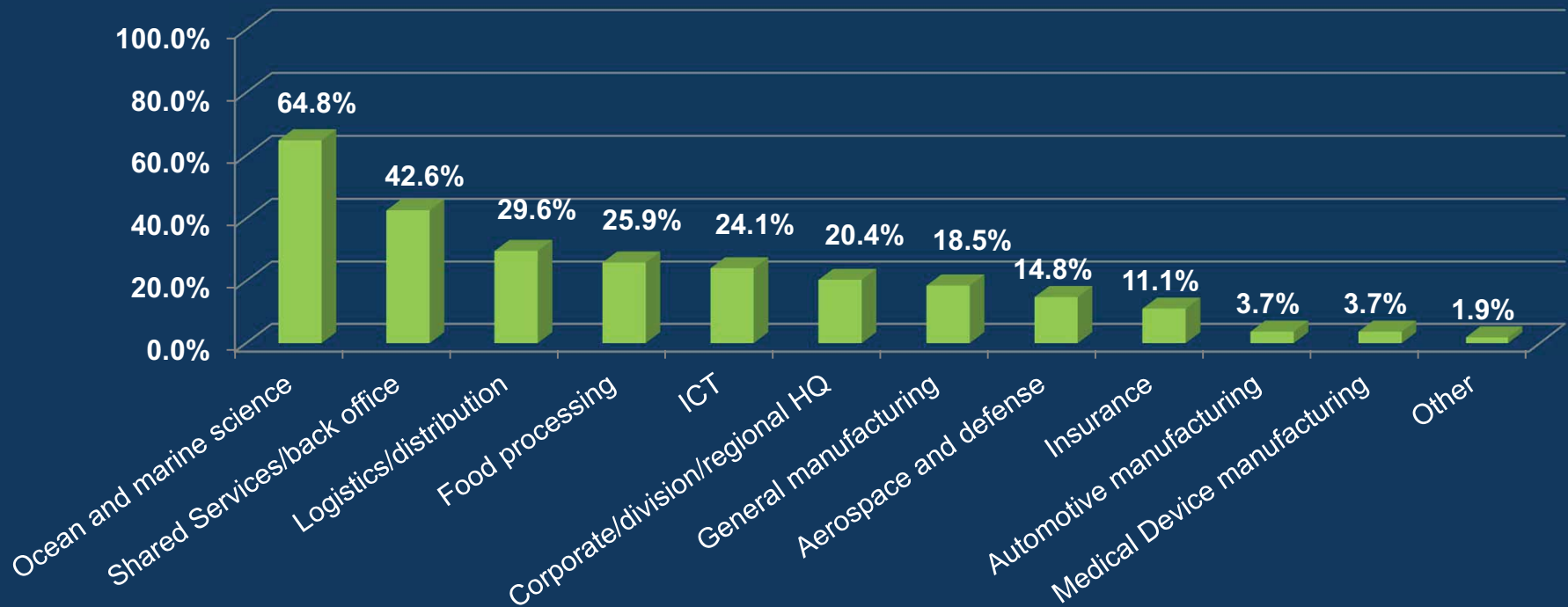
- **18.5% of respondents were not familiar enough with Halifax to comment on strengths**
- **Halifax is perceived favorably on the following factors:**
 - Availability of skilled/well-educated workforce – 33.3%
 - Low operating costs – 25.9%
 - Good quality of life – 18.5%
 - Port – 14.8%

Perceived Weaknesses

- **11.1% of respondents were not familiar enough with Halifax to comment on weaknesses**
- **Halifax is perceived less favorably on the following factors:**
 - Accessibility/remoteness – 61.1%
 - Climate – 29.6%
 - Awareness – 13.0%
 - Overall size of the market – 13.0%

Awareness of Halifax

Industries/Functions Associated with Halifax



Words & Phrases Associated with Halifax

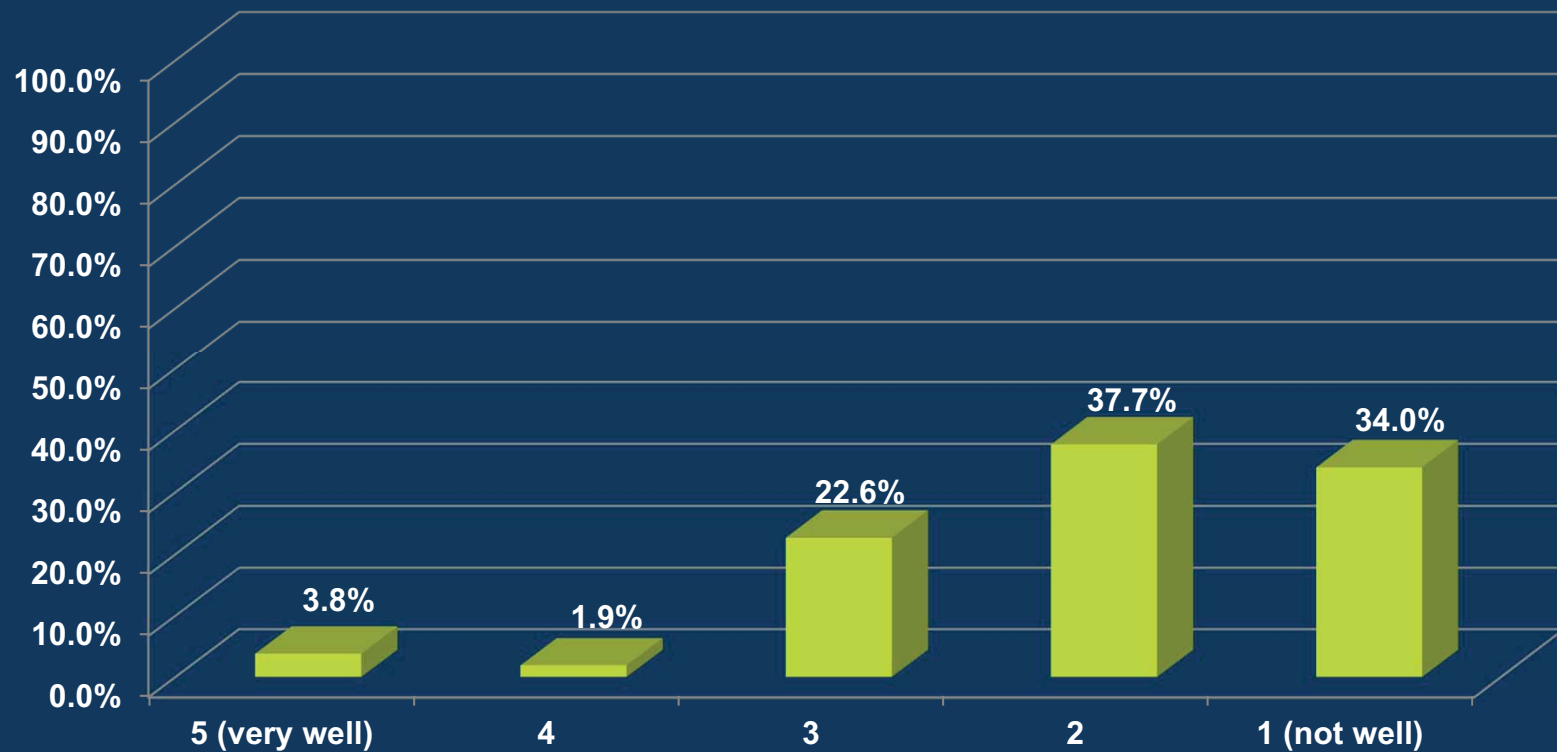
50 survey participants offered a response; most common responses include:

- 26.0%** Good port/shipping hub
- 26.0%** Remote/inaccessible
- 26.0%** Fishing Industry/Salmon
- 22.0%** Cold/Snow
- 16.0%** Well educated/skilled workforce

Others Mentioned: Back Office / Call Center, Tourism, Atlantic Ocean/coast, Northeast, Outdoor recreation, Attractive/beautiful city, Friendly/great people, Unknown business environment/targets, Canadian town, Competitive utility rates/operating costs, Quality of Life, Titanic

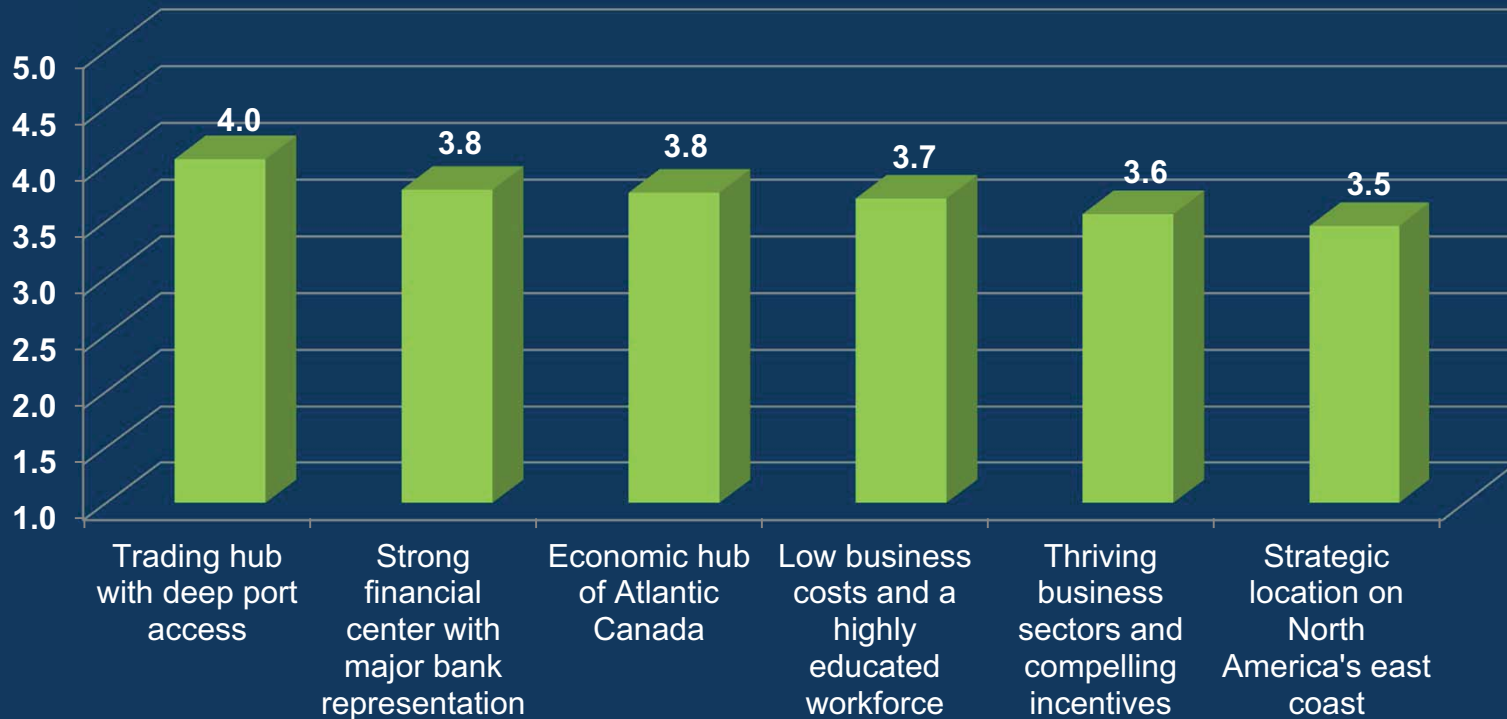
How is Halifax is promoting itself to the business/site selection community?

Ranked by mean score on a scale of 1 (“not well”) to 5 (“very well”)



Strength of messages in communicating region's key strengths?

Ranked by mean score on a scale of 1 ("not well") to 5 ("very well")



Key Findings

1. Halifax is largely unknown among this group of advisors

- **Approximately 30% of respondents have been to Halifax but only 14.8% have considered the region for a project.**
- **63% of respondents are not aware of how the region's business climate has changed over the last five years.**
- **Depending on the business factor, between 37% and 57% of respondents were not familiar enough to provide a rating on each of the factors.**

2. However, among those familiar with the region, it is generally perceived favorably...

- **Ratings on various business factors in Halifax are all above average.**
 - Quality of life, post-secondary education resources and the downtown area received the highest ratings.
- **In an open-ended question, Halifax's top strengths are the region's workforce, low operating costs, quality of life and the port.**
- **The industries most associated with Halifax are ocean/marine sciences, shared services/back office and logistics/distribution.**

3. Halifax can improve on marketing/communicating to this audience

- **On a scale of 1(not well) to 5 (very well), Halifax received a mean score of 2.0 on how well it was promoting/marketing itself to corporate executives and site selectors.**
- **The marketing message that most resonates with this audience is “trading hub with deep access port.”**
- **13% of respondents report that “a lack of awareness of the area” is one of the region’s key weaknesses.**



Proposed brand strategy

Presentation to Executive Committee | March 24, 2014

Overview

- **The branding journey**
- **A different conversation with citizens**
- **Unprecedented community engagement**
- **Local and international businesses' perspective**
- **Branding strategy and promise**

The branding journey

What will a successful brand do?

- Better position Halifax in a global marketplace and help us better manage identity
- Better reflect our best characteristics and attributes in a current context
- Allow us to tell our cumulative stories in a consistent, distinct and authentic style
- Allow us to make “on-brand” decisions about growth, marketing, policy, etc.

The branding journey

April-May 2013: Council directed HRM Corporate Communications to:

- Take a leadership role in articulating a brand for the Halifax region
- Develop an RFP for a brand consultant leverage internal resources and implement the new brand incrementally
- Refresh halifax.ca simultaneously with the brand

The branding journey

- **July-Oct. 2013 – extensive RFP process**
- **Nov. 2013 – RFP awarded to Revolve Branding Inc.**
- **Dec. 2013 – project launch and community engagement kick off**

A different conversation

We asked everyone

- *What does living in the Halifax region mean to you?*
- *What makes the Halifax region unique?*
- *What about the Halifax region makes you most proud?*



Unprecedented engagement

Success would be defined

- Through deep buy-in involving all citizens and stakeholders using an innovative and open process
- By support of Council (from proposed strategy to end result) of a master brand approach
- Through broad stakeholder adoption and advocacy to support our city's growth and prosperity

Unprecedented engagement

Different approaches and multiple channels

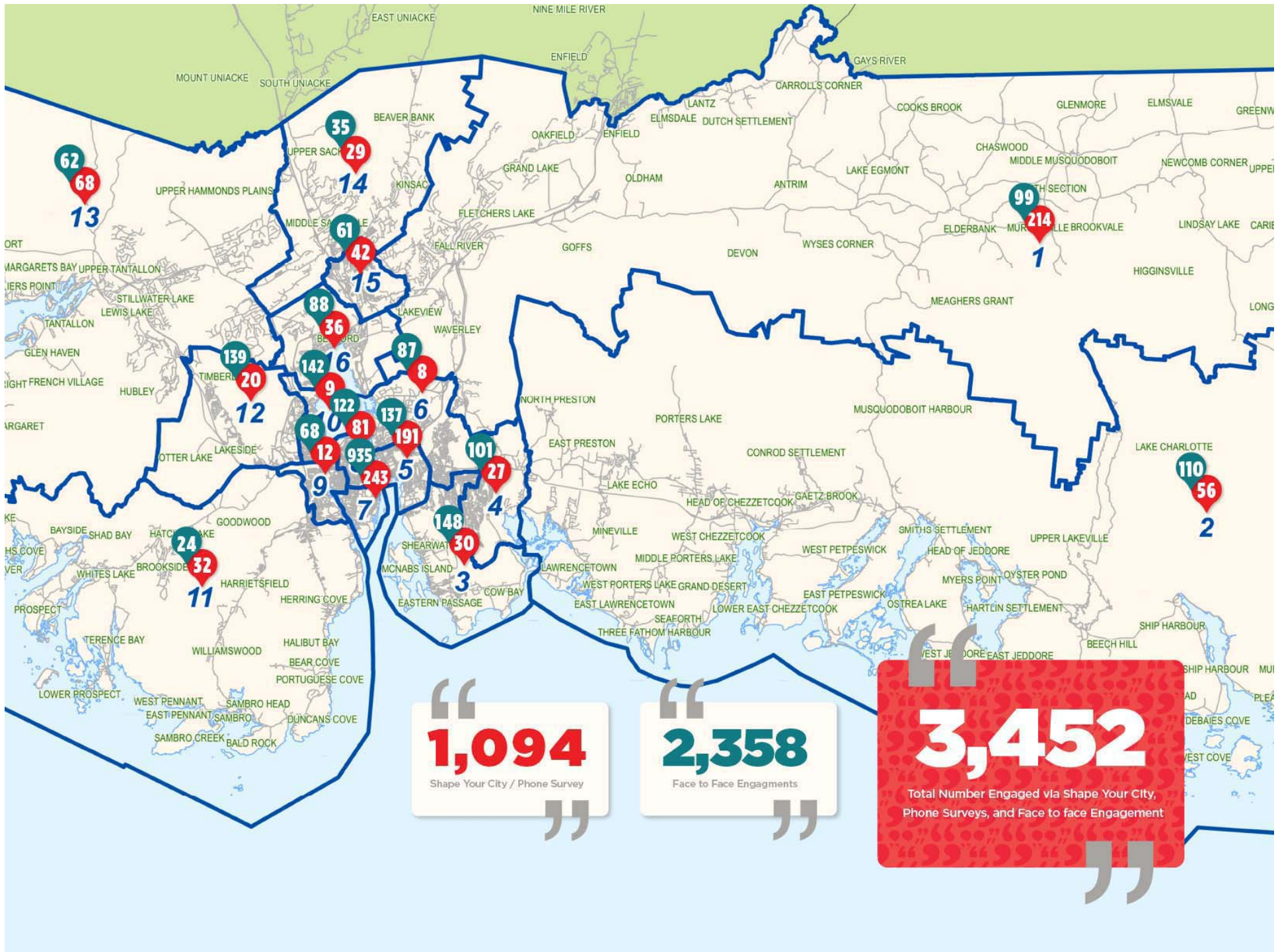
- Street Teams vs. set events
- Chalkboard comments
- Online and phone surveys



Unprecedented engagement

- **8 Focus groups with Regional Council, HRM staff, local business leaders, multicultural groups, academics, military, services, the arts, and international business**
- **33 one-on-one interviews**





“
1,094
 ”
 Shape Your City / Phone Survey

“
2,358
 ”
 Face to Face Engagements

“
3,452
 ”
 Total Number Engaged via Shape Your City,
 Phone Surveys, and Face to face Engagement

Unprecedented engagement

Diverse and extensive social media

- More than 16,500 visitors viewed materials and information through
 - DefineHalifaxRegion.com
 - ShapeYourCityHalifax.ca
 - Twitter, Facebook, You Tube, Instagram



Unprecedented engagement

20,000+

**Residents engaged in brand strategy
process**

What we heard – citizens

A strong appetite across all interests for

- Positive, progressive, innovative approach with our place brand
- Single rallying cry with equal parts inspirational and aspirational to create an easily identifiable brand that consistently puts our best foot forward

Perceived key attributes

- **Accessible and connected**
- **Developing and progressing, grounded in a rich history**
- **Innovative, educated and entrepreneurial**
- **Liveable, vibrant community**
- **Hard-working and down-to-earth**

Perceived key barriers

- **A pervasive negative attitude that needs to be replaced with a willingness and openness to new ideas and change**
- **A need to talk about and celebrate successes**
- **A need for more job creation to keep young people here, and to boost immigration**
- **A need for increased investment in innovation, entrepreneurship and infrastructure**

What we heard – businesses

- **International Brand is a key pillar of Economic Strategy**
 - GHP led business engagement as part of developing the master brand
- **Recent work builds on previous consultation work for Int'l Brand**
 - Hosted brand events for businesses and community leaders
 - Conducted research on perceptions of local businesses and site location consultants across North America

Perceived key attributes

- **Safe place to run a business, fun place to live**
- **Great port access, gateway to world**
- **Known as a desirable location for visitors and tourists, associated with “back office” and logistics/transportation industries**
- **Highly educated workforce, leading post secondary institutions, marine research**
- **Top quality health care services**
- **Cultural centre, environmental leader**

Perceived key barriers

- **High overall tax burden for businesses**
- **High utility costs for businesses**
- **Business climate has not really improved over the last five years**
- **Need for more business-friendly government and more incentives for investment**
- **Need for more efficient road and public transportation**
- **Need for better marketing to draw new businesses here**

What did all of this tell us?

- Residents, communities, stakeholder and businesses *are ready* for a strong brand vision, mission and promise that is a rallying cry to break down barriers that hold us back from experiencing the kind of success we're capable of achieving
- We need a brand that can be genuinely adopted and repeated by everyone across the region

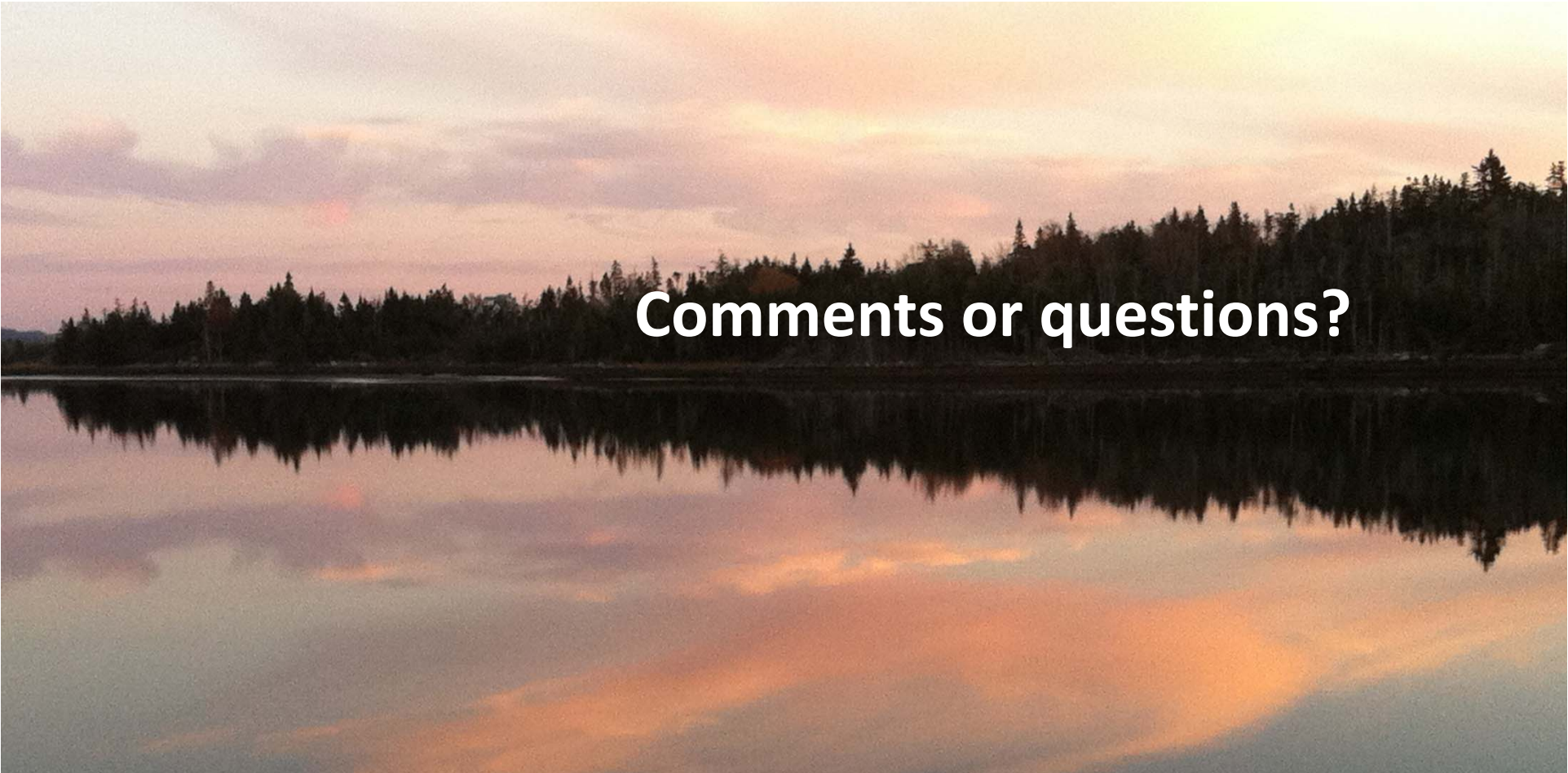
Where does the feedback go?



Revolve Branding's DNA discovery model

Recommendation

- **Executive Committee recommend that Regional Council approve brand strategy**
- **Direct staff to develop visual identity based on approved brand strategy/promise for Council approval**



Comments or questions?

Rebranding strategy | March 24, 2014

Halifax Region Brand DNA

Executive Council Presentation

March 24, 2014

Phil Otto | CEO, Senior Brand Strategist

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Brand is a combination of reputation and expectation.



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Brand is where Mission, Vision and Values intersect.



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Experienced

Brand is the
heart and **soul**
of an organization
or **place**.

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Experienced

Brand has less to do
with **logos** and
advertising and everything
to do with **culture** and
behaviour.

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Experienced

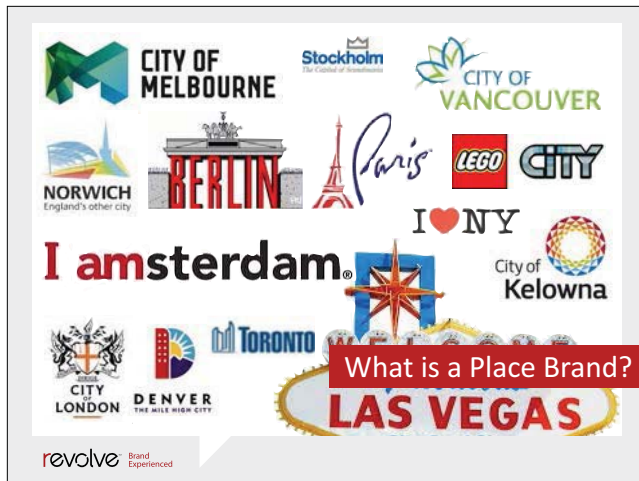
Brand is a
resource tool
for employee recruitment
and **brand extension**.

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Brand is a resource tool for employment recruitment and brand extension. Halifax has several brands right now that will consolidate to one. Metro Transit, Transportation and Public Works, Infrastructure and Asset Management and Business Parks for example will all have one common brand.

Brand is not what
you **say**.
It's what you **do**.

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Experienced



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Experienced

What is a place brand?

A place brand guides and inspires the way a region acts, engages and delivers its experiences. It is the story about who we are and where we're going. It is what differentiates us from other regions and is a shorthand for trust. Like a product brand, a place brand is a combination of reputation and expectation.

Place branding
is about creating a **promise**
to residents, businesses,
immigrants, tourists
and visitors.

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A promise that is
simple, inspirational,
memorable,
differentiating, aspirational
and **authentic.**

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A promise that is simple, inspirational, memorable, differentiating, aspirational and authentic. A place brand is how cities manage and market their people, location, history, quality of place, lifestyle and culture.

Who **benefits** from
place branding?
The people who
live there.

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Place brands have the potential to create unity and pride within its population, a stronger tax base, and thus a higher standard of living. Successful place branding also provides clear differentiation in the increasingly competitive and global marketplace that relies on memory recall and an emotional connection with tourists, businesses looking to grow or relocate, residents of other countries who plan to move for better opportunities and quality of life, and consumers of products and services.

Who is responsible for
place branding?
It is **everyone's**
job.

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Creating a successful brand for a region demands brand governance that most do not possess – the ability to act and speak in a coordinated and repetitive manner about themes that are the most motivating and differentiating the region can make.



Niagara had many brand messages with varying purposes, mandates and messages and needed to develop one cohesive brand image for the region.

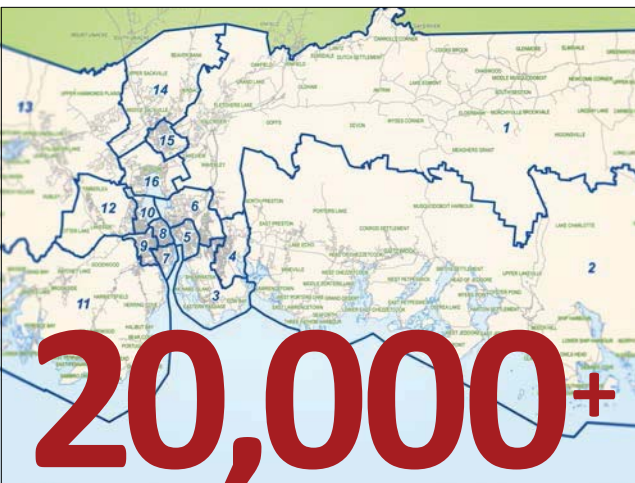
The solution? The Niagara Original brand platform.

This regional brand platform is designed to tell the world about the Niagara Region's offerings through consistent yet unique visual images. Its purpose is to be adaptable to various audiences (tourist, investors, residents, media) while maintaining brand consistency. Using a new bold letter "n" in a variety of colours and centre-cut out images that showcase various industries, functions and business sectors the new brand consistently ties together the wide variety of offerings that the Niagara area is known for.



What can Halifax learn from this example?

Although the region has many unique offerings, services, attractions, sectors and natural wonders, one consistent brand is applied.



We've had engagement with over 20,000 people through focus groups, one on one meetings, online surveys, phone calls, postcards and social media channels.



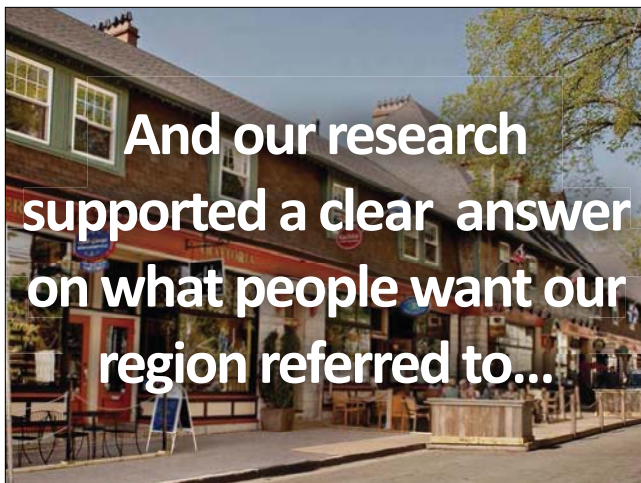
We've talked to residents, businesses, students, immigrants, the military, health care, non-profits, government, academics, developers, convention planners and business leaders from other cities across North America. We've referenced and been informed by extensive secondary research and resources, such as the RP+5 Regional Plan, the Ivany Report, the Halifax Region Economic Strategy and place branding exercises from around the world.

A few common themes emerged from our engagement sessions and the dialogue that took place online, including a strong appetite for a positive, progressive, innovative approach with our place brand. Status quo was not an option, nor do people want a minor tweak to the brand we know today.

The results from a focus group of about two dozen leaders from business, academia, military, heritage, non-profits and immigration showed overwhelming support for and willingness to champion the brand promise that I'm going to show you today.



As I saw this underlying enthusiasm, even what you might call a bullishness about the potential for our region's future, I began to ask the councillors, residents and other stakeholders I spoke to to tell me, on a scale of 1 to 10, with 1 being mild and 10 being bold, how bold they want our region's brand. They told me they want a brand platform for our region that is 8.5 out of 10 on the boldness scale. And our research backs this up. We need to be bold.





An overwhelming number of people have a strong opinion that the name of our region is Halifax.. We heard this loud and clear at every level of consultation. Our residents do not want HRM or Halifax Regional Municipality, and any detracting comments we heard were from people afraid their community would lose their local identity. Part of our task going forward is to make it clear that Halifax refers to the region the same way Toronto and New York does. This does not diminish or dilute the pride residents have for their own community. We also need to remember this is our brand, not our legal name. Halifax Regional Municipality as the name of the corporate entity is not changing.



Revolve's Brand DNA model looks at how an organization or place sees itself from a number of different access points. Each element of the Brand DNA invites a fresh perspective, resulting in insights not achievable via a single point of reference. This model helps distill and clarify who you are and why you are relevant so that you may inform, persuade and influence perceptions and experiences in alignment with your goals. The brand DNA is also intended to filter out characteristics that may be benefits but are not unique. For example, while we heard a lot about our proximity to the ocean and major markets and great lifestyle, these really are not unique assets.



It is important to understand that the Halifax brand DNA is aspirational, but achievable. It is a combination between present state and the community the people we spoke to want to feel part of in the future. This brand platform is built on authenticity and what we can legitimately aspire to become.

Brand Benefits are the key features, attributes and properties of the brand.



Brand Benefits

For Residents...

- Work-life balance
- Culture
- Affordable
- Proximity
- Everything within a 30 minute drive from anywhere
- A great place to raise a family

For Business...

- Highly skilled workforce
- Excellent educational institutions
- Diverse economy
- Strategic location
- Easy to network

For Visitors...

- Rich mix of history and modern
- Natural beauty
- Friendly people
- Culture
- Easy to get to and easy to get around

A photograph of a person running in a park, overlaid with a semi-transparent orange filter. The person is wearing a dark jacket and shorts, running on a path with trees in the background.

For Residents...

- Liveability and work-life balance
- Culture and vibrancy of a major centre with small town feel
- Affordable compared to many other centres
- Proximity to urban amenities, natural beauty and the ocean
- Cultural, arts, recreational, entertainment, education, restaurants and shopping within a 30 minute drive from anywhere
- A great place to raise a family, a wonderful sense of community

For Business...

- Highly skilled workforce
- Excellent educational institutions and research facilities
- Diverse economy brings stability
- Strategic location makes us an ideal hub to access world markets, including our deep water port

The **Consumer Target** is the person/group the brand must excite and involve.



Consumer Target

The primary target audience is the Halifax community.

This diverse group includes the general public, business, HRM staff, media and government leaders. All of these people have a vested, common interest in fostering a vibrant, growing region.

When they are excited and engaged by the brand, they will become ambassadors for spreading the word among our secondary target – potential new residents, new businesses, the international business community, immigrants, tourists and convention planners from across the country and around the world.

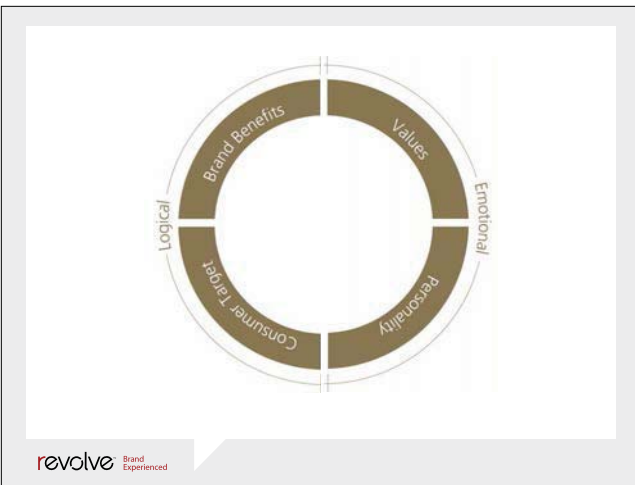
Personality is the human characteristic of the brand, giving it tone, feel and style.



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Personality

- Friendly
- Pioneering
- Capable
- Resourceful
- Genuine
- Cooperative



Values are the fundamental, guiding principles and beliefs of the brand. The values we've locked in on are a blend of present state and aspirational. These values describe the community our residents want to live in.



Community-Minded

We care deeply about each other. Although our geographic boundaries are large, we remain a close-knit community where people feel safe and every citizen has the opportunity to be involved and engaged. We are a fun loving, caring and unique society who know how to work together.



Creative

We are resilient and resourceful. It's part of our history. We encourage and embrace new ways to move the region forward and new ideas that enhance the lives of our citizens. The artistic and creative industries are important elements of our cultural fabric.



Smart

We are home to some of the brightest minds and best educational institutions in the world.

We tap into that knowledge to take advantage of current opportunities and create new ones.

We believe in forward thinking and sustainable solutions, not quick fixes that won't stand the test of time.



Balanced

The balanced lifestyle Halifax offers is one of our greatest strengths – accessibility, friendliness, natural beauty and small town feel with the modern amenities, culture and opportunities of a modern urban centre.



The **Vision Statement** is meant to inspire. Vision statements capture what an organization or place wants to be, what it wants to stand for and why it deserves to be looked up to.

A vision is not a strategy or business plan; it is the place where strategy needs to take you. It is a destination, a beacon, a north star. It conveys spirit, drive and enthusiasm for the destination.

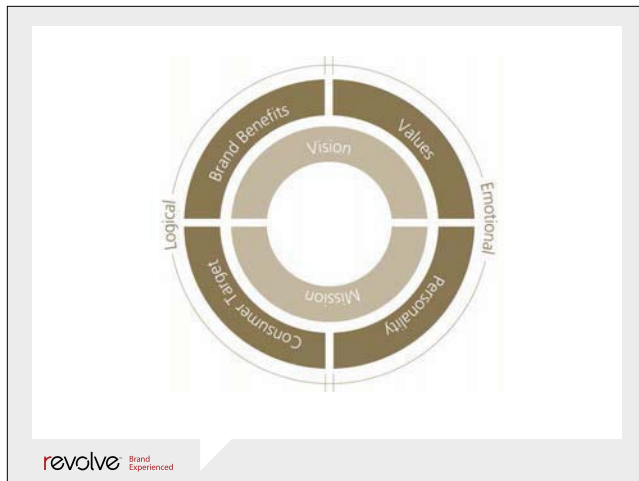
Vision



Halifax is where skilled, open-minded, optimistic and hard-working people create a climate for success while enjoying a unique, rewarding and balanced lifestyle. We will become a global city, not by size, but through culture, imagination and innovation.

The **Mission Statement** clarifies the goals of an organization or place. What do we do, for whom do we do it and what is the impact?

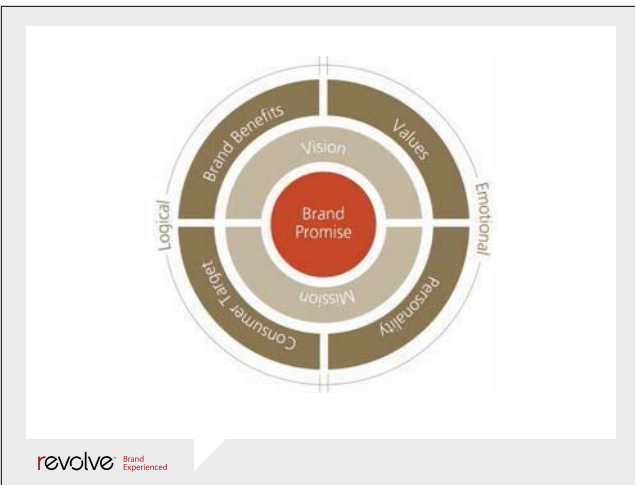
While a vision statement is a declaration of what an organization or place is focused on being, a mission statement talks about what they are doing. The Mission Statement clarifies the goals of the organization. What do we do, for whom do we do it and what is the impact?



Mission



Rich history meets progressive thinking to create opportunities and conditions for residents and businesses to thrive. We will encourage collaboration and foster our creative, energetic spirit to develop and embrace innovative ideas that enhance the lives of our citizens and gives us a place on the world stage.



We said, at the outset of this project that our goal was to articulate a single rallying cry that will connect our pride and show the world what a great place our region is to live, work, invest and visit. To reveal a clear and identifiable brand will allow us to put our best foot forward. The brand promise is at the centre of this. It's embedded in all our branding efforts. It will also serve as the driving force for the development of our visual identity and future marketing campaigns.



The **Brand Promise** is the experience our brand promises to make to the world. The combination of reputation and expectation, rooted in the fundamental need that we fulfill. We've heard loud and clear that Halifax needs to Be Bold. Your constituents want Bold.

Thank You

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