



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

Item No. 4
Halifax Regional Council
August 4, 2015

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Councillor Wayne Mason, Chair, Community Planning and Economic
Development Standing Committee

DATE: July 24, 2015

SUBJECT: Milestone Update Report – Step 1 Centre Plan

INFORMATION REPORT

ORIGIN

Motion by the Community Planning and Economic Development Standing Committee at a meeting held on July 23, 2015.

LEGISLATIVE AUTHORITY

Section 3 of the Committee's Terms of Reference: "The Community Planning and Economic Development Standing Committee shall provide oversight of HRM's Regional Plan and Regional Planning Initiatives"

BACKGROUND

The Committee received a staff report and presentation on this matter at its July 23, 2015 meeting and recommended that the report be forwarded to Regional Council for Council's information.

FINANCIAL IMPLICATIONS

None.

COMMUNITY ENGAGEMENT

The Community Planning and Economic Development Standing Committee is a Committee of Regional Council comprised of six Councillors. The meetings are open to the public and the Committee's agendas, minutes, and reports can be viewed at Halifax.ca.

ENVIRONMENTAL IMPLICATIONS

None.

ATTACHMENTS

Attachment 1: Report dated June 29, 2015 submitted by the Chair of the Community Design Advisory Committee.

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

Report Prepared by: Sheilagh Edmonds, Legislative Assistant



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

Item No.
Community Planning and Economic Development Standing Committee
July 23, 2015

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Signed by Sherryll Murphy for
Fred Morely, Chair, Community Design Advisory Committee

DATE: June 29, 2015

SUBJECT: Milestone Update Report – Step 1 Centre Plan

ORIGIN

A motion of the Community Design Advisory Committee from its meeting held on June 24, 2015

LEGISLATIVE AUTHORITY

The Terms of Reference of the Community Design Advisory Committee provide:

Mandate of the Committee

The CDAC is a body with a two-part mandate. It reports Project progress to the Community Planning and Economic Development Standing Committee of Regional Council at key milestones and it makes ongoing recommendations to staff regarding areas of strategic importance to the development and implementation of the Centre Plan project. The CDAC will provide a key communication and working link between Regional Council and the community, and will advise on the delivery of a public participation program for the Centre Plan.

RECOMMENDATION

The Community Design Advisory Committee recommends that the Community Planning and Economic Development Standing Committee forward this report to Halifax Regional Council for information.

BACKGROUND

On January 28, 2014 Regional Council adopted the Community Engagement Strategy for the Centre Plan Project.

The Community Design Advisory Committee considered two staff documents at its June 24, 2015 meeting. The first, a white paper entitled 'Packaging Chapter 6: A Backgrounder for the Centre Plan Project' dated June 2015 and the second 'Community Engagement Strategy, Report of Step 1 – Engage & Define' dated June 2015.

DISCUSSION

The White Paper aims to explain the process that has led to the current definition of the Centre Plan while providing a summary of the work completed to date on the project. It will provide the reader with an understanding of how the Regional Plan will be used as a guide through the process of developing a new Secondary Municipal Planning Strategy for the Regional Centre.

The second document 'Report of Step 1 – Engage & Define' measures the success of action taken toward achieving the goals of the Community Engagement Strategy.

The Committee reviewed both documents and approved a motion to forward them to Community Planning Economic Development with a recommendation to forward both documents to Council for information.

FINANCIAL IMPLICATIONS

There are no financial implications relative to this report.

COMMUNITY ENGAGEMENT

The Community Design Advisory Committee is a Committee of Council including both citizen and Council representatives. The agenda and minutes of the Committee are posted to the web and all meetings are open to the public. The purpose, in part, of this report is to provide an update on community/stakeholder engagement on the Centre Plan Project to date.

ENVIRONMENTAL IMPLICATIONS

No environmental implications have been identified.

ALTERNATIVES

The Committee did not provide alternatives.

ATTACHMENTS

1. White Paper Packaging Chapter 6: A Backgrounder for the Centre Plan Project, June 2015
2. Centre Plan Community Engagement Strategy Report of Step 1 – Engage & Define, June 2015

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

Report Prepared by: Sherryll Murphy, Deputy Clerk, 902-490-4211

White Paper

Packaging Chapter 6: A Backgrounder for the Centre Plan Project

Prepared by:

Urban Design Team
Halifax Regional Municipality
Planning & Development
2015-06



Planning & Development Department

Urban Design Team

Jennifer Chapman
Planner 1
chapmaj@halifax.ca

Stephanie Mah
Planning Intern
mahste@halifax.ca

Brandon Silver
Urban Designer 1
silverb@halifax.ca

Melissa Eavis
Urban Designer 1
eavism@halifax.ca

Seamus McGreal
Heritage Planner
mcgreal@halifax.ca

Barry Yanchyshyn
Landscape Architect
yanchyb@halifax.ca

Maggie Holm
Heritage Planner
holmm@halifax.ca

Luc Ouellet
Senior Planner
ouellet@halifax.ca

Erin MacIntyre
Heritage Planner
macinte@halifax.ca

Jacob Ritchie
Urban Design Manager
ritchij@halifax.ca

General Contact

planhrm@halifax.ca

Halifax Regional Municipality
Planning Office
Box 1749
Halifax, NS B3J3A5

Table of Contents

Executive Summary 4

Defining the Regional Centre 6

Need for a Unique Geography..... 7

Chapter 6 in the 2014 Regional Plan..... 7

The Centre Plan 10

Progress to 2015 14

Centre Plan Next Steps..... 20

Executive Summary

The Regional Plan Vision for the Halifax Regional Municipality is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and sustainable environment. In our planning work at Halifax Regional Municipality we seek to address the needs and views of all sectors, recognizing the diversity of citizens, community and geography. This short white paper is intended to introduce the reader to the Regional Centre in the Halifax Regional Municipality and provide a brief history of our efforts to unify policy within that geography.

A Long Standing Desire to Recognize the Regional Centre

With the adoption of the 1st Regional Plan in 2006 municipal staff were set on the path to create an administrative boundary for the Regional Centre and complete an Urban Design Study to guide future growth in the Regional Centre.

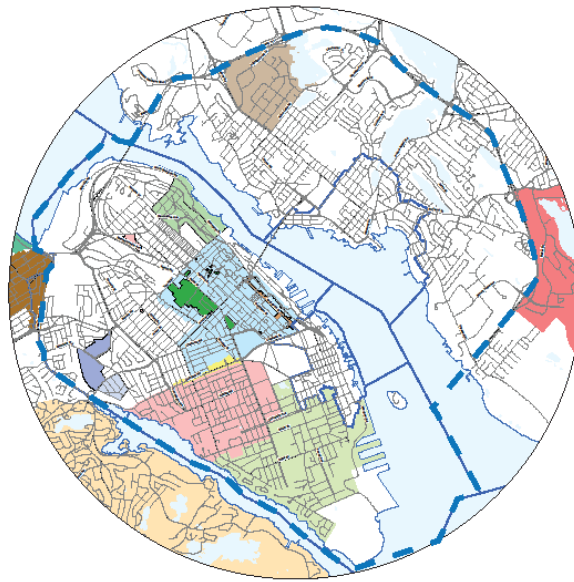


Figure 1 - The Regional Centre, existing Administrative Boundaries

This direction, including the conception of the HRMbyDesign process and subsequent policy work, has shaped positive and certain change in the Downtown area. Residential development and commercial rehabilitation / development have reintroduced construction cranes to the Downtown while protecting the character of the Barrington Street Heritage Conservation District.

Following from the successful Downtown Plan staff were directed by Regional Council in 2011 to initiate a Centre Plan for the entire Regional Centre area. The intent was to complete a Neighbourhood Greenprint and create a new Regional Centre Secondary Municipal Planning

Strategy and Land Use By-law to replace the Municipal Planning Strategies and Land Use By-laws for Halifax and Dartmouth within the Regional Centre.

Efforts by staff to broaden the applicability of new planning tools and unify policy have been ambitious but - due to a multitude of circumstances – they have not resulted in the full completion of the Neighbourhood Greenprint, or the adoption of a new Regional Centre Secondary Municipal Planning Strategy, or adoption of a new Regional Centre Land Use By-Law.

Development has continued to proceed in the context of site specific plan amendments, carrying forward uncertainty with respect to growth and development in the Regional Centre.

The 2014 Regional Plan

Armed with the renewed focus and community direction provided in the 2014 Regional Plan, municipal staff have worked to define a Centre Plan project that can achieve many of the outcomes suggested as being imperative to the success of the Region while remaining true to the Regional Centre Vision and Guiding Principles.

This white paper aims to explain the process that has led to the current definition of the Centre Plan while providing a summary of the work completed to date on the project, stretching back to the original Urban Design Study completed in 2007. It will provide the reader with an understanding of how the Regional Plan will be used a guide through the process of developing a new Secondary Municipal Planning Strategy for the Regional Centre.

Defining the Regional Centre

The Regional Centre is defined as the urban core of the Halifax Regional Municipality. It is composed of the Halifax Peninsula and Dartmouth within the Circumferential Highway on either side of Halifax Harbour, and has a total land area of 33 square kilometres.

The Regional Centre is the focus of commerce, business, government, health care, post-secondary education, and cultural and entertainment sectors for not only HRM, but for the entire Atlantic Region. As the seat of government for both the Province of Nova Scotia and Halifax Regional Municipality, the Regional Centre contains a large concentration of provincial and municipal government departments. From a provincial / institutional perspective, it possesses the highest concentration of post-secondary educational institutions in Atlantic Canada, and is a major healthcare referral center for the Atlantic Region. In addition, several regional offices of the Government of Canada are located in the Regional Centre, which is also home to the Maritime Forces Atlantic fleet of the Royal Canadian Navy, and various related facilities of the Department of National Defence.

From a business perspective, the Regional Centre contains important cargo handling facilities for the Port of Halifax and is home to the Halifax Shipyard. The Regional Centre also contains a large concentration of head offices and regional offices for both local and multinational firms. Important sectors represented include financial, banking, insurance, legal and engineering consulting services. Finally, the Regional Centre also contains a substantial portion of the Municipality's hospitality industry and retail base. The clustering of economic activity facilitates creativity, exchange of ideas, ease of business transactions and spin-off activities.

From a cultural perspective, the Regional Centre is home to important museums and art galleries, television, radio and internet media production facilities, theatrical and music performance venues, and artist studios. The Regional Centre also contains various heritage resources, including registered heritage buildings, National Historic Sites, and major regional parks and open spaces. Beyond its other roles, the Regional Centre is also an important center of residential concentration within the Municipality. The 2011 Census of Canada identified a residential population of 94,330 people, which represents a population density of 2,858 persons per square kilometre. The residential population is distributed across a variety of unique residential and mixed use neighbourhoods.

Need for a Unique Geography

The Regional Centre is currently segmented into no less than four Secondary Municipal Planning Strategies (SMPS) areas with four accompanying Land Use By-Laws (LUB). The planning documents, with the exception of those for Downtown Halifax, are in need of significant analysis and consideration to ensure that they are enabling the goals of the Regional Plan and the community.

Some identified issues with the current MPSs and LUBs include:

- Many of the existing policies and regulations do a poor job in protecting the special qualities of unique neighbourhoods;
- Some of the current policies and regulations present barriers to acceptable forms of development, thus impeding growth and densification of the Regional Centre; and,
- The lack of a standardized approach among the various MPSs and LUBs often results in confusion within the development community, which can lead to potential project delays and added costs.
- With the exception of the Downtown Planning documents, the plan policies in force in the Regional Centre date back to the late 1970s and have not benefitted from regular “housekeeping” or review.
- Inconsistency and duplication in the policies due to pre-amalgamation origins leads to confusion in implementation.

The notion that these issues could be resolved through amalgamation of planning policy areas was introduced in the 2006 Regional Plan. The need remains today and though much work has been completed by staff and the community to date, significant efforts are in line to allow for the creation of the Secondary Municipal Planning Strategy for the Regional Centre.

Chapter 6 in the 2014 Regional Plan

The Regional Centre has a unique Vision and set of Guiding Principles for development and growth. These important strategic ‘trail markers’ for Planning staff are further supported by additional objectives in the Regional Plan, including:

- Adopt a Regional Centre Plan which achieves the vision statement and guiding principles endorsed by Regional Council.
- Adopt heritage plans and programs that further preserve and enhance the viability of heritage properties, streetscapes, and districts.

- Prepare capital and operating expenditure programs that enhance development within the Regional Centre, with emphasis of resources on downtown Halifax and Dartmouth, and take advantage of opportunities to strategically leverage other public and private sector investments.
- Create financial and regulatory incentives to stimulate desired growth.

The Regional Municipal Planning Strategy also provides policies in order that HRM, in cooperation with senior levels of government, citizens and stakeholders, can support and strengthen the critical economic function of the Regional Centre by:

- Supporting key economic drivers;
- Investing in public infrastructure to attract businesses and residents to the area;
- Striving to ensure that new development complements the unique urban fabric of the Regional Centre; and,
- Establishing an efficient and effective way to move people and goods within and to the Regional Centre.

This direction in the Regional Plan is augmented by the inclusion of specific and strong reference to integration with various other Regional and Sub-Regional plans. Specific reference is made to the Culture and Heritage Priorities Plan, the Green Network Plan, the Economic Strategy, the Transportation and Demand Management Plan, the Active Transportation Plan, the Transit Services Plan, the Regional Parking Strategy, and the Road Networks Priorities Plan.

Direction

The effect of this direction is to ensure that the Regional Centre Secondary Municipal Planning Strategy (the Centre Plan) is a **Comprehensive Plan**. This is a shift from the origins of the project within the Regional Centre Urban Design Framework. In this framework - and subsequent definitions of scope prior to the 2014 Regional Plan - the Centre Plan had been conceived as an **Urban Design Plan**.

Urban Design Plans traditionally are prepared for area specific needs and are created with relatively short time frames. Through the work of an interdisciplinary team these plan are created to consider existing development, proposed development, infrastructure, streets, open spaces, and sustainable development principles and lead to a framework that helps the community, developers, and policy makers understand the relationship between built form, the public realm, and community needs for open space.

A Comprehensive Plan addresses a broad range of interrelated topics in a unified way for a large geographic area. These plans are completed with the assistance of a larger community and in the context of a wider region. Comprehensive plans allow municipalities to understand

the bigger picture affecting an area, they provide guidance to the development community, they help establish a basis of evidence based practice in land use decision making, and they can build an informed constituency.

Both of these types of plans require an incredible knowledge of the context in the area being planned for and require significant background study and preparation before the drafting of a policy set for public consumption and eventually approval. We are fortunate to have the components of this background already completed based on work since implementation of the 2006 Regional Plan.

In making this adjustment from an Urban Design approach to a Comprehensive Plan approach there is an opportunity to create a wonderful plan for our Regional Centre. There has been a long held desire for Halifax to be at the leading edge of Canadian urbanism and in many respects we are very much have been there for the past decade. The adoption of form based code in the Downtown Halifax Secondary Municipal Planning Strategy, the use of density bonusing in Land Use By-Laws, and the planning for removal of Urban Renewal era infrastructure (Cogswell Interchange) all represent unique implementation of planning tools for mid-sized Canadian municipalities.

The identification of the Centre Plan as a Comprehensive Plan with underpinnings based on the Urban Design Framework for the Regional Centre will be a unique opportunity to further this progress while achieving the goals set forth in the Regional Plan and in earlier planning exercises for the Regional Centre.

The Centre Plan

The Centre Plan will be a comprehensive plan with a deep understanding of the Urban Design Framework for the Regional Centre. The project will work to define policies that will fit within the Guiding Principles and achieve a shared understanding of the future for the Regional Centre among Regional Council, the community, developers, institutions, and other interested parties.

Guiding Principles

The broad guiding principles will serve as a framework for the outputs of the Centre Plan. The eight guiding principles are as follows (from the Regional Plan):

Principle	Notes	Related Elements of the Centre Plan
1. Sustainable	<ul style="list-style-type: none">Design, plan and build with respect for economic, environmental, social and cultural sustainability.Create resilient communities that adapt to evolving opportunities and needs.	Community, Environmental, Cultural, Land Use, Implementation
2. High Quality	<ul style="list-style-type: none">New development should be of high quality and compatible with other high quality developments.Promote high quality architecture and urban design that respects great heritage resources, including neighbourhoods.	Urban Design, Community, Housing, Land Use, Implementation
3. Heritage & Culture	<ul style="list-style-type: none">Heritage resources, including heritage districts, buildings, landscapes and cultural heritage, should be recognized, used, protected and enhanced.Ensure lasting legacies (buildings, open spaces and streets) are maintained, and new ones are created.	Heritage, Community, Land Use, Implementation

Guiding Principles, continued ...

Principle	Notes	Related Elements of the Plan
4. Movement	<ul style="list-style-type: none">▪ Integrate land use planning with transportation planning in such a way that alternatives to driving become an easy choice. Transportation options should be efficient, pleasant and readily available.▪ All streets should present an inviting barrier-free environment that considers the comfort, convenience, safety and visual interest of pedestrians.▪ The Regional Centre, in all ways, should be conducive to, and supportive of, active transportation movement. It should provide people with choices that are viable alternatives to driving.	Transportation, Streets, Implementation
5. Complete Neighbourhoods	<ul style="list-style-type: none">▪ Support safe, mixed-use and diverse neighbourhoods, including: affordable housing and a variety of tenures; residential, commercial, employment uses; and visually and physically accessible amenity space, including schools and parks within walking distance.▪ Ensure the necessary public services and amenities to support quality of life, cohesive communities and creative places.	Land Use, Housing, Public Realm, Implementation

Guiding Principles, continued ...

Principle	Notes	Related Elements of the Plan
6. Growth & Change	<ul style="list-style-type: none"> ▪ Ensure that new developments respond to the natural, cultural, historical, and urban character of their context. ▪ Direct change and intensification to areas that will benefit from growth. ▪ Every new building should contribute to the betterment of the public realm. ▪ Design should support accessibility, active transportation and transit. 	Urban Design, Heritage, Infrastructure, Public Realm, Transportation, Implementation
7. Process	<ul style="list-style-type: none"> ▪ Foster a culture of support for the building/ construction of quality urban design. ▪ Recognize and reward design excellence. ▪ Involve neighbourhood communities in local planning matters. ▪ Maintain opportunities for public participation. ▪ Foster predictable outcomes that have been tested to be achievable and fair. 	Urban Design, Community, Implementation
8. Connected	<ul style="list-style-type: none"> ▪ Prominent views to prominent natural and built features should be recognized, protected and enhanced ▪ Enhance safe and appealing connections within the Regional Centre including to and from the waterfront, open spaces and neighbourhoods. 	Public Realm, Streets, Urban Design, Implementation

The elements of the Centre Plan provided in describing the Guiding Principles give a sense of the expected delineation of the comprehensive plan and the themes along which the Centre Plan will be aligned.

The Community Design Advisory Committee

In October of 2014 the Community Design Advisory Committee (CDAC) was reengaged after a brief hiatus following the completion of their efforts on the 5 year review of the Regional Plan. CDAC's mandate is to report Project progress to the Community Planning and Economic Development Standing Committee of Regional Council at key milestones, and it makes ongoing recommendations to staff regarding areas of strategic importance to the development and implementation of the Centre Plan project. The CDAC will provide a key communication and working link between Regional Council and the community, and will advise on the delivery of a public participation program for the Centre Plan.

The CDAC website can be found within the halifax.ca website at the following address:
<http://www.halifax.ca/boardscom/communitydesignadvisorycommittee.php>

Public Consultation

In addition to the input from CDAC, direct community participation will occur throughout the project. A complete report of the Engagement Strategy for the Centre Plan can be found through the Community Design Advisory Committee public website. That website also contains record of meetings where periodic reports on progress are provided to the Community Design Advisory Committee.

The first step of the Engagement Strategy has been incredibly fruitful in preparing this white paper and supporting the assembly of the project plan and the Urban Design team within the Municipality.

Progress to 2015

As detailed in previous sections, significant work has been completed by municipal staff toward the creation of a unified direction for the Regional Centre. The Centre Plan will draw significantly on previously completed studies and ongoing technical investigations into the current state of the Regional Centre.

In 2007 work was initiated on a Regional Centre Urban Design Study that produced an Urban Design Framework for the Regional Centre as well as the Design Guideline work that would eventually inform the development of the current Downtown Halifax Land Use By-Law Schedule S-1 (Design Manual). The Framework provides valuable understanding of the structure of the Regional Centre.

Following from the development and approval of the Downtown Halifax Secondary Municipal Planning Strategy, significant effort was put into the development of a Greenprint for the Regional Centre that was, at its core, an attempt to complete an Urban Design Plan for the entire area. Work on this project through to 2011 provides substantial input to the development of the Centre Plan through the extensive development of Built Form Guidelines, Urban Structure Analysis, Streets Framework, and Implementation plans for Urban Design objectives.

Pressures on the project in 2012 led municipal staff to move forward with an advanced, development focused initiative that would allow for better development applications process and outcomes in 11 commercial “corridors” within the Regional Centre. The work to prepare for changes in these corridors has furthered staff understanding of applicability of Built Form Guidelines and Policy outside of the Downtown plan area. Additionally, successful efforts were made in parallel with the corridors work to alter the Halifax Regional Municipality Charter to allow for the use of necessary tools such as Design Guidelines, Design Review, Density Bonusing and Site Plan Approval throughout the Centre Plan area.

While working on the Regional Plan 5 Year Review in 2013, staff commissioned a study quantifying the Costs and Benefits of Alternative Growth Scenarios. This study allocated residential growth in HRM consistent with four prescribed scenarios and the effects of such allocations on the use and requirement for public and private services within the region. The final report includes economic and environmental analysis of the impacts of alternative growth scenarios as well as a high level health impact assessment. This helped inform the goals for population growth within the Regional Centre.

In 2014 the Urban Design Team shifted focus in response to the new Regional Plan. The specific direction to include a more comprehensive focus has led to significant policy and research that has helped situate the Centre Plan among ongoing policy and planning work within the Municipality. The following projects have been undertaken by the Urban Design Team, or other departments within the municipality, and are underway (or complete) as of June 2015:

1. Local Piped Service Capacity Issues

It makes sense to concentrate development in areas where there is existing municipal infrastructure. However, in some cases, particularly on the Peninsula, local sanitary sewer and combined sanitary and storm water pipes may not be adequately sized to accommodate some of the larger scale development that may be desirable in certain underutilized commercial areas and corridors. As Regional Centre development is not the same as “greenfield development”, typical tools to pay for upgrades, such as capital cost contributions, may not be appropriate. To fully understand the scale of the issue, and to consider how to most appropriately address this matter, a study is being undertaken with Halifax Water and a 3rd party consultant. The timeline for completion is December 2015 with significant data available for export to the Centre Plan process at various points throughout the study before the final report.

2. Downtown Dartmouth Policy Changes

With the changes to the Dartmouth view planes and the changes to the Halifax Regional Municipality Charter, there are opportunities to update the Secondary Municipal Planning Strategy in Downtown Dartmouth to allow consideration of development within a similar framework as Downtown Halifax. This matter has been considered and will be enabled through amendments to the Downtown Dartmouth Municipal Planning Strategy and Land Use By-Law. This work is already underway with an expected completion in the fall of 2015. This project is informing staff as to how tools such as Site Plan Approval are able to be deployed outside of the Downtown Area.

3. Dartmouth Cove Plan

A master plan study for Dartmouth Cove was commissioned by HRM and the Waterfront Development Corporation Limited calling for high density development in Dartmouth Cove with new streets and open space. The plan was endorsed by the Harbour East Community Council. It is currently being assessed with regard to fundamental matters such as the retention of harbour-related industrial lands, transportation, and open space requirements. If potential development does not result in a negative impact on these, amendments to the Downtown Dartmouth Municipal Planning Strategy and Land Use By-Law would be considered in order to enable the mixed-use development that is

envisioned in the master plan. Development of the area may be technically challenging due to the need to coordinate development among various property owners and consider infrastructure improvements, which the plan amendment process would attempt to overcome.

4. Heritage Conservation Districts

A Heritage Conservation District is a defined area of historic or architectural value that is protected by regulations governing such things as demolition, exterior alteration and new development, and where incentives may apply to encourage private architectural conservation and programs that enhance public amenities. The Halifax Regional Municipality currently has one Heritage Conservation District in place, the Barrington Street Heritage Conservation District, which is valued for its character and evolution as Halifax's principal downtown commercial street.

In addition to Barrington Street, there are concentrations of heritage resources in many areas throughout the region. The municipality has formally initiated a process to designate two of these areas as heritage conservation districts: the Old South Suburb and Schmidville. Both are expected to be ready for consideration by Council within the Centre Plan timeframe and will form part of the implementation strategy for the Centre Plan.

5. Plan Dutch Village Road

Regional Council recently requested that staff develop new allowances for commercial and residential development in the Fairview commercial district. Although this area is not technically part of the Regional Centre, it is on the immediate edge of the boundary and currently is included in the Peninsula Halifax Land Use By-Law. Based upon Regional Council's initiation of this project, staff has proceeded to engage the local community and develop amendments to the Halifax Municipal Planning Strategy and the Mainland and Peninsula Land Use By-Laws. As a benefit to the Centre Plan project, this work will rationalize the Halifax Peninsula Land Use Bylaw Boundary and allow staff to begin public knowledge sharing with respect to Municipal Planning Strategies and Planning Tools generally.

6. Five Year Review of the Downtown Halifax Plan

The Downtown Halifax Plan was adopted in 2009. The Downtown Halifax Secondary Municipal Planning Strategy (DHSMPs) calls for annual housekeeping reviews and a more complete review of the plan every five years. In 2015 staff have undertaken a complete five year review and anticipate bringing this to council in Fall 2015. This project will improve the implementation of administration and addresses matters such as the

approval of smaller projects so that they are not subject to the full substantive site plan approval process.

7. Community Profile

A community profile has been prepared for the Regional Centre including the latest available census and other administrative data. Work with Dalhousie University's School of Planning is allowing municipal staff to build indicators looking at matters such as household size and composition, and distance travelled to work – and other demographic details. These indicators and the Regional Centre profile will help to inform the existing conditions analysis and policy direction in the Centre Plan.

8. Lot Block Typology

A comprehensive study of existing building lots in the Regional Centre, and the lot composition of existing city blocks, within potential mixed use and multi-family residential areas of the Regional Centre. The study looked at building lot and city block characteristics such as: size (area), orientation, lot shapes, topography, abutting uses, block composition, zoning, and existing uses to provide an exhaustive inventory of typical existing building lots and typical city blocks. This typology supports a built form framework containing combinations of criteria related to: building heights, setbacks, lot coverage and transitions. This study is complete and contributes to the understanding of implementation tools that will be useful in the Centre Plan where significant redevelopment of sites is considered.

9. Density Bonus Policy Study

This study reviews existing policy in the Downtown Halifax plan area and also examines the potential for new policy to allow bonus in the Regional Centre. This study will produce recommendations for amendments to the existing bonus policy in Downtown Halifax as well as recommendations to guide new bonus policy for the Centre Plan. The timeline for the study to be complete is Summer 2015.

10. Housing Needs Assessment

The goal of this study is to identify the housing requirements in the Halifax Regional Municipality based on housing supply and demand and estimate future housing supply and demand over a five and ten year period at regional and lower level geographies, with a focus on the housing gaps across the CMHC housing continuum. This project uses the Regional Centre as a sub-geography of the Region and as such provides to the Centre Plan project a complete assessment of housing needs to be considered within the development of the comprehensive Centre Plan. The project was completed in May 2015.

11. Green Network Plan

Using principles of greenbelting and landscape ecology, an interconnected network of open space will be identified including areas important for wilderness and biodiversity, lands for sustainable forestry, agriculture, and resource extraction, coastal and cultural landscapes, public parks, community green spaces, and urban squares and streets important to the Regional open space network.

The outcome of this work will be a strategic vision and decision-making framework for future open space protection and use. The Plan will not contain new zoning or regulation but rather it will provide the necessary land evaluation, public policy direction, and implementation tools and priorities to shape future community planning processes. The Regional Centre is a geography used within the Green Network Plan and the timeline for completion of this plan is Fall of 2016. There will be significant data and direction available for export to the Centre Plan process at various points throughout the study before the final report.

12. Road Network Plan Update

The Road Network Functional Plan details the transportation modeling work that supports Regional Planning in Halifax Regional Municipality. The update to the 2011 plan will provide detail and analysis on modeling in response to the population targets of the 2014 Regional Plan. This project will be complete in Fall of 2015 and will provide significant input into the Land Use and Transportation considerations in the Centre Plan.

13. Moving Forward Together

The draft Moving Forward Together Plan proposes the largest overhaul of the transit system ever done in Halifax, and aims to make our transit network simpler, smarter and more efficient. Preliminary results were shared with the public in March of 2015, the final plan is expected to be released in 2015 and will feed directly into the consideration of Urban Design, Streets, Transportation, and Implementation within the Centre Plan.

14. Community Facilities Master Plan Update

The update to the Community Facilities Master Plan is expected to be able to provide continued strategic direction for the required investment, resources and decision-making processes related to provision of community recreation facilities. Organized by inventory type and structured into short, medium and long term recommendations, the updated document will build on the recommendations in the 2008 Plan and will include several inventory types not previously considered. The update will verify values and

expectations of citizens along with other measurable aspects to the provision of services including a detailed review of deliverables in the 2008 Plan.

15. Active Transportation Priorities Plan

This Active Transportation Priorities Plan provides a review and update to HRM's 2006 Active Transportation Functional Plan and proposes priority initiatives for the five year period from 2015-2019. The purpose of the plan is to identify the means by which the municipality will work to double the number of residents who chose to walk or bicycle for trips to work, school, shopping, and services. This objective is tied to overarching objectives in the Regional Municipal Planning Strategy to increase the number of walking and cycling trips and to develop complete communities. This plan has been approved by Regional Council and provides direct input to the Centre Plan in terms of the Community, Urban Design, Transportation, Streets and Implementation elements.

16. Urban Forest Master Plan

The overall goal of the UFMP is to ensure a sustainable future for our urban forest. The multiyear community engagement process and research initiatives that led to the development of the Plan resulted in an integrated social, ecological, and economic strategy that strives to incorporate the values of HRM citizens. This plan has been approved by Regional Council and provides direct input to the Centre Plan in terms of the Community, Environment, Urban Design, Streets and Implementation elements.

This impressive body of work helps provide confidence that municipal staff will be able to, with necessary support, lead the successful completion of the Centre Plan project in an acceptable time frame and achieve the comprehensive coverage envisioned in the Regional Plan.

Centre Plan Next Steps

In 2015 & 2016 the Urban Design team will lead the effort to move the past work, and future studies, forward toward contributing to a comprehensive Centre Plan that will help us understand the bigger picture affecting the Regional Centre, provide guidance to residents and the development community, help establish a basis of evidence based practice in land use decision making, and build an informed constituency with respect to land use and the effects of land use.

In addition to continuing to lead the projects outlined above, and continuing to work with the Community Design Advisory Committee, immediate next steps for the project focus on procuring consulting support to help build out and communicate the elements of the Centre Plan. A Request for Proposals focusing on obtaining core Centre Plan consultant services defined as both (i) the “lead consultant” to provide overall project support, content production, and expertise in comprehensive planning, and (ii) a public engagement and communications consulting support to ensure the effective implementation of the Engagement Strategy for the Centre Plan.

Centre Plan

Community Engagement Strategy

Report of Step 1 – Engage & Define

Prepared by:

Jacob Ritchie

Urban Design Manager
Planning & Development

2015-06-17

Planning & Development Department

Urban Design Team

Jennifer Chapman
Planner 1
chapmaj@halifax.ca

Stephanie Mah
Planning Intern
mahste@halifax.ca

Brandon Silver
Urban Designer 1
silverb@halifax.ca

Melissa Eavis
Urban Designer 1
eavism@halifax.ca

Seamus McGreal
Heritage Planner
mcgreal@halifax.ca

Barry Yanchyshyn
Landscape Architect
yanchyb@halifax.ca

Maggie Holm
Heritage Planner
holmm@halifax.ca

Luc Ouellet
Senior Planner
ouellet@halifax.ca

Erin MacIntyre
Heritage Planner
macinte@halifax.ca

Jacob Ritchie
Urban Design Manager
ritchij@halifax.ca

General Contact

planhrm@halifax.ca

Halifax Regional Municipality
Planning Office
Box 1749
Halifax, NS B3J3A5

Table of Contents

About This Document 4

Background 5

Engagement Strategy Goals 6

Review of Step 1 – Engage and Define..... 7

Preparing for Step 2 – Learn Together 17

Next Steps..... 20

Call to Clarity 20

Appendix A 21

About This Document

The Centre Plan Engagement Strategy outlines the ways and means by which staff at the Halifax Regional Municipality will engage with the community through the Centre Plan project. A key component of the Strategy is meaningful and regular reporting on progress. This report signifies the end of Step 1 of the Strategy, and will provide the reader with an understanding of what progress has been made. The report provides **measures** of the success of **actions** taken toward achieving the **goals** of the engagement plan.

This report will also describe Step 2 of the Engagement Strategy, with learnings from Step 1 integrated with the intent of improving performance in the next stages of the project.

If there is a singular thread that be woven through the entirety of this document and the Centre Plan project it is one of **clarity**. This means clarity in communication, clarity in form, and clarity in the intended outcomes of the project. We strongly encourage any reader of this document to follow up with staff at planhrm@halifax.ca with any questions or comments.



Goals



Actions



Measurement



Clarity

Background

What is the Centre Plan?

The 2014 Regional Plan establishes long-range, region-wide planning policies outlining where, when, and how future growth and development should take place in the Municipality to the year 2031. Between 2006 and 2011, the Halifax Regional Municipality's population grew to over 409,510 (Census, 2011). This growth has not occurred uniformly across the municipality, but has been focussed mainly in the suburban communities and rural areas within commuting distance of the Regional Centre.

The 2014 Regional Plan targets at least 75% of all new housing units to be located in the Regional Centre and other urban communities, with at least 25% of all new housing units within the Regional Centre itself during the period between 2009 and 2031. The Regional Plan identifies the Regional Centre as the focus for economic, cultural and residential development activities in the Region.

To aid in the successful attainment of this goal, the Centre Plan project has been established to ensure that the desired population growth is supported while maintaining the success of existing neighbourhoods and remaining true to the Guiding Principles for the Centre Plan developed through the 2014 Regional Plan.

The Centre Plan project will deliver a new **Regional Centre Secondary Municipal Planning Strategy** and accompanying **Land Use By-Law**. A new Municipal Planning Strategy for the Regional Centre will replace the current set of three (3) Municipal Planning Strategies in the Centre and their three (3) associated Land Use By-Laws. The project is envisioned as a 24 month project, having started in October 2014.

For a more comprehensive description of the project, please reference the Centre Plan website at <http://www.halifax.ca/planhrm/centreplan.php>.

Engagement Strategy Goals

Considering the breadth of issues that are manifest in the Regional Centre the project cannot rely on standard practices for Community Engagement alone, and the project recognizes that a unique strategy for this project will help staff address the demands as we progress toward a unified plan for the Regional Centre.

Drawing from the experience in Regional Planning on past projects we know that a well-defined strategy will help focus the efforts and provide necessary stability when difficulties arise. To provide direction to the strategy four clear goals have been defined for the Centre Plan Engagement.



Goals

- 1) Be consistent with and draw on the strength of the HRM Community Engagement Strategy,
- 2) Respect the work done by staff and the public in earlier engagement,
- 3) Build trust that will enable staff and the public to engage in effective city building, and
- 4) Provide clear framework for actions and allow for all bodies to observe measured success.

Review of Step 1 – Engage and Define

With Council direction at the end of January staff were able to begin engagement with the aim of explaining the goals and scope of the project and how it fits with the other Plan strategies that have been (or are being) developed. This step has included significant stakeholder and public education and the feedback received through Step 1 has had significant influence on the detailed development of the project plan for the Centre Plan.

As originally conceived this stage was to last for four months and allow the development of a project plan while introducing the project to a large cross section of stakeholders and the public with a mix of new and traditional methods of engagement. A minor lag in the approval of the engagement strategy and resourcing the creation of consultation materials has led to a moderately altered timing of deliverables. The net effect on the project timeline is negligible, as progress has continued on in-process policy work and the technical studies that serve as inputs into the comprehensive Centre Plan project. For reference to the original action plan, please see the approved Community Engagement Strategy contained within the Report and Recommendation to Regional Council on January 28th, 2015. The actual account of actions is included in Figure 1, below.

Tools & Techniques	2015				
	Step 1				
	Feb	Mar	Apr	May	Jun
1. Online Portal				<input type="checkbox"/>	<input type="checkbox"/>
2. Plain Language Guides					
3. Planning Workshops		<input type="checkbox"/>			
4. Remote / Open Work Spaces					
5. Community Narratives				<input type="checkbox"/>	<input type="checkbox"/>
6. Citizen Survey					
7. Planning Workbooks / Local Event Toolkit					
8. Educational Engagement					
9. Stakeholder Outreach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Staff Working Groups / Technical Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Actions

Online Portal

Halifax Regional Municipality has a comprehensive municipal website that acts as a significant communications tool for the work of the Municipality. The Centre Plan has an updated, simplified, presence on halifax.ca at the following address:

<http://www.halifax.ca/planhrm/centreplan.php>

This site will act as the landing page for inquiries and interest in the Centre Plan project and it fits into the overall online presence provided via other municipal platforms. Combined with the Community Design Advisory Committee webpage and the Shape Your City portal, the Centre Plan web page is the first component of the complete Online Portal. Figure 1 shows the relationship between the different aspects of the proposed portal.

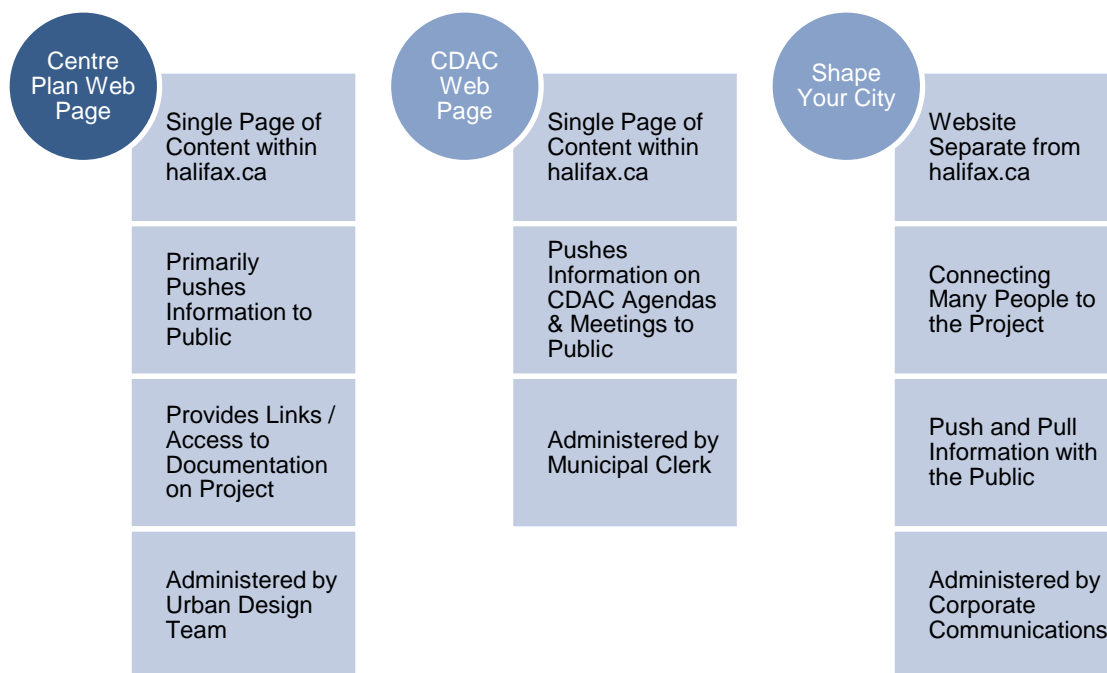


Figure 1 - Online Portal & Web Presence



Measurement

As the webpage has been live for a short period of time there are no measures of success available at this time beyond the site creation. In future reports web traffic to all three components of the online presence will be reported. Monitoring initial take-up of the portal and how the portal is used will be an important early input into developing further processes.

Tools & Techniques	Objective	Measures
1. On-line Portal	- Launch Portal	<ul style="list-style-type: none"> - Website live (yes) - # of hits (n/a)

Planning Workshops

Workshops are intended to be an opening to the public to engage with the project, these will help staff communicate directly and clearly in public forum to explain the direction being considered on the Centre Plan. In parallel with the re-engagement of the Centre Plan project the Urban Design team has been busy working with the public on a variety of policy projects throughout the Regional Centre. When considering the timing and applicability of a Centre Plan “Planning Workshop” during the same period it was decided that this may betray the overall goal of clarity as it would be difficult to communicate the purpose of the workshop in light of (a) other policy projects, (b) a fluid project work plan, (c) ongoing development applications, and (d) previous public consultation on Centre Plan work.

With the project plan defined planning workshops will be possible as part of Step 2 of the Engagement Strategy.

Where the project has been discussed publicly is through invited talks, through the aforementioned policy projects, and in public information meetings for recent development applications in the Regional Centre. Staff members have had the opportunity to speak about the Centre Plan project at general meetings of Business Improvement Districts and other non-profit associations. These do not replace Planning Workshop, but they were in Step 1 an effective forum for conversations with the public.



Measurement

Tools & Techniques	Objective	Measures
2. Planning Workshops	<ul style="list-style-type: none"> - Engage a broad group of citizens in education - Provide clarity with respect to scope 	<ul style="list-style-type: none"> - # of events (n/a) - # of attendees (n/a) - participant scoring (n/a)

Community Narratives

Community Narratives exist throughout all communities and by working with citizens to pull these stories to the front of the Centre Plan project we can make a difference in how policy work is understood in the community – and in how it responds to the community. Staff have begun to pull stories from stakeholder organizations and create the terms of reference for how these narratives will be used.

The actions proposed in the Engagement Strategy assumed that we would immediately begin collecting stories and sharing them. Similar to the Planning Workshops, staff determined that it would be premature to begin such sharing before a project plan was determined.

The development of the Community Narratives tool will continue with support from internal resources in Government Relations & External Affairs who have expertise in this area of practice.



Measurement

Tools & Techniques	Objective	Measures
5. Community Narratives	- Provide a forum for local narrative	<ul style="list-style-type: none"> - # of stories (n/a) - # of posts / shares (n/a)

Stakeholder Outreach

To date, the Centre Plan project has employed an open approach to engagement of stakeholders. The stakeholders may change as we progress through the steps of the planning process, and with CDAC's direction we will ensure that stakeholders are given the opportunity to engage at appropriate points in the process and in an appropriate manner.

Staff have engaged stakeholders in a repeatable engagement process that helps ensure that all stakeholders have a similar opportunity to understand the Centre Plan project. The opportunity for stakeholders to work with one another in these sessions may help ensure that policies created through the Centre Plan process are supported throughout the Regional Centre.

The table below (Table 1) shows the categorization system that is being used to collect groups together to optimize the effort spent in consultation with stakeholders and beginning to build connections through our planning process.

Table 1

Stakeholder Categorization

<i>Type</i>	<i>Area of Interest</i>	<i>Geography</i>
Core	Economy	National
Internal Municipal	Culture	Provincial
Non-Governmental	Open Space	Region
Other Government Group	Transportation Land Use Community Health Urban Design Planning	Regional Centre

Please reference Table 1 in reviewing the stakeholder list included as an appendix to this report (Appendix A).

Through these consultations we have been able to inform the stakeholders as to the goals of the Centre Plan, present the high level work plan, and garner feedback to assist in the development of the project plan.

Themes

Consultation with stakeholders has assisted staff in identifying and scoping the suite of technical studies and understanding the needs of various communities. The following themes were constant in most consultations with stakeholders:

1. Process Improvements

It is not uncommon for stakeholders to recognize the complicated process for development outside of Downtown Halifax.

2. The Need for Certainty

It is extremely common for stakeholders to cite the current level of uncertainty as having serious impacts on quality of life in communities and the ability to plan for future projects in the development sector.

3. Scale of Community

Most stakeholders referenced the need for consideration of abutting or neighbourhood character in the development of new buildings. The question of what was reasonable to expect in an urban context was a common thread in consultation.

4. Impact of Development on Residential & Commercial Uses

Carrying forward from the conversation of scale, stakeholder groups were sensitive to the fact that development impact stretch beyond whether a building is felt to be “too big”. Consideration of what commercial uses would be supported in new developments was regularly addressed.

5. Current Housing Need & Absorption of Approved Development

There was considerable discussion of the “need” for new housing units in light of the high level of residential activity in the Regional Centre.

6. Transportation & Parking

An oft referenced issue among stakeholders is the carrying capacity of our roads, not only for single occupancy vehicle traffic but also for all other users and uses (including on street parking).

The Stakeholder Outreach was one of the most successful facets of Step 1 of the Engagement Strategy. Staff worked diligently to ensure meetings were continually being booked and that the input from the Stakeholders was feeding into the project plan.

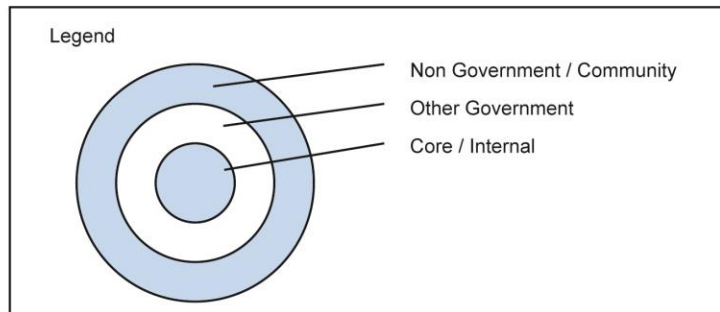
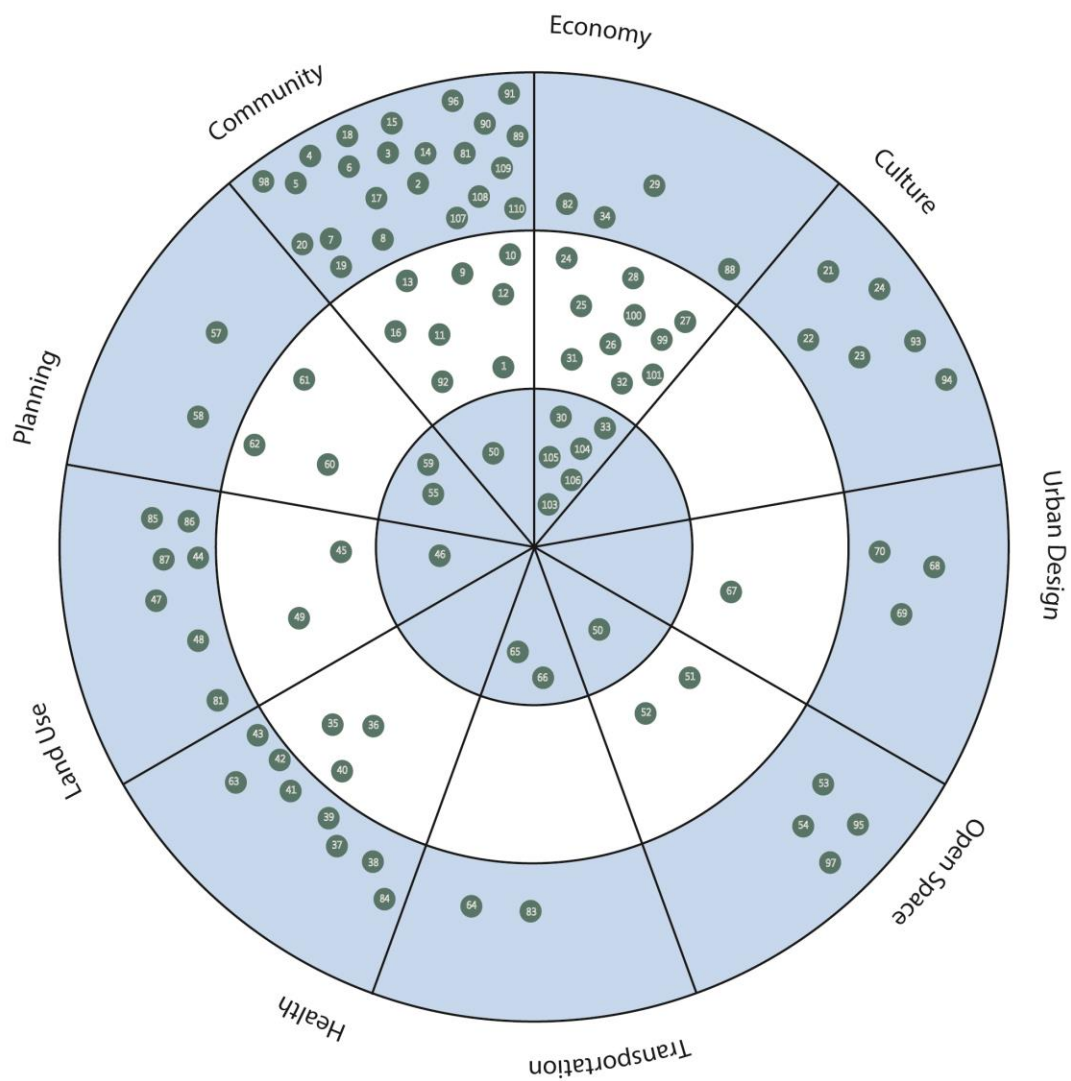
This work will continue through the project and efforts will be made to continue linking Stakeholder groups together through consultation to build an awareness and network of support for the project.



Measurement

Tools & Techniques	Objective	Measures
9. Stakeholder Outreach	<ul style="list-style-type: none"> - Share engagement plan - Build the stakeholder network 	<ul style="list-style-type: none"> - # of events held (12) - # of stakeholders (35)

Project: Centre Plan
 Sheet Title: Stakeholder Interaction
 Date: 2015-06-22



Staff Working Groups / Technical Committees

Supporting working groups and detailed technical committees have been identified within the staff team. Working groups for Environment, Demographics, and Transportation have been struck and are meeting on an 8 week cycle. These groups bring together staff from various departments to ensure that issues known to the municipality are considered at an appropriate time within the Centre Plan project.

A technical committee for review of the existing Land Use By-Laws has been formed with senior staff from the Planning Policy and Development Approvals groups. As a first task the terms of reference for this committee are being drafted with committee members.



Measurement

Tools & Techniques	Objective	Measures
10. Staff Working Groups / Technical Committees	- Working Group Definitions / Resource	- Creation of Groups (yes)

Summary, Step 1

The work carried out throughout Step1 has been highly beneficial. The breadth of engagement techniques applied is narrower than what was originally planned, yet the insight has been rich. The dialogue has been multi-directional, providing education on process, generating interest and collaborative spirit between internal and external stakeholder groups, and gathering local knowledge to guide the engagement process itself as well as the progressive development of policy and programming internally.

Opportunities for improvement in process exist, mostly with respect to ensuring that staff has a complete understanding of the tools – especially in the case of tools that are new to HRM – and that time is allocated to ensure that the engagement tools can be deployed effectively to achieve the goals of the strategy.

Preparing for Step 2 – Learn Together

With the project defined for all stakeholders and the community we can begin to talk about how the new comprehensive Centre Plan will ensure that the Vision for the Regional Centre and Guiding Principles are achieved and enshrined in policy. The action plan for Step 2 has shifted slightly to reflect the change in Step 1 timing (see below). The intent will be to work with the Lead Consultant through 2015 to carry forward work from the past and add relevant comprehensive analysis to inform draft policies for the Regional Centre and communicate this work through the Engagement Strategy.



Actions

Tools & Techniques	2015					
	Step 2					
	Jul	Aug	Sep	Oct	Nov	Dec
1. Online Portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Plain Language Guides						
3. Planning Workshops			<input type="checkbox"/>			
4. Remote / Open Work Spaces		<input type="checkbox"/>	<input type="checkbox"/>			
5. Community Narratives	<input type="checkbox"/>					<input type="checkbox"/>
6. Citizen Survey						
7. Planning Workbooks / Local Event Toolkit					<input type="checkbox"/>	<input type="checkbox"/>
8. Educational Engagement				<input type="checkbox"/>		
9. Stakeholder Outreach	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>
10. Staff Working Groups / Technical Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It is important to define techniques and refine implementation strategies before embarking on the next steps in the process. The Tools and Techniques planned for Step 2 include the continued development of the Online Portal, hosting of Planning Workshops, using Remote / Open Work Spaces, gathering of Community Narratives, creation of Planning Workbooks, engaging with Schools in the Regional Centre, continuing Stakeholder Outreach, and the Staff

Working Groups/Technical Committees. Given the novelty of many of these approaches, there is a need to reach clarity regarding their purpose, their functionality, and the logistics of their application. These tools have been iteratively defined and explored throughout the engagement process to evaluate and establish their application. Table 2 (below) identifies the new tools being proposed for Step 2 and attempts to further clarify their use and scope.

Tool / Technique	Application in Step 2
<p>1. On-line Portal A municipally created and administered participatory platform where citizens contribute to the planning process.</p>	<ul style="list-style-type: none"> ▪ Launch of Shape Your City (Halifax)
<p>2. Plain Language Guides Technical work and language can obscure the planning process and goals, guides help avoid this without losing technical rigour in the plan.</p>	<ul style="list-style-type: none"> ▪ N/A
<p>3. Planning Workshops Engaging with the community at key points to share progress and gather input.</p>	<ul style="list-style-type: none"> ▪ A September event will introduce the Lead Consultant to the Community and Outline the Path to Completion
<p>4. Remote / Open Work Spaces Getting away from desktops and meeting rooms, staff can work through a platform of publicly accessible planning activities to engage a wider group.</p>	<ul style="list-style-type: none"> ▪ In August and September some Urban Design Team staff will work periodically out of the Downtown Halifax Business Commission storefront on a rotating schedule

Tool / Technique	Application in Step 2
<p>5. Community Narratives Through the online portal to assist framing policy direction stories from the community will help ground the process in the reality of the Regional Centre.</p>	<ul style="list-style-type: none"> ▪ Staff will continue to pursue narratives and position these as a lens for policy creation and for communication
<p>6. Citizen Survey Enabling third party interaction with citizens to ensure that communication is effective throughout the process.</p>	<ul style="list-style-type: none"> ▪ N/A
<p>7. Planning Workbooks / Local Event Planning Toolkit Throughout the process there will be a need for the input and knowledge of the community. Workbooks allow the collection of this in a meaningful and comprehensive manner where plans are communicated using plain language.</p>	<ul style="list-style-type: none"> ▪ Workbooks will be developed in concert with the Lead Consultant around major emerging issues for the project.
<p>8. Educational Engagement Working with local schools to engage students in the planning process as it relates to their academic curriculum.</p>	<ul style="list-style-type: none"> ▪ Staff will work with local High Schools to engage with students to leverage volunteer engagement or (if possible) participate in learning outcomes of students.
<p>9. Stakeholder Outreach Talking to industry, commercial sectors, institutional sectors, and others throughout the process to ensure we understand the varied needs of a broad cross section of the community and that they understand the project at all phases.</p>	<ul style="list-style-type: none"> ▪ Continuing work done in Step 1.
<p>10. Staff Working Groups / Technical Committees Understanding the depth of knowledge within the municipality and ensuring collaboration will be key to creating an implementable plan.</p>	<ul style="list-style-type: none"> ▪ Continuing work done in Step 1.

The suite of tools and resources outlined herein provides a mix of tried methods and innovative new forms of engagement that fit within the spirit of the HRM Community Engagement Strategy.

Next Steps

The successful engagement in Step 1 has allowed staff to prepare a Request for Proposals for consulting services to support the development of the comprehensive Centre Plan. When this competition closes and a Lead Consultant is selected it is possible that amendments and/or enhancements to the Engagement Strategy are proposed during the next Step of the strategy. If changes to the Engagement Strategy are envisioned at any time they will be brought to CDAC.

We will continue to report on the success of engagement at each step along the way. It is important to monitor and assess the quality of engagement, as well as the progress toward the end goal. With early success, the project can gain the confidence of stakeholders and staff, and as a corollary, early missed opportunity will identify the need for change while being a signifier of an open planning process intended for the benefit of all stakeholders.

Call to Clarity

There is a need for consistency in the communication of the Centre Plan project progress. In response to this need, and to help set the tone for the project, results of the Centre Plan Engagement Strategy to date have been summarized in this report.

Appendix A

Stakeholder List, Pink Shading Denotes Consultation

Project: Centre Plan
Sheet Title: Stakeholders
Date: 2015-06

ID	Name	Type	Area of Interest
1	Halifax Regional School Board	Other Government	Community
2	Ecology Action Centre	Non-Governmental	Community
3	Park to Park	Group	Community
4	Wyse Road Society for Sensible Urban Design	Group	Community
5	North End Community Circle	Group	Community
6	United Way	Non-Governmental	Community
7	YWCA	Non-Governmental	Community
8	YMCA of Greater Halifax / Dartmouth	Non-Governmental	Community
9	NSCC	Non-Governmental	Community
10	Dalhousie University	Non-Governmental	Community
11	NSCAD University	Non-Governmental	Community
12	Saint Mary's University	Non-Governmental	Community
13	Destination Halifax	Other Government	Community
14	SHYM	Group	Community
15	Park Oven Group	Group	Community
16	St. Vincent Nursing Home	Non-Governmental	Community
17	Dartmouth North Community Food Centre	Non-Governmental	Community
18	Feed Nova Scotia	Non-Governmental	Community
19	Shelter Nova Scotia	Non-Governmental	Community
20	Salvation Army	Group	Community
21	Theatre Nova Scotia	Group	Culture
22	Writers Federation of Nova Scotia	Group	Culture
23	Visual Arts Nova Scotia	Group	Culture
24	North End Business Association	Non-Governmental	Economy
25	Spring Garden Road Business Association	Non-Governmental	Economy
26	Quinpool Road Business Association	Non-Governmental	Economy
27	Downtown Dartmouth Business Commission	Non-Governmental	Economy
28	Downtown Halifax Business Commission	Non-Governmental	Economy

ID	Name	Type	Area of Interest
29	Halifax Chamber of Commerce	Non-Governmental	Economy
30	Halifax Partnership	Internal Municipal	Economy
31	NSBI	Other Government	Economy
32	Innovacorp	Other Government	Economy
33	Woodside Industrial Park	Group	Economy
34	Halifax Gateway Council	Non-Governmental	Economy
35	CDHA	Other Government	Health
36	IWK	Other Government	Health
37	Farmers Markets Nova Scotia	Group	Health
38	Walk Halifax	Group	Health
39	Dartmouth Seniors Service Centre	Group	Health
40	Northwood Manor	Non-Governmental	Health
41	North End Community Health Centre	Non-Governmental	Health
42	Dartmouth Community Health Board	Non-Governmental	Health
43	Heart & Stroke Foundation	Non-Governmental	Health
44	Urban Development Institute	Group	Land Use
45	Halifax Port Authority	Other Government	Land Use
46	Halifax Development Applications Division	Internal Municipal	Land Use
47	Nova Scotia Realtors	Group	Land Use
48	Nova Scotia Home Builders Association	Group	Land Use
49	Property Valuation Services Commission	Non-Governmental	Land Use
50	Halifax Parks & Recreation	Internal Municipal	Open Space
51	Parks Canada	Other Government	Open Space
52	Department of Natural Resources (Parks)	Other Government	Open Space
53	Point Pleasant Park Society	Group	Open Space
54	Friends of the Halifax Common	Group	Open Space
55	Community Design Advisory Committee	Core	Planning
56	Regional Council	Core	Planning
57	Planning & Design Centre	Non-Governmental	Planning
58	FUSION Halifax	Association	Planning
59	Halifax Municipal Operations	Internal Municipal	Planning
60	Provincial Department of Municipal Affairs	Other Government	Planning
61	Provincial MLAs	Other Government	Planning
62	CFB Halifax	Other Government	Planning
63	Immigrant Services Association of Nova Scotia	Non-Governmental	Planning
64	It's More Than Buses	Non-Governmental	Transportation
65	Halifax Transportation & Public Works Department	Internal Municipal	Transportation
66	Halifax Transit	Internal Municipal	Transportation

ID	Name	Type	Area of Interest
67	Waterfront Development Corporation Limited	Other Government	Urban Design
68	Nova Scotia Architects Association	Group	Urban Design
69	Heritage Trust	Group	Urban Design
70	Small Home Designers	Group	Urban Design
71	Halifax Home Owners Association	Group	Land Use
72	The Friends of the Public Gardens	Group	Open Space
73	Willow Tree Community Association	Group	Land Use
74	Progress in the Park	Group	Open Space
75	Halifax Community Health Board	Non-Governmental	Health
76	ACORN Canada (Nova Scotia)	Non-Governmental	Community
77	North Central Community Council	Group	Community
78	Bloomfield Neighbourhood Residents	Group	Planning
79	Ward 5 Community Centre	Non-Governmental	Community
80	Peninsula South Community Association	Group	Land Use
81	Canadian Association of Retired Persons, Nova Scotia Chapter	Group	Community
82	Investment Property Owners Association of Nova Scotia	Non-Governmental	Economy
83	Halifax Cycling Coalition	Group	Transportation
84	CNIB	Group	Health
85	University of Kings College	Non-Governmental	Land Use
86	Atlantic School of Theology	Non-Governmental	Land Use
87	Mount St. Vincent University	Non-Governmental	Land Use
88	Better Business Bureau	Non-Governmental	Economy
89	Affordable Housing Association of Nova Scotia	Non-Governmental	Community
90	Alice Housing	Non-Governmental	Community
91	Metro Non Profit Housing	Non-Governmental	Community
92	Regional Housing Authority	Other Government	Community
93	Performing Arts Lodge	Non-Governmental	Culture
94	Khyber	Non-Governmental	Culture
95	Mulgrave Park Caring and Learning Centre	Group	Open Space
96	Mulgrave Park Tenant Association	Group	Community
97	Shubenacadie Canal Commission	Group	Open Space
98	Homebridge	Non-Governmental	Community
99	MLA District 26 Halifax Chebucto	Other Government	Economy
100	MLA District 28 Halifax Needham	Other Government	Economy
101	MLA Dist. 27 Halifax Citadel-Sable Island	Other Government	Economy
102	MP Districts 5	Internal Municipal	Economy
103	MP District 7	Internal Municipal	Economy

104	MP District 8	Internal Municipal	Economy
105	MP District 6	Internal Municipal	Economy
106	MP District 9	Internal Municipal	Economy
107	Take Action Society	Group	Community
108	North Woodside Community Group	Group	Community
109	Metro Community Housing Association	Group	Community
110	North Central Community Council	Group	Community