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Item No. 01
Halifax Regional Council
July 26, 2016

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 
John Traves, Q.C., Acting Chief Administrative Officer

DATE: June 6, 2016

SUBJECT: Application of the HALIFAX logo and brand on all community signs, landmarks and flagpoles in the Halifax Regional Municipality

INFORMATION REPORT

ORIGIN

- October 10, 2006; Councillor Mosher request for a report on Council communication/branding to enhance public awareness and accountability of municipal spending on public services.
- June 28, 2011; Regional Council approved the 2011-2012 Service Level Agreement with the Greater Halifax Partnership including the strategic objective to support the “Economic Prosperity” Outcome Area of the HRM Corporate Plan: support a strategic goal to brand Halifax as an exciting place to live and do business by initiating baseline research, preparing a project plan and a proposed budget in order to advance a branding strategy that positions Halifax as an international city.
- May 14, 2013; Regional Council approved a motion by Councillor Mosher that Halifax Regional Council request the CAO direct HRM Corporate Communications 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 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.
- November 26, 2013; Regional Council awarded RFP # P13-083, HRM Rebranding Project.
- April 15, 2014; Regional Council approved the branding strategy (that includes using “Halifax” as the name for the region) as presented by Revolve Branding Inc. and directed staff to develop a visual identity based on this strategy.
- April 29, 2014; Regional Council approved a motion by Councillor Mosher to adopt amendments to Administrative Order 19 Respecting the Corporate Coat of Arms, Logo and Flag in order to implement

the visual identify introduced in Revolve Branding's April 15, 2014 presentation to Regional Council entitled "HALIFAX Brand Identity".

- February 4, 2016; Harbour East-Marine Drive Community Council approved a motion by Councillor McCluskey that Regional Council request a staff report regarding the removal of the HALIFAX logo and brand from all community signs, landmarks and flagpoles in the Harbour East Marine Drive Communities.
- February 23, 2016; Regional Council approved an amended motion by Councilor McCluskey that Regional Council request a staff report regarding the application of the HALIFAX logo and brand on all community signs, landmarks and flagpoles in the Harbour East Marine Drive Communities.

LEGISLATIVE AUTHORITY

Section 76 of the Halifax Regional Municipality Charter gives Council the authority, by policy, to "adopt a flag, symbol or coat of arms for the Municipality."

Administrative Order 19, Respecting the Corporate Coat of Arms, and HALIFAX Brand

19. 2. (5) In accordance with Schedule "A", there shall be an official HALIFAX brand of the administration of the Halifax Regional Municipality that will include an official logo and logo flag, an official brand colour palette with associated geometric brand shapes, and official brand management standards and guidelines.

19. 3. (6) The official HALIFAX brand shall be used by the Chief Administrative Officer business units and employees on stationery, notices, buildings, signage, vehicle markings, badges, uniforms and other similar uses for the purpose of indicating the authority, property or officials of the Municipality.

19. 4. (2) Any use of coats of arms, flags, HALIFAX brand and other symbols in accordance with subsection (1) shall be in an appropriate and respectful manner recognizing the significance of the symbols.

19. Schedule "A" 4. (b). The Chief Administrative Officer of the Halifax Regional Municipality, with the power to delegate this authority, shall be charged with the following:

- i. overseeing the appropriate administrative use of the HALIFAX brand and official logo;
- ii. setting standards for internal or external use; and
- iii. reviewing and making decisions regarding permission to use the official logo.

BACKGROUND

Integrated place branding is connected not only to visitor and business attractiveness but also to place identification within a coherent, positive narrative. Following best practices for place branding, this narrative must be delivered through coordinated channels to ensure that audiences in target markets experience the same visual impressions when they are in the municipality. The two objectives (international city brand and HRM branding program) shared a common goal to promote a positive identity for all municipal interests.

On May 14, 2013, Regional Council approved a motion by Councillor Mosher that Halifax Regional Council request the CAO direct HRM Corporate Communications 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 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.

Research results on civic perceptions and attributes conducted in March 2013 suggested that “while residents are relatively content with ‘Halifax Regional Municipality’ as a name, they regard ‘Halifax’ as more widely recognized and a majority (60% of respondents) would prefer ‘Halifax’ to Halifax Regional Municipality’ as a name (see Appendix “B” – Focus Group and Survey Results Regarding the Name of the Region). Participants in previous focus groups also “uniformly endorsed the use of ‘Halifax’ to identify the region” with comments including “locally we are from our different communities; together we are from Halifax.”

Regional Council approved the current brand strategy (the region’s name would be promoted as HALIFAX), brand promise (“Be Bold”) and brand platform (HALIFAX logo and associated visual identity) in April 2014. Since then, the logo/brand continues to be applied to most municipal assets according to Administrative Order 19 3. (6) and the brand standards adopted by Corporate Communications.

In May 2014, municipal staff updated a legacy community event sign (erected by the municipality) at Sullivan’s Pond in Dartmouth by replacing the previous municipal logo with the new HALIFAX logo while leaving the rest of the sign identical (although the updated sign was not aligned with brand standards – see Appendix “A” – Sullivan’s Pond Community Event Signs 2014-2015). In August 2014, the HALIFAX logo also appeared on signs in Burnside Park as the previous signs, which included the old municipal logo, were scheduled for replacement. By June 2015, some citizens started a petition to “Restore the name Dartmouth” to various landmarks and signage, notwithstanding the fact that the name Dartmouth had not been removed from any municipal signage. Public feedback has since continued in Dartmouth and other Harbour East-Marine Drive communities on the application of the new logo and brand on community signs and other assets, as well as on the validity of the research supporting the brand strategy and the cumulative associated costs.

DISCUSSION

Given the scope and persistence of public feedback noted in the Background above, it would be practical for any future adaptation of logo or brand application to briefly examine the origin, development and outcome of the brand project and its function within most aspects of municipal identity. This approach will also help frame the relationship between regional identity and local community identity (in terms of how names are displayed), as well as address some of the unintended consequences associated with concerns from citizens in Harbour East-Marine Drive communities.

As part of its 2011-2016 economic strategy, Halifax Partnership included an objective to “create a unique international city brand for Halifax that reflects our best qualities and what we aspire to be.” While this goal was being pursued, Councillor Linda Mosher tabled in January 2013 a motion at the Executive Standing Committee for staff to examine “the value of creating a stronger, more contemporary and consistent branding program for HRM, along with recommendations for a strategy to develop and implement such a program, as well as potential costs.”

Development and outcome of the brand project

The brand project launched in December 2014 and for three months captured comprehensive community and stakeholder engagement across a demographically representative cross-section of the municipality, using broad and extensive consultation and survey activities to ensure all citizens had an opportunity to be heard through the process of defining the region's brand.

- More than 2,540 people contributed feedback in-person at 39 locations
- More than 16,600 people reached via DefineHalifaxRegion.com, Facebook, Twitter, YouTube, Instagram & Halifax.ca 'Shape Your City' Portal
- More than 1,100 participants provided feedback via telephone and online surveys and focus groups from Regional Council, municipal staff, local business leaders, multicultural groups, academics, military, services, the arts, and international business

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?

The research results suggested that 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

The research also revealed 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

Qualitative and quantitative results from surveys and interviews during this time suggested that the majority of participants endorsed the use of the name 'Halifax' as an overarching name for the region (see Appendix "B" – Focus Group and Survey Results Regarding the Name of the Region). The cumulative feedback from all sources informed the brand strategy and promise, which Council approved on April 15, 2014, with the resulting logo and brand identity being included in an amendment to Administrative Order 19, which Council approved on April 29, 2014.

2. (5) In accordance with Schedule "A", there shall be an official HALIFAX brand of the administration of the Halifax Regional Municipality that will include an official logo and logo flag, an official brand colour palette with associated geometric brand shapes, and official brand management standards and guidelines.

3. (6) The official HALIFAX brand shall be used by the Chief Administrative Officer business units and employees on stationery, notices, buildings, signage, vehicle markings, badges, uniforms and other similar uses for the purpose of indicating the authority, property or officials of the Municipality.

Application of the HALIFAX logo and brand

Council approved the brand in April 2014 with the understanding that it would be implemented incrementally over time using existing budget allocations throughout the municipality. Corporate Communications worked with the branding consultant to develop the standards for the new logo, geometric X, colours, typography and photography. These standards helped form templates that would be used for stationary, websites, advertising, flags, signage, vehicles, buildings and other applications. When developing such templates, Corporate Communications considered the scope of Administrative Order 19, existing applications of the former municipal logo and fundamental best practices for design and layout. The new logo was applied as a replacement for the former logo, including logos on community signs (the branding consultants included concepts for such signs in their presentation to Council on April 15, 2014). Governance of the HALIFAX brand's use and adaptation is outlined in Administrative Order 19, Schedule "A":

- 4.(b). The Chief Administrative Officer of the Halifax Regional Municipality, with the power to delegate this authority, shall be charged with the following:
 - i. overseeing the appropriate administrative use of the HALIFAX brand and official logo;
 - ii. setting standards for internal or external use; and
 - iii. reviewing and making decisions regarding permission to use the official logo.

Corporate Communications has reviewed with the CAO public and Councillors' feedback on the Application of the HALIFAX logo and brand on all community signs, landmarks and flagpoles in the Halifax Regional Municipality. While most instances of the former logo's application on signage incorporated a relatively large image using a prominent, top-centre location, the new logo and brand features a smaller, bottom-oriented image that acts almost as a "footer" does in a document (see Figure 1 on page 7). However, given the fewer characters and more simplified design in the new logo, it strategically reflects the brand promise to "be bold." As such, the logo stands out more distinctly than the old version and is instantly recognizable, even at a reduced scale. In doing so, the new logo effectively articulates the shortened brand name for the region.

Regardless of the application, no aspect of the brand strategy or application of the visual identity intended to dilute or undermine the identity and value of local communities anywhere in the region. On the contrary, the new brand intends to promote the strengths and celebrate the characteristics of each community by putting our collective assets, values and personality forward and showing the world what a great place our region is to live, work, visit and invest. The brand consultant noted this intent during the April 2014 presentation:

"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."

Based on the feedback noted in the Background, some citizens have clearly articulated that their community identity and sense of pride has been diminished despite the above intentions or any practical desire to achieve integrated and coherent place branding while meeting the expectations of Administrative Order 19. To move the HALIFAX brand from simple visual identity recognition to a reflection of its personality and values, its application needs to be seen as "genuine, capable, cooperative, caring, creative and balanced" when applied to community signs, landmarks and flagpoles throughout the municipality.

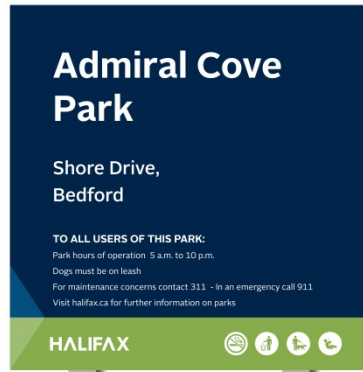


Figure 1: Previous (L) and current (R) versions of municipal logo used on signs to indicate municipal ownership or authority

Next Steps

Under Administrative Order 19, the Chief Administrative Officer has authority over the appropriate administrative use of the HALIFAX brand and official logo and setting standards and permissions for their use. Through the CAO Office, Corporate Communications is developing new brand applications (aligned with the Council-approved brand strategy and visual identity) that better reflect brand values and pride of individual community identity.

This will be partly achieved for community signs and landmarks by ensuring a better balance between the size and placement of community/asset names and the brand name of the region to better accentuate the community name (see Figure 2). Specialty signs that do not require the ownership or authority of the municipality to be communicated could omit the municipal logo altogether (see Figure 3).



Figure 2: Current (L) and proposed (R) versions of municipal logo used on signs complying with AO 19



Figure 3: Previous (L) and current (R) treatment on signs that do not require compliance with AO 19

As previously implemented, Councillors could also consider creating additional community/neighbourhood "celebration" signage (vs community identification; see Figure 4) either through direct municipal action or through a community-lead program with possible cost-sharing options between Council and community or business associations, the style for which would not need to conform to Administrative Order 19 or brand guidelines.



Figure 4: Community "celebration" sign not requiring compliance with AO 19

In terms of displaying flags at municipal facilities and sites, Councillors have the discretion to consider using the "official" flag (a banner of the arms) vs, the "logo" flag in accordance with Administrative Order 19:

3. (4) *The official flag shall be hung in the Council Chamber and shall be flown at City Hall. The official flag shall be reserved for official or ceremonial purposes such as presentation to community groups, use at commemorative parks or use at traditional sites such as the Public Gardens and Point Pleasant Park, with its availability and distribution to be in the discretion of the Mayor and Councillors.*

3. (5) *Notwithstanding subsection (4), the public may, in accordance with Schedule A, purchase duplicate copies of the official flag for use in a manner respectful of the values and image of the Municipality*

3. (7) *The logo flag may be flown at all municipal buildings and facilities other than City Hall.*

In addition to the brand applications considered in the motion, Corporate Communications recently undertook a review of the applications and templates developed and implemented since the brand launched in April 2014. The review is part of a refresh of the brand guidelines to introduce more integrated brand colours and designs to help reflect the diversity of our organization, our people and our communities.

The first new application using this approach is the new municipal emblem for the values of diversity and inclusion, both within our organization and in our communities (see Figure 5). More than just a visual icon, the emblem is a symbol of aspiration, opportunity and a renewed commitment to our employees and our citizens to nurture a diverse and inclusive work environment.

The complement of brand colours and symmetrical geometric shapes formed by overlapping Xs create an eight-point star resembling a kaleidoscope that brings different elements into cohesive alignment. It's a fitting symbol for the lens that the Office of Diversity and Inclusion is using to help the municipality review hiring and training practices for staff to help eliminate systemic barriers in our organization. The Diversity and Inclusion emblem was publicly shared at a community partners' reception on June 22.



Figure 5: New Diversity & Inclusion emblem created on HALIFAX brand platform

Costs of the branding project

Corporate Communications provided the following information to the municipal auditor general on February 1, 2016 in response to a request for the same. To have an accurate assessment of such costs, it is essential to distinguish the difference between an actual “rebrand”—that is, the work needed to create a visual identity that did not exist before—and the application of “a brand”—that is, the work needed to apply or install any visual identity regardless of whether it is new or outdated. This distinction is important because most of the highly visible brand application (ferries, busses, signage, etc.) was applied within normal operational planning scenarios and associated operating budget.

For example, the busses, ferries and supervisors' vehicles that have been branded to date were painted during scheduled maintenance work (or when a new vehicle was added to the fleet) that would require the vehicle to be painted in the old Metro Transit scheme if there was no new brand. There is an additional cost of approximately \$600 per bus to apply the new brand versus painting a bus in the old Metro Transit design, and 80 buses to date received the brand treatment, resulting in an incremental cost of \$48,000.

Employee uniforms would have transitioned according to the replacement schedules included in collective agreements and other operations planning. Likewise, with most signs (including the blue community welcome signs), the municipality started with a roster of approximately 60 signs that Civic Addressing was already set to replace with the previous logo due to wear and tear, the costs for which would be covered under existing operating budgets.

The total cost Corporate Communications has incurred to date in order to develop, launch and promote the new municipal brand is \$346,987, with details as follows:

Consultant fees for RFP13-083 Rebrand project	\$216,924.88
Media buying	43,659.03
Branding video for employee engagement	13,681.59
Consultant disbursements	21,316.46
Additional research	32,411.04
Signage	2,560.49
Promotional	4,547.42
Website development	4,758.05
Partner brand adaptation	2,607.15
Legal/admin	4,530.89
Total	\$346,987

There are additional costs (approximately \$25,000) incurred by Halifax Transit to create the specific visual identity of its assets, as well as by Solid Waste Resources-TPW (approximately \$15,000) to create new visual identity for its programming and promotions.

Total from Corporate Communications	\$346,987
Total from Transit (\$25,000+\$48,000)	\$73,000
Total from TPW	\$15,000

Gross total rebranding costs for municipality	\$434,987
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Some municipal business units purchased branded apparel (pullover, jackets, hats) to reflect new business unit names resulting from organizational restructures, such as Parks & Recreation, Planning and Development, and Operations Support. While the new brand was applied to these items, the cost was an existing operations requirement that would have been realized with the old municipal identity, and as such is not considered a cost of "rebranding".

It should also be noted that the consistent, predictable brand management system associated with the rebrand project led to significant design and production efficiencies, which contributed to the restructuring of Corporate Communications. This restructure reduced the department's annual total compensation budget by approximately \$225,000.

FINANCIAL IMPLICATIONS

None in this report

COMMUNITY ENGAGEMENT

The municipal Branding Project Team 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 citizens had an opportunity to be heard through the process of defining the region's brand. More than 20,000 people were engaged through various traditional and social media approaches as outlined in the municipal Branding Strategy Recommendation Report to Executive Committee dated March 20, 2014.

ATTACHMENTS

Appendix "A" – Sullivan's Pond Community Event Signs 2014-2015

Appendix "B" – Focus Group and Survey Results Regarding the Name of the Region

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:

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Original Signed

Attachment "A" – Sullivan's Pond Community Event Signs 2014-2015

March 2014



2.0 Summary Report

2.1 Regional Identity

For contextual background, all participants taking part in the groups were first asked a series of questions about their general perception of HRM and the collective Halifax area. Discussion explored how participants identify 'where they live' personally, regionally and to others living outside of the region, 'what' name they used when referring to the city (unaided) as well as opinions about how the region should be referenced and promoted. Participants also provided feedback about commonalities and potential rallying points for unifying the region as well as divisive issues or challenges. Amalgamation was briefly discussed, as well as how others perceive the region, city strengths and weaknesses.

2.1.1 Defining 'Where you are from'

- ❖ There was a strong sense of community and 'connectedness' expressed by almost all those taking part in the groups, "pride about where you come from".
- ❖ Participants were quick to reference specific communities and even neighbourhoods as home noting locations such as South end Halifax, Halifax West, Downtown Halifax, Fairview, Kearney Lake, Bedford, North Dartmouth, Cole Harbour, Eastern Passage. No one spontaneously referred to the Halifax Regional Municipality or HRM as their place of residence.⁴
- ❖ A hierarchy emerged for how participants identify 'where they come from' based on practical, contextual considerations as well as more subtle motives. For example, 'who' they are talking to (e.g., authority figure versus contemporary) and the context of the disclosure (e.g., social setting, job interview, vacation) influences the level of detail shared. The level of disclosure is also mediated by the goals of the individual in sharing the information (e.g., to influence, impress the other person, find common ground).
- ❖ At its most basic level, participants defined telling others 'where you come from' as an efficient way to share "a lot" of information about themselves, implying such information must be relevant and meaningful to the information target. "No point telling someone I am from Beechville if they don't have a clue where that is".
- ❖ Ideally, this means that residents want to reduce the information to the 'lowest common denominator' or point of reference they have with the recipient of the information.
 - It really depends on who I am talking to. If I am talking to another Haligonian, (by the way i really like that word Haligonian – so unique), I going to tell them Clayton Park because they know where it is and what it means but to someone outside of the city, it

⁴ Two participants in Group 5 initially mentioned Halifax Regional Municipality when asked where they lived but clarified that they had used this reference because of the language used in the pre-session homework assignment thinking the groups were focusing on HRM. Both participants confirmed that typically they don't refer to their 'home' or place of residence using this terminology.

is Halifax. If it's outside of the province I might just say Nova Scotia or Canada when i was down south".

- I live in Dartmouth. Very proud would always make sure [locals] know that but when i go outside of the area, yeah it's Halifax. Easier. What people know.
- Even when you travel, it's like where do you come from? If the person is from home [Nova Scotia] then you get down to the details you can share. If they are from Halifax too then I am going to say Spryfield loud and proud. Otherwise, it doesn't mean much.
- ❖ The further away you go the less likely others are familiar with the detail that is so valuable at a local level so there was agreement that 'you start out kind of general and get more specific as the other person becomes more familiar with the area'.
- ❖ Regardless, participants acknowledged that 'where you live' "can say a lot about you, your lifestyle, what you do" so the image of the city reflects on the people and vice versa
 - I used to live in a small town in rural Nova Scotia. Beautiful but not a lot going on, pretty quiet. Living in Halifax means that I have access to a lot of things to do, music, nightlife, a completely different culture. Exciting compared to back home.
 - i was in Miramichi NB then lived in Moncton and Fredericton before coming to Halifax. Those cities were pretty sleepy, low-key. Wanted to come to Halifax. Bigger city more exciting, more opportunities. My friends know I am living in the big city".
 - People can think something about you if you say that you are from North Dartmouth. I might keep that to myself if I think there will be prejudice especially cause people think there is a lot of crime or drugs [there].

2.1.2 Amalgamation, Diversity & Shared Issues

- ❖ In 1996, the cities of Halifax, Dartmouth and Bedford merged with the Municipality of Halifax County to form Halifax Regional Municipality (HRM). At the time of 'amalgamation' the majority of participants were under 25 years of age, with the youngest group of those aged 18-24 years only 2 to 7 years old at the time the municipality was created. These youngest participants didn't even recognize the term in association with HRM nor did they recall the controversy or contention associated with the merger; "Never heard of it.", "What is amalgamation?".
- ❖ Among those aged 25-45 years some recall was observed but response was vague and dismissive. Amalgamation was not an issue of interest; "Yeah I heard something about it but it was a long time ago. Not really an issue now."
- ❖ Those over 45 years of age reacted to the term 'amalgamation' associating it with the creation of HRM and concerns about the ability of the new municipality to adequately represent and meet the needs of diverse communities within its expanded mandate but expressed little to no current angst about the merger.

- ❖ Although there was some lingering skepticism among older participants about whether amalgamation had achieved the desired objectives participants agreed, “The city had moved on” and needed to focus on common issues and problems; “We’ve got a lot of other things to worry about than [amalgamation]”.
- ❖ Although amalgamation per se was not identified as an issue, citizens in all groups acknowledged there are issues that are unique to specific communities. Moreover, it is important to recognize and support these differences in order to maintain the community diversity comprising the city and “making it a more interesting place”.
- ❖ Community differences were largely associated with stage of life issues, community history, current stage of growth or development.
 - A lot of people living downtown or in the city are young, students or older and retired. Move to the burbs when you have your kids so looking for different kinds of things in [your neighbourhood] then. You want arenas and more recreational facilities.
 - Seems like Halifax is a young city. We are supposed to have an aging population. I think they are keeping them all in Bedford because they aren’t in the suburbs or downtown.
 - Hammond Plains and Tantallon are really growing and need more [infrastructure] to support that growth.
 - Since Bedford joined HRM, it has gone from being one of the best cities to live in in Canada to being nothing special. Need to recognize the unique aspects of these communities so they can be preserved and nurtured not steamrolled for the collective good.
 - Places like Northend Halifax have a lot of history. Same thing as some of the smaller communities outside. Need to protect that [historical] link. Places like Fall River are newer, growing. Traffic is a big problem and they need more services.
 - When you leave buildings empty, abandoned and derelict like Shannon Park, it hurts the community. Need to invest and use these areas smarter.
- ❖ However, there were a number of shared issues or commonalities identified across the region centered largely on transportation, public transit, recreation, infrastructure, downtown core, crime, economic development and growth, and jobs. These are perceived to be rallying points that are relevant for all community members and “unite us no matter where we live”.
 - Got to do something about transportation around HRM. Public transit is bad. Need light rail or some way of getting people into the city without cars.
 - The Downtown is one of our biggest assets. Needs to be revitalized.
 - The downtown core is dying. This belongs to all of us and needs to be fixed if we are going to keep small businesses down there. We’ve got tourist and cruise ships coming

in. Don't want it to look like a ghost town. Won't keep business here or draw them in without a strong downtown core to support culture, arts, entrepreneurs, small business.

- Halifax by Design is good but need to find a way to get new buildings, look modern. Important to protect history but we are more than Citadel Hill and old buildings. Need some balance here.
- Seems like we are always hearing about crime. We sound like a dangerous place to live.
- We've got a motivated, educated workforce. We need good jobs for them to stay and settle. Otherwise, we will lose our best and brightest to other markets as well as all the spin-off benefits for housing, retail and other services.
- No one wants to leave to find work. We want to stay and live here but we need better jobs than just call centres. Business can count on a stable highly motivated workforce

2.1.3 HRM- What's in a Name?

- ❖ Despite, a strong sense of community and "deep pride of place", there was consensus expressed when participants were asked how the region should be referred to collectively. 'Halifax' was overwhelmingly endorsed as the best way to reference the region in all groups; "Locally we are from our different communities. Together we are from Halifax."
- ❖ Participating residents felt Halifax is more widely recognized outside of the municipality and easier for people to locate. In part, this was thought to reflect the rich history of Halifax as well as the recognition of the Halifax harbour and other characteristics of the region.
 - Halifax has been around a long time so people [outside of the area] have heard of it before.
 - Warden of the North. Halifax Explosion.
 - [People] generally know where it is on a map.
 - Sister city to Boston. We send them a Christmas tree.
 - Titanic link.
 - Oprah even mentioned Halifax.
- ❖ From a practical perspective, participants considered the term Halifax Regional Municipality to be "too long and cumbersome" to use for identification with residents routinely shortening it to 'Halifax' as a more meaningful, efficient and user-friendly identifier especially for anyone living outside of the area.
 - Only Halifax. It is all you need.
 - Halifax Regional Municipality is a mouthful and too technical.
 - Halifax is just easier. Why complicate it?

- ❖ Shortening Halifax Regional Municipality to HRM did not address this complaint “No one is going to know who or what HRM is. Sounds like a pest control company”, “Nobody calls it GTA, they call it Toronto”.
- ❖ More importantly, those taking part in the groups had no emotional connection to Halifax Regional Municipality and, in fact, the name evoked negative imagery. It was perceived as a cold political term used for government purposes but having no relevance at a community level. In fact, participants felt the name “Halifax Regional Municipality” reflects the operational side of the region but has “no connection to the people or communities”.
 - It is like you are a product. Cold, impersonal.
 - Find the term ‘HRM’ kind of creepy.
 - Sounds like a disease.
 - Halifax Regional Municipality sounds more like a management company, not a city.
 - HRM is the business end and Halifax is the community end.
 - That is how politicians talk not how real people talk.
 - Why would anyone want to come from a regional municipality?
- ❖ Given the strong consensus within each session, the region was collectively referred to as Halifax for the remainder of each of the groups.

2.1.4 Comparison to other Cities

- ❖ Halifax was the decided winner among Atlantic Canadian cities. Participants considered it the ‘biggest’ and only significant “city east of Montreal”.
 - Halifax rules the Maritimes.
 - No other place like it in Atlantic Canada. Maybe even Canada.

Male 33

As Atlantic Canada’s largest city, Halifax has grown out of a rich history and has become an active center that encompasses creativity, education, business and community.

- ❖ When specifically prompted to compare Halifax and Moncton participants conceded, “Moncton does a good job at promoting concerts” but there was little admiration or envy expressed for the city. Some participants thought that two hours to get to Moncton for a concert was reasonable and made it a fun event calling into question whether Halifax is willing or able to compete in this area; “Do we want to invest in all the infrastructure to compete head to head with Moncton for concerts?” Halifax was considered superior to Moncton in all other areas;
 - I give them the concerts but no other reason to go there.
 - Enjoy [Moncton] when I am there but don’t see myself living there.
 - Halifax has so much more to offer. No, I don’t think Moncton is doing anything else better.
- ❖ It was very difficult for participants to compare Halifax to cities beyond the Maritimes. In some cases this was due to lack of experience although about one in four had lived in cities in other parts of Canada including Montreal, Hamilton, Edmonton, Ottawa, Toronto, Vancouver, Winnipeg and Calgary and over half had visited other cities outside Atlantic Canada at some time. Even based solely on what they knew or had heard about other cities participating residents were reluctant to make direct comparisons.
- ❖ In part, this reticence was consistent with shared perceptions of Halifax as “modest” and “humble”, “friendly” and “welcoming”. They recognized that places like Montreal, Vancouver, Toronto, New York, are larger, more developed, more exciting, offer greater shopping outlets, better transportation infrastructure but Halifax residents didn’t necessarily place value on the promoted images of these cities and lifestyles.
 - Montreal is a great city. A metropolis. Innovative, with linguistic diversity, well-organized, great transportation but big. Very big.

Male 23

Halifax is a beautiful city. It is well taken care of, and the sights are endless. Personally, and from experience, I would say that Halifax is the nicest city to live in, in the Maritimes. It has all the resources anyone could ask for in a city, and, hands down, has the most variety of shopping areas and restaurants than any other Maritime city.

Female 22

If I were to describe the Halifax region to someone who lives in another Province or Territory, the first word I would use is friendly. Halifax is a very welcoming community. I have found Halifax to be laid-back and relaxed. Halifax is very diverse, both with its citizens and ecologically.

Female 27

Halifax is home. It is not just home to people who were born here; it has a real home like feel to anyone who visits. There is a little taste of everything in our city. So many incredible options for food, art, indoor and outdoor recreation among many other things

- Vancouver is beautiful, sophisticated, vibrant with lots of growth but has rampant crime, is too expensive. It has outgrown itself and is about to implode.
 - The pace of life in [bigger] cities is unrealistic.
 - Nice places to visit I guess but who wants to live there.
 - Broadway is special but after a week, it is just a concrete jungle.
 - Long commutes. Disconnected from nature. Rely on little strips of land called greenbelts. In Halifax, in 20 minutes you are in the woods if you want.
 - That is what happens when you put so many people together in one place.
 - Maybe more diversity but nobody is really living together. Have their own solitudes.
- ❖ For a couple of young adults, the anonymity of the bigger cities, bright lights and expanded opportunities is appealing at least in the short-term; “I outgrew Halifax when I was 12. I am ready for something else I can’t get here”. Although, there was some uncertainty if they would want to “put down roots or raise a family” in these types of cities, positioning them more as temporary weigh stations on the road of life “to gain experience and have an adventure; “ I will probably come back home to raise my family”.
 - ❖ For many citizens taking part, reluctance to compare Halifax was almost reverse snobbery or sometimes a case of comparing apples and oranges based on the premise that Halifax offers something very different and unique to residents compared to other big cities in Canada or abroad. This ‘something different’ tends to centre on quality of life issues, work life balance, sense of community and connectedness “with each other as well as nature”, with “all the benefits of a big city while

Male 57

[Halifax] is the best place to live. It has a strong history, a large military presence and is the region’s capital. It is also a university town, has regional medical centers, and is in sync with universities. Because of all these things, Halifax has a wide and diverse population that is made up of people from all over the world but it is not too big.

Female 21

Halifax is a small, cozy city with beautiful old buildings. There are hidden gems all around the city and it’s an adventure trying to find them all. There is always something to do, especially as a student. There is a wide range of restaurants, bars and provides something for everyone. The people in Halifax are friendly and welcoming. You’re bound to make a friend wherever you go on the bus or walking in the park. It’s a great place to live.

Male 42

Family friendly, forward thinking. Diversified culture, comforts of a small city with luxuries of a large city. Downtown is a mix of history and modern buildings.

retaining a small town feel”.

- Halifax is the right size.
 - Unique. Little big city.
 - Big enough to support rich arts and entertainment, international world-class businesses but small enough you can get home and be in the woods or at the beach within 30 minutes. It has it all.
 - in Calgary or Edmonton, you have to drive 5 hours before you are in the woods. I can be fishing in 10 minutes, in the woods or at the beach 20 minutes after I get home from work.
 - Historic, coastal like Boston but not in your face, aggressive. Kinder more welcoming and accepting.
 - So much to do here. No excuse to sit around.
 - Still feel a sense of community, belonging.
 - Feels like home.
 - Not sure that I want everyone to know how great it is here. Don't want to spoil it.
- ❖ The most critical difference identified between Halifax and other big cities, especially by those who have lived outside of the region is the friendliness of the people. This can be translated as the city connecting with residents and residents connecting with each other. It is authentic smiles, eye connection and engagement at a personal and human level.
- I have never been anywhere else like this, where people really connect with each other. Accept you for who you are.
 - City of small town people.
 - Halifax is people friendly.
 - So sociable. The pubs, the Oval, Commons, Point Pleasant park, waterfront, trails, Parade

Female 25

Strong sense of community, fresh local foods and local businesses. Everything is 30 minutes away like; beaches, malls, downtown, museums, parks and lakes. Great hospitality. Our local arts and artist's.

Female 20

HRM is multi-cultural and inclusive place to live. There are many different establishments and varied ethnicities. It is located beside one of the largest natural harbours in the world, which serves as a great means of imports and exports in different industries and it is very picturesque. It has McNabs Island, the Seaport Market and the Waterfront Boardwalk. Despite the high crime rate, the people of Halifax, like most Maritime communities are friendly and warm.

Female 20

Halifax is a very beautiful and friendly place. Though a small city, the people have big hearts and are helpful and kind, assisting each other and newcomers. We take pride in our city, its history and the nature. The lifestyle is not quite bustling, but a community that can enjoy the sights and activities around.

of Lights, Buskers. Lots of places and ways for people to come together.

- People smile at you on the street and meet your eyes. They see you instead of walking by. You can't help but smile back. It feels good.
 - I can go into a bar knowing no one and within the next few hours connect with someone on a personal level and make a real friend. That just doesn't happen in other cities, anywhere else that I know.
 - If you want to be alone you can but you don't have to.
 - People say hello. More inviting. Not so rushed, where everyone is too busy to hold the door for you. Here an 80 year old with a walker will hold the door for you or I could hold it for her.
- ❖ There was one participant who had returned to live in Halifax due to a family member's illness who felt less comfortable and welcomed in the city noting that some communities were more accepting than others; "I wouldn't say the city is friendly at all. I am afraid to go out. There is a lot of violence where I am living (Clayton Park). Everything is expensive and I don't think there is much to do at all if you don't have money or a car". Other participants countered this image but emphasized that it is important to make sure recreation and transit is accessible and affordable for all.
- People need to know what is out there for them to do. Need to promote it loud and often.
 - Nobody is going to force you. You got to get off your butt and go out and it will find you pretty fast.
 - No excuses really because there is so much to do. So much available to you if you want to use it.

Female 33

It is a busy city with a small town feeling. The people are warm and friendly, its family orientated and hard-working people. Halifax is known for diversity in the population and acceptance of age, race and sexual orientation. Healthy living is more popular with new Canada games centre, skating oval, walking parks. In the summer, there are many outdoor concerts and BBQ's with festivals to learn about different cultures. The harbour waterfront is also a great place to hang out to be near water and the hub of activity.

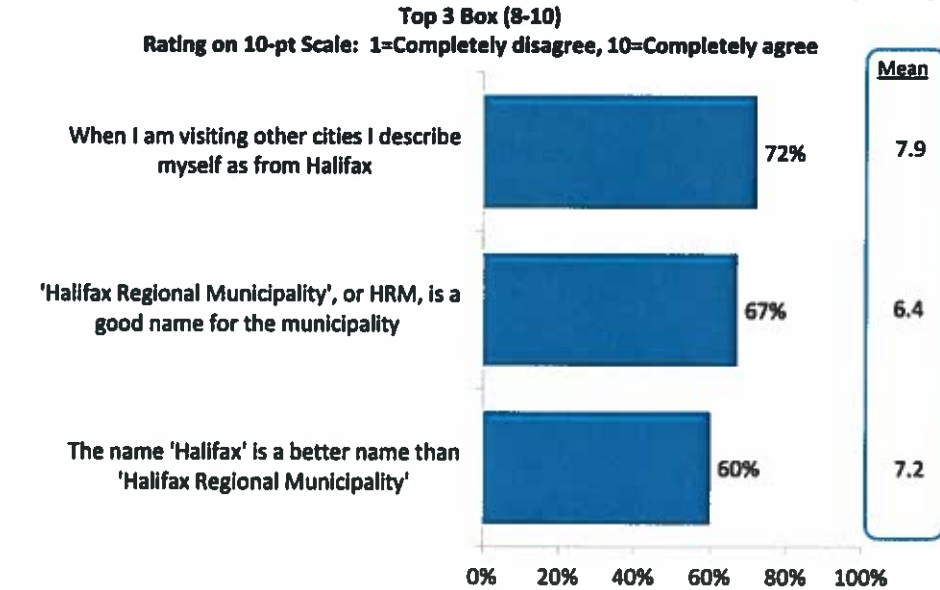
Female 22

Halifax is a mix of old and new. It is an historic port town with lots of history and many conservative individuals, but there are many young people living and moving to Halifax. This is bringing new music, art and environmentally friendly programs like the Seaport Market. Many universities create a young culture that is interested in going out and doing cultural things.

Male 28

Friendly, [affordable], laid back, diverse cultures and lifestyles.

Agreement With Statements About Name of Municipality



Q.7d,e,g: And now we have a few more agree/disagree statements about life in HRM. Please again use a scale from 1-10, where 1 means "completely disagree" and 10 means "completely agree". To what extent do you agree or disagree with the following statements? (n=501)

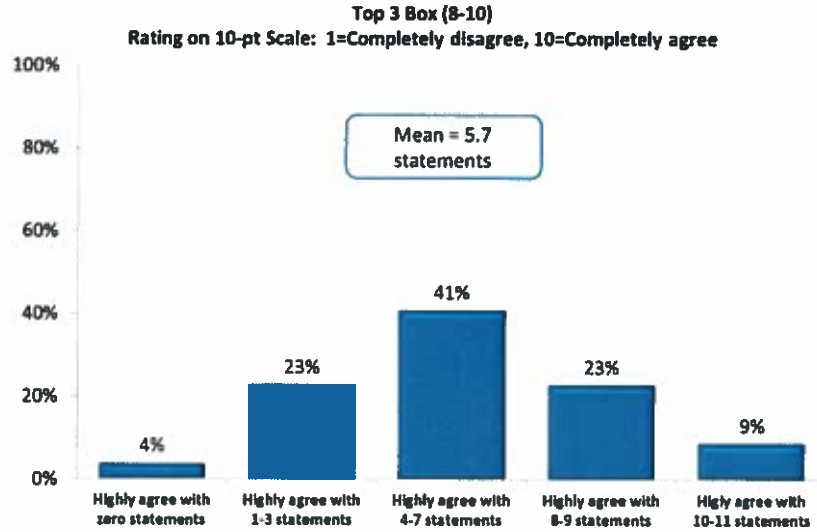
Across the region, Halifax residents are more likely than other to agree the name 'Halifax' is a better name than 'Halifax Regional Municipality.' They are also more likely to identify themselves as from Halifax when visiting other cities.

Younger residents aged 18 to 34 are more inclined than those older to regard 'Halifax' as a better name for the municipality (67% as compared to 56%), and to describe themselves as from 'Halifax' when visiting other places (79% as compared to 69%). Older residents are slightly more inclined than younger residents to view 'Halifax Regional Municipality' as a good name for the municipality (69% as compared to 62%).

An analysis of the questions relating to life in HRM was conducted, whereby results were categorized according to the number of citizens who responded positively to the majority of questions under consideration. For the purposes of this analysis, questions relating to the name of HRM (i.e., Q.7d, e, f, and g) were not included. Overall, nine percent of citizens offered ratings of 8 to 10 for at least 10 of the 11 questions under consideration. This group, who rate aspects of HRM quite positively, are more likely to reside in Halifax, are more likely to have a household income of less than \$50,000, and are more likely to have lower levels of education. In addition, likelihood of giving positive ratings increases with length of time living in the municipality. (Tables 7a-c, h-o)



Agreement With Statements About Life in HRM



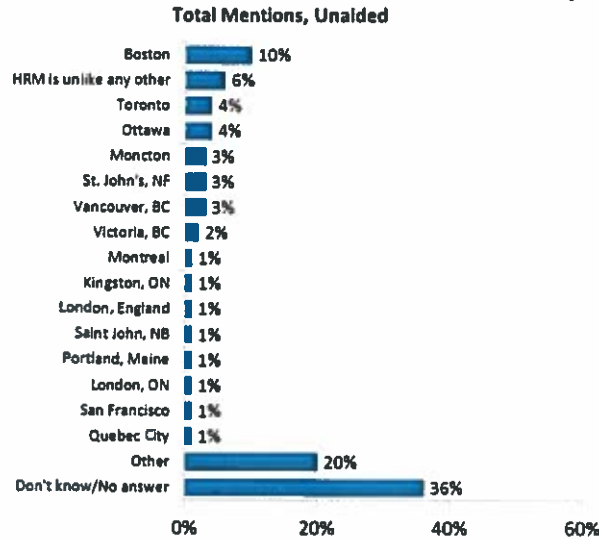
Q.7series:count: Number of Top 3 box scores for 7a, b, c, h, i, j, k, l, m, n, o. (n=501)

City Comparisons

Residents do not regard HRM as being decidedly like any one other city, nor do they want HRM to aspire in the future to be like one particular city.

Residents were asked to consider which one city HRM is most like today. A large minority did not provide any definite response to this query and among those that did, clearly they do not collectively have a singular view on which city HRM is most like at the present time. Boston is considered by one in ten as the city HRM is most like today, while six percent indicate HRM is like no other. (Table 8)

City in the World HRM is Most Like Today



Q.8: What one city in the world do you think HRM is currently most like today? (n=501)



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**.

A word cloud visualization showing the names of communities and regions mentioned by stakeholders. The word 'Halifax' is the largest and most prominent. Other words include 'Nova Scotia', 'Dartmouth', 'Africville', 'Cole Harbour', and 'Fall River'.

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.”

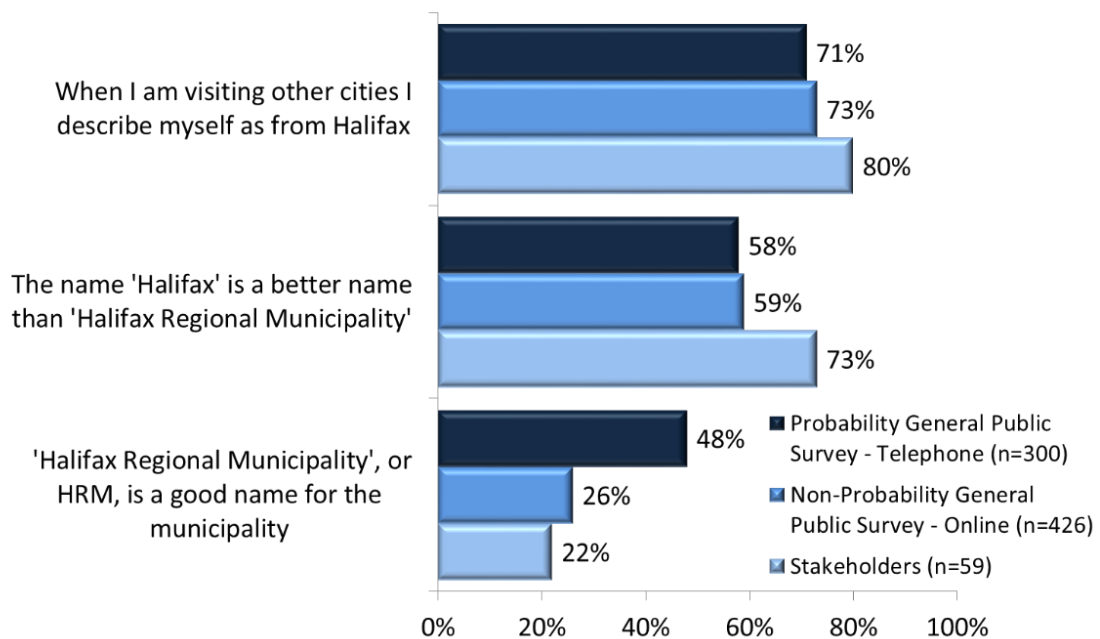
Quantitative Results

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

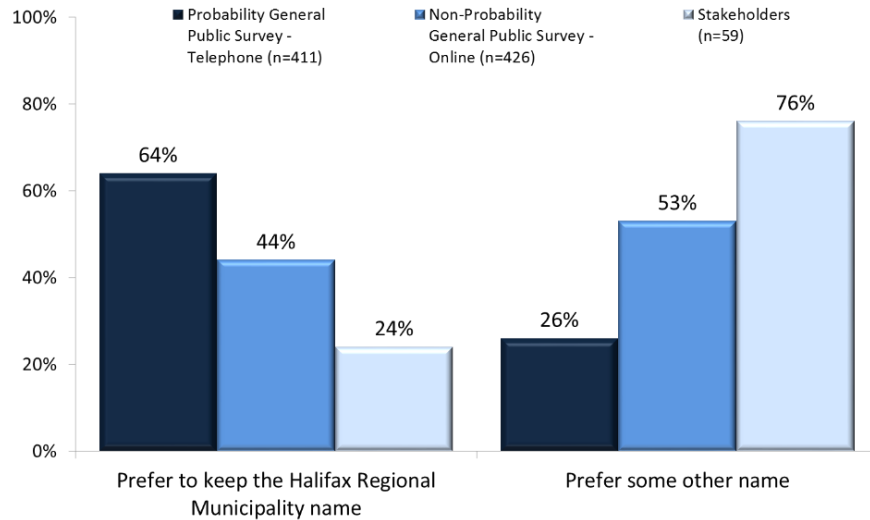


Q.7a-c: To what extent do you agree or disagree with the following statements?

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.**

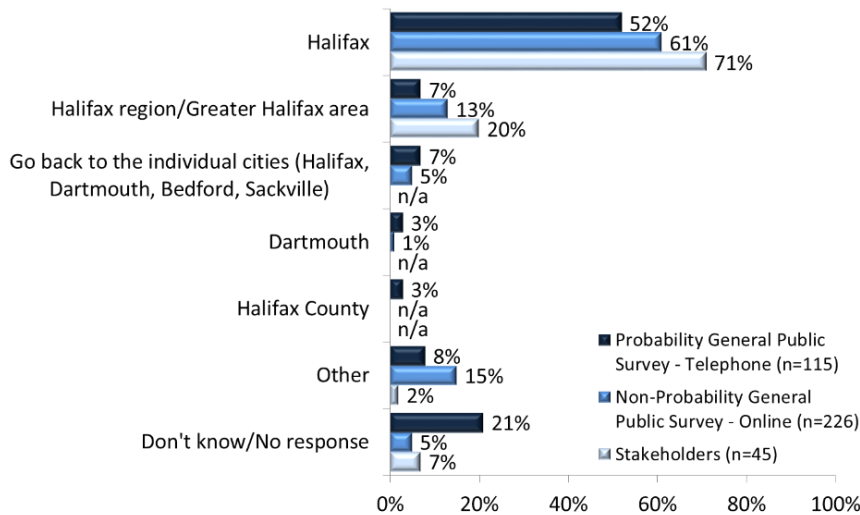
Preferred Name of Our Community



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'.