

# Implementing the Centre Plan

**A plan for engaging stakeholders & the public  
to review the Draft Regional Centre Planning  
Document**

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# INTRODUCTION

## PROJECT BACKGROUND

On June 13th, 2017, Halifax's Regional Council unanimously approved the direction of the Centre Plan Framework to guide sustainable growth within the Regional Centre. The path forward includes separating proposed policy and regulations into two "packages":

- Package "A" will focus on areas designated in the Centre Plan document as Centres, Corridors, Higher Order Residential, and Future Growth Nodes.
- Package "B" will include Established Residential Areas, Employment Areas (Institutional & Industrial), and Parks.

The Draft versions of the Secondary Municipal Planning Strategy (SMPS) and Land Use By-Law (LUB) for Package "A" are currently going through internal review in preparation for a public and stakeholder review period in early 2018. While Regional Council has adopted an overarching Engagement Strategy for this project, and Communications Strategies have been developed throughout to support engagement activities, the Community Design Advisory Committee (CDAC) has requested a detailed work plan outlining the who, what, where, and how of the consultation period for Package "A".

## ENGAGEMENT OVERVIEW

This document recommends *who* to engage and consult with, as well as *how and when* consultation should be done. A series of engagement tactics have been recommended as part of this approach. These tactics are meant to enable Centre Plan staff to target a variety of stakeholders within the designated consultation timeframe. This work plan speaks to the varying levels of technical understanding associated with the draft SMPS and LUB, and will give Centre Plan staff the meaningful feedback needed to bring Package "A" to final adoption phases.

With any project that is as technical and complex as a new set of land use policies and regulations, a clear set of messages must be crafted for the various stakeholder groups that are affected. To provide clarity and focus to the tasks at hand, part 2 of this report focuses on communications.

Initiated in 2015, the Centre Plan is supported by in depth background studies and policy creation with community and stakeholders. Municipal staff are at a critical point where the themes and core concepts identified can be adopted and implemented through the municipality's planning and regulatory framework. Package "A" represents the first set of draft land use policies and regulations to begin implementation of the Regional Centre Planning Documents.

# 1. ENGAGEMENT TACTICS

The engagement tactics presented here are suggested based on needs currently identified and expected to arise as we release the Draft Planning Documents for Package “A”. They are meant to take place within the recommended dates, and are to be initiated in the recommended order that they are proposed. A total of eight (8) engagement tactics are presented and are listed as follows:

- 1-A: Centreplan.ca
- 1-B: Email/Telephone Responses
- 1-C: Roadshow
- 1-D: Industry Stakeholder Sessions
- 1-E: Storefront
- 1-F: Stakeholder Workshops
- 1-G: Public Open Houses
- 1-H: Stakeholder Days

Together, the eight tactics target a variety of stakeholders, and have been structured to achieve a spectrum of information sharing and information gathering.

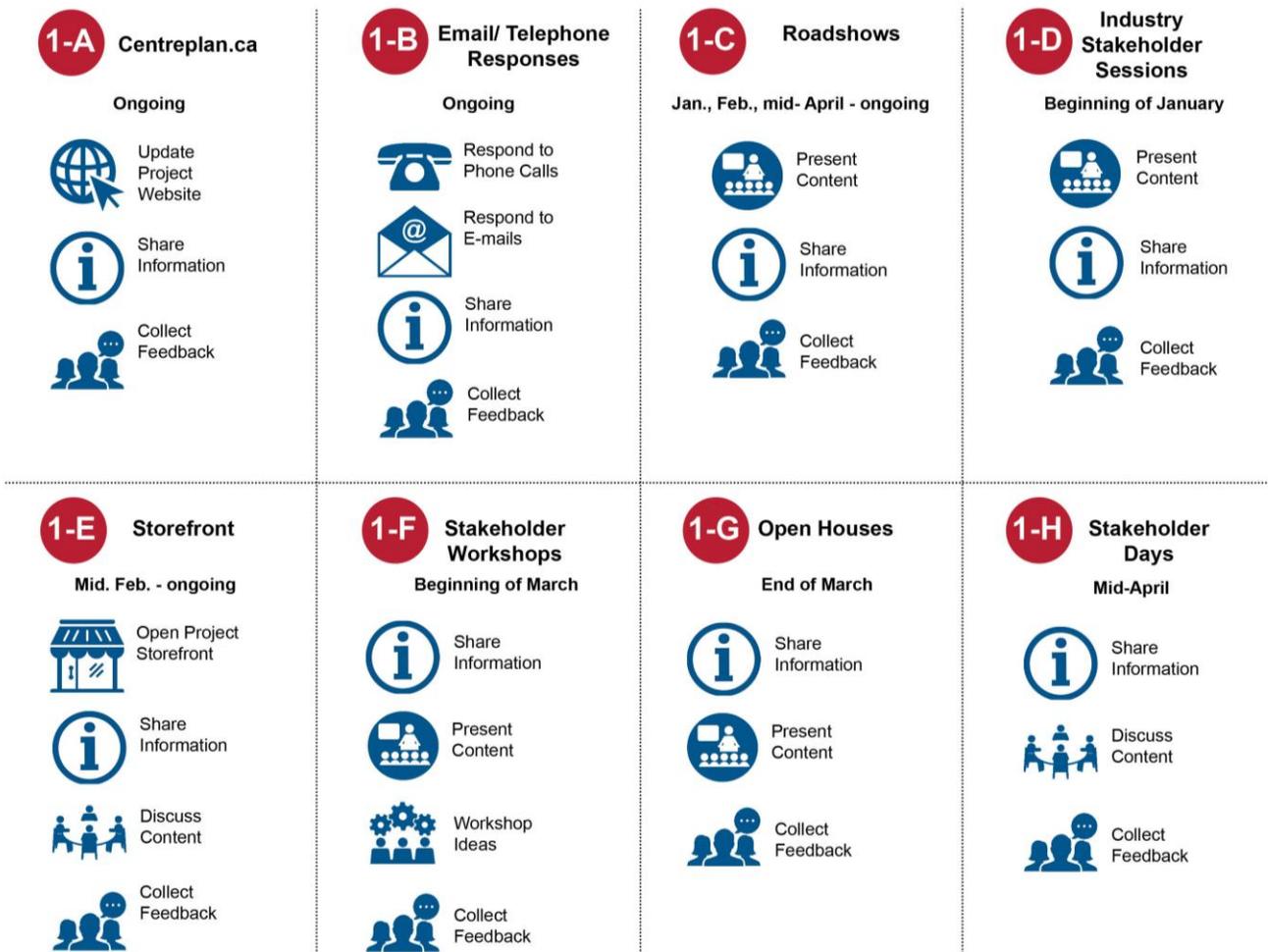
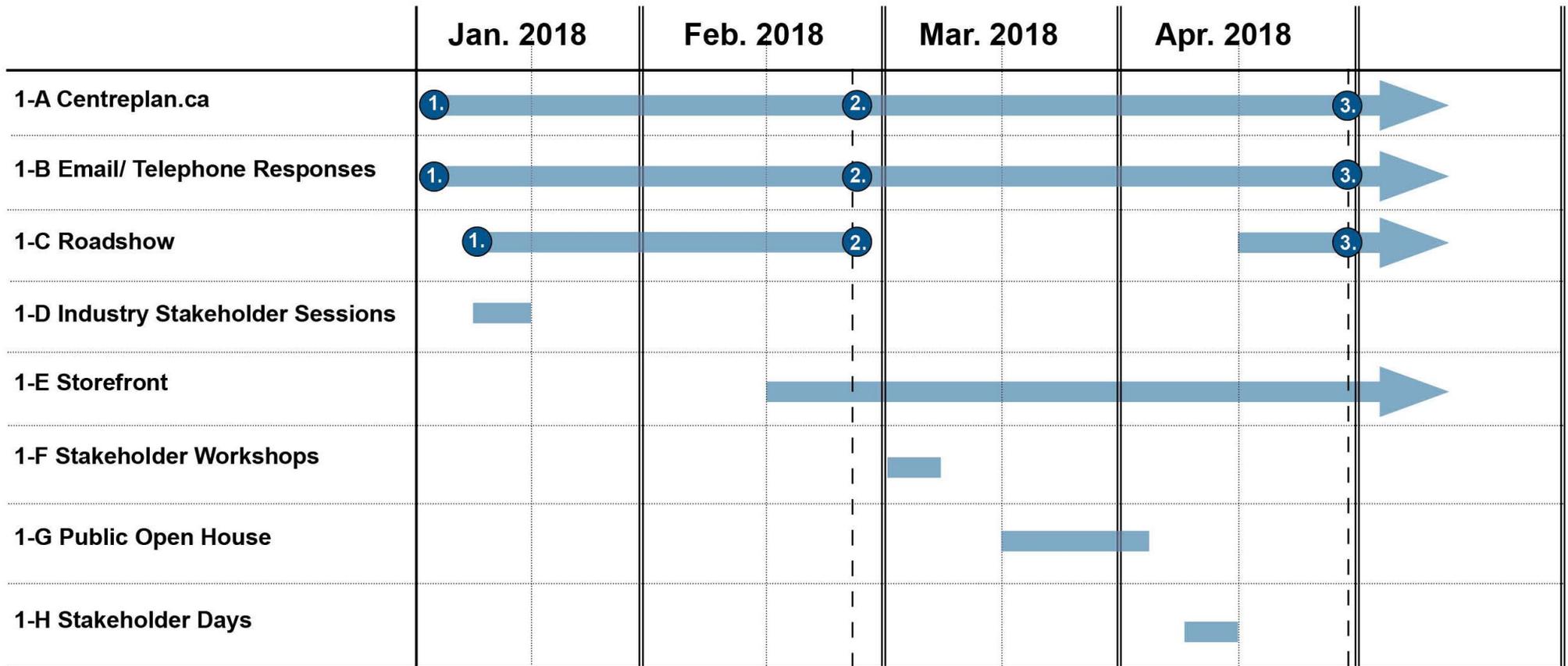


Figure 1 - Summary of Tools

## 1.1 ENGAGEMENT TIMELINE & DETAIL

This plan recommends techniques that will optimize municipal staff effort in providing excellent communication and consultation. The plan strives to engage with as many stakeholders as reasonably possible during the consultation period and authentically listen to the feedback we receive.

The anticipated timeline for reviewing draft Package “A” Planning Documents for the Regional Centre is January – April, 2018. It should be noted that although the formal consultation events recommended as part of this plan are set to conclude in April, engagement and information sharing will continue to be part of the formal adoption process. Figure 2 illustrates the anticipated engagement timeline for reviewing draft Package “A” Planning Documents for the Regional Centre.



**Milestones**

- 1. Prior to release of Draft Regional Centre Planning Documents:**  
Provide information on background work, previous and future workplans, current project status, advertise for upcoming engagement events, and provide “Zoning 101” presentation if required.
- 2. After release of Draft Regional Centre Planning Documents:**  
Publish Package “A” on website and direct email and telephone inquiries to centreplan.ca.  
Print copies of SMPS and LUB and make available for viewing at Storefront.  
Alter Roadshow presentation to reflect content of Package “A”. Provide details of Packag “A” when requested.
- 3. Final Day for Input:**  
Continue to provide information on work completed to date, project status, and anticipated timelines.  
Inform public of further opportunities for participation via formal adoption process.

Figure 2 - Timeline for Engagement, Package "A"



## 1-A: CENTREPLAN.CA

<b>WHAT</b>	Update project websites with content as it becomes available
<b>WHO</b>	Industry, Community Groups, Business Communities, Advocacy Groups, Members of the Public
<b>WHEN</b>	Ongoing
<b>WHERE</b>	N/A
<b>WHY</b>	To share project information such as previous studies complete, project contact, calendar of events, status, and release of project materials and draft SMPS and LUB versions
<b>HOW</b>	<ul style="list-style-type: none"> <li>▪ Municipality to ensure project website remains active and up to date.</li> <li>▪ Materials should be uploaded after every project milestone (e.g. Package “A” release, materials from Open Houses, Zoning information “1-pagers”, etc.)</li> </ul>
<b>MATERIALS NEEDED</b>	All materials produced for other engagements.

## 1-B: EMAIL AND TELEPHONE RESPONSES



<b>WHAT</b>	Continue to respond to email and telephone inquiries on project-related matters
<b>WHO</b>	Industry, Community Groups, Business Communities, Advocacy Groups, Members of the Public
<b>WHEN</b>	Ongoing
<b>WHERE</b>	N/A
<b>WHY</b>	To respond to inquiries on project-related matters and direct those contacting the Centre Plan team to available online material.
<b>HOW</b>	<ul style="list-style-type: none"> <li>▪ Continue to utilize existing contact information including designated email addresses and telephone numbers.</li> <li>▪ As project progresses, municipality must ensure project website remains active and up to date with contact information.</li> </ul>
<b>MATERIALS NEEDED</b>	Designated email addresses and telephone numbers.

## 1-C: ROADSHOW



### ROADSHOW PRIOR TO RELEASE OF DRAFT

<b>WHAT</b>	Municipal staff to present to various stakeholder groups on project-related matters.
<b>WHO</b>	Industry, Community Groups, Business Communities, Advocacy Groups, Members of the Public
<b>WHEN</b>	January – end of February
<b>WHERE</b>	Various locations
<b>WHY</b>	Inform/respond to stakeholder groups of project status, calendar of events, educate on zoning and municipal planning framework.
<b>HOW</b>	<ul style="list-style-type: none"> <li>▪ Presentation that can be given to organized community/professional groups. Presentation should be created to meet the needs/interests of the group who is receiving the presentation.</li> <li>▪ Provide information on:             <ol style="list-style-type: none"> <li>(1) Project updates;</li> <li>(2) Package “A” document format/layout;</li> <li>(3) Opportunities for future engagement;</li> <li>(4) Education on planning frameworks and land use regulations.</li> <li>(5) Attend meetings to answer questions that groups may have</li> <li>(6) Centre Plan team to keep track of all correspondence in a central location.</li> </ol> </li> </ul>
<b>MATERIALS NEEDED</b>	<ul style="list-style-type: none"> <li>▪ High level Roadshow PowerPoint to supplement groups prior to release of Package “A”.</li> <li>▪ Slides addressing “Zoning 101”</li> <li>▪ Hand out (1-pager) for “Zoning 101” education series</li> <li>▪ Information brochure on the project:</li> <li>▪ “What is Centre Plan?” “Why is it a good thing?” “Why should I care?” “How can I participate?”</li> </ul>

## 1-C: ROADSHOW



### ROADSHOW AFTER RELEASE OF DRAFT

<b>WHAT</b>	Municipal staff to present to various stakeholder groups on project-related matters.
<b>WHO</b>	Industry, Community Groups, Business Communities, Advocacy Groups, Members of the Public
<b>WHEN</b>	Mid-April – ongoing
<b>WHERE</b>	Various
<b>WHY</b>	Inform/respond to stakeholder groups of project status, calendar of events, educate on zoning and municipal planning framework.
<b>HOW</b>	<ul style="list-style-type: none"> <li>▪ Provide a traveling “Roadshow” presentation that can be given to organized community/professional groups. Presentation should be created to meet the needs/interests of the group who is receiving the presentation.</li> <li>▪ Provide information on:             <ol style="list-style-type: none"> <li>(1) Project updates;</li> <li>(2) High-level content of Package “A”;</li> <li>(3) Details of Package “A” when requested;</li> <li>(4) Next steps for the project;</li> <li>(5) Education on planning frameworks and land use regulations.</li> <li>(6) Attend meetings to answer questions that groups may have</li> <li>(7) Centre Plan team to keep track of all correspondence in a central location.</li> </ol> </li> </ul>
<b>MATERIALS NEEDED</b>	<ul style="list-style-type: none"> <li>▪ High level Roadshow PowerPoint to supplement groups after release of Package “A”.</li> <li>▪ Slides addressing “Zoning 101”</li> <li>▪ Hand out (1-pager) for “Zoning 101” education series</li> <li>▪ 1-pagers on the proposed zones in Package “A”</li> <li>▪ Information brochure on the project:</li> <li>▪ “What is Centre Plan?” “Why is it a good thing?” “Why should I care?” “How can I participate?”</li> </ul>

## 1-D: INDUSTRY STAKEHOLDER SESSIONS



WHAT	Host an early informative session on the draft Regional Centre Planning Documents with industry stakeholders.
WHO	Event #1: UDI members Event #2: Architects/Planning professions
WHEN	January 11 and 12, 2018
WHERE	Event #1 : TBD Event #2 : Alderney Gate
WHY	<ul style="list-style-type: none"> <li>▪ To inform industry of what to expect from Package “A”</li> <li>▪ Opportunity for industry to ask key questions.</li> <li>▪ To inform industry of upcoming engagement opportunities (emphasis on stakeholder workshop and “Stakeholder Days”)</li> <li>▪ To inform industry of communication means with Centre Plan Staff</li> <li>▪ Note: Municipal staff not to release Package “A” at these events.</li> </ul>
HOW	Presentations hosted by municipality
MATERIALS NEEDED	<ul style="list-style-type: none"> <li>▪ PowerPoint,</li> <li>▪ Handouts summarizing engagement opportunities and project timeline.</li> <li>▪ Handouts sharing the details of Package “A” that are available at the time of the session.</li> </ul>

### PRESENTATION FORMAT

- Begin the presentation identifying the importance of Centre Plan, and the importance of having a comprehensive plan in place. Communicate the benefits of having a predictive process.
- Review 8-10 key issues coming out of Package “A” that municipality knows UDI will be interested in.
- Emphasis on upcoming engagement opportunities – advertise stakeholder workshops, Open Houses, and Stakeholder Days event.
- Overview of path forward and when Package “A” will be available for them to review specifics.
- Allow industry to ask the questions and have discussion on key areas of Package “A”.
- Provide specifics on communication and outreach.

## 1-E: STOREFRONT



WHAT	Establish a central “storefront” location that is equipped with all Regional Centre Planning Document material, and staffed by municipal Centre Plan team. Storefront location is meant to accommodate drop-ins from members of the public, stakeholders, or anyone interested in learning more about the project.
WHO	Industry, Community Groups, Business Communities, Advocacy Groups, Members of the Public
WHEN	Middle of February
WHERE	Central, somewhere visible and accessible to the public.
WHY	<ul style="list-style-type: none"> <li>▪ To optimize staff resources in engaging with stakeholders and the public.</li> <li>▪ To give physical presence and “readiness” to the project.</li> <li>▪ To highlight and provide transparency and access on the project.</li> <li>▪ To give Centre Plan staff a central location to work from and interact with visitors.</li> <li>▪ To have print information/material centrally located and available for display and hand-out.</li> <li>▪ To keep communication open between Centre Plan staff and all stakeholder groups.</li> </ul>
HOW	<ul style="list-style-type: none"> <li>▪ Find storefront that is central (e.g. Halifax or Alderney). Must be visible and accessible to the public during day time hours.</li> <li>▪ Communicate location and hours of operation with the public via media blasts, online content, and social media.</li> </ul>
MATERIALS NEEDED	Print material for display and handouts as they become available.

## 1-F: STAKEHOLDER WORKSHOPS



WHAT	Municipal staff to conduct three (half day) workshops focused on the content of Package “A”
WHO	One workshop with each of the following groups: staff, industry, community groups
WHEN	March 5, 7, and 8, 2018
WHERE	Central area (municipal offices, Central Library, etc.)
WHY	<ul style="list-style-type: none"> <li>▪ To present content of draft SMPS and LUB for Package “A”</li> <li>▪ To collect feedback on draft SMPS and LUB for Package “A”</li> </ul>
HOW	<ul style="list-style-type: none"> <li>▪ Presentation by municipal staff</li> <li>▪ Break out group discussions / analysis (less than 10 people/table).</li> <li>▪ Focused on specific aspects of SMPS / LUB</li> </ul>
MATERIALS NEEDED	<ul style="list-style-type: none"> <li>▪ Attendance sheet</li> <li>▪ PowerPoint Presentation</li> <li>▪ Printed maps</li> <li>▪ Printed copies of draft SMPS and LUB</li> <li>▪ 1-pagers for each zone</li> <li>▪ Municipal staff facilitator and note taker</li> </ul>

## 1-G: COMMUNITY OPEN HOUSES



WHAT	Large-scale public open houses
WHO	Public, media, industry, community groups, staff
WHEN	<p>March 19, 22, 26, 28, 29 and April 3            Time: For all locations evening time (e.g. 6-8pm).            Considering adding afternoon/lunch time events (12pm-2pm)</p>
WHERE	<p>5-6+ locations. Each location should have an emphasis on the Centre, Growth Node, and set of corridors that are near the event.</p> <ul style="list-style-type: none"> <li>▪ Halifax Central (e.g. Olympic Hall), Halifax South (e.g. Parkland Hall), Halifax North (NSCC Leeds Street), Dartmouth South (e.g. NSCC Waterfront), Dartmouth North (e.g. Dartmouth North Library), Dartmouth East (e.g. Mic Mac Canoe Club)</li> </ul>
WHY	<ul style="list-style-type: none"> <li>▪ Present key messages from Centre Plan</li> <li>▪ Present content of draft SMPS and LUB for Package “A”</li> <li>▪ Collect feedback on draft SMPS / LUB for Package “A”</li> </ul>
HOW	<ul style="list-style-type: none"> <li>▪ Presentation by municipal staff</li> <li>▪ Informative poster boards positioned in stations</li> <li>▪ Individual discussions and Q&amp;A with attendees.</li> <li>▪ Comment stations at poster boards and round table (likely in middle)</li> </ul>
MATERIALS NEEDED	<ul style="list-style-type: none"> <li>▪ Sign in sheet</li> <li>▪ PowerPoint Presentation</li> <li>▪ Informative Poster boards</li> <li>▪ Printed reference copies of draft SMPS and LUB</li> <li>▪ Handout sheet / comment cards</li> <li>▪ Roundtables with printed maps, info material: should be used to discuss anything 1-on-1 or 2-on-2 in the presented content and facilitated by designated staff members.</li> </ul>



## 1-H: STAKEHOLDER DAYS

WHAT	Week dedicated for Centre Plan staff to individual meetings (by appointment booking).
WHO	Staff, industry, community groups
WHEN	April 9-13, 2018
WHERE	Municipal Offices or Centre Plan Store Front
WHY	<ul style="list-style-type: none"> <li>▪ To provide opportunity for stakeholders to have 1-on-1 meetings with Centre Plan staff</li> </ul>
HOW	<ul style="list-style-type: none"> <li>▪ Central administrative person booking meeting times with stakeholders during specified dates.</li> <li>▪ Staff clear calendar and sits down with stakeholders to discuss areas of concern (could be site specific, or in general)</li> </ul>
MATERIALS NEEDED	<ul style="list-style-type: none"> <li>▪ Central administrative body booking all appointments;</li> <li>▪ Meeting room(s);</li> <li>▪ Printed maps and drafts of SMPS and LUB.</li> </ul>

### NOTE:

Centre Plan staff should be prepared to talk about anything related to the draft Package “A” of the Regional Centre Planning Documents including:

- Specific and overarching policies and regulations;
- How specific sites are impacted; and
- Timeline for implementation and impacts to planning application processes.

## 1.2 ENGAGEMENT PERIOD: CALENDAR OF EVENTS

The following is a calendar of events for reviewing draft Package “A” Planning Documents for the Regional Centre. The calendar highlights important dates including Committee meetings and dates engagement tactics are to be held over for the months January – April, 2018, it is not a comprehensive listing of all activity.

# January

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 <b>Ongoing:</b> Update Centreplan.ca Email/Telephone Responses	3	4 Centre Plan update @ HEMDCC 6pm	5	6
7	8 Centre Plan update @ NWCC 7pm	9	10	11 Industry Stakeholder Session #1	12 Industry Stakeholder Session #2	13
14	15 Available for Roadshow Presentations	16	17	18	19	20
21	22 Available for Roadshow Presentations	23 Centre Plan update @ HWCC 6pm	24 Available for Roadshow Presentations	25	26	27
28	29 Available for Roadshow Presentations	30	31			

# February

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 Available for Roadshow Presentations	2	3
4	5 Available for Roadshow Presentations	6	7	8	9	10
11	12 Open Storefront	13 Available for Roadshow Presentations	14	15	16	17
18	19 <b>Holiday</b>	20 Available for Roadshow Presentations	21	22	23	24
25	26 Available for Roadshow Presentations	27	28 <b>CDAC</b> Present draft Regional Centre Planning Documents on Package "A"			

# March

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Workshops with Staff	6	7 Workshops with Industry	8 Workshops with Community Groups	9	10
	12 MARCH BREAK <i>(Avoid scheduling engagement)</i>	13 MARCH BREAK <i>(Avoid scheduling engagement)</i>	14 MARCH BREAK <i>(Avoid scheduling engagement)</i>	15 MARCH BREAK <i>(Avoid scheduling engagement)</i>	16 MARCH BREAK <i>(Avoid scheduling engagement)</i>	
18	19 Public Open House #1 6 - 8pm	20	21	22 Public Open House #2 6 - 8pm	23	24
25	26 Public Open House #3 6 - 8pm	27	28 CDAC Update on Engagement Efforts Public Open House #4 6-8pm	29 Public Open House #5 6-8pm	30 Holiday	31

# April

2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 <b>Holiday</b>	3 <b>Public Open House #6 6-8pm</b>	4	5	6	7
8	9 <b>Stakeholder Days</b>	10	11	12	13	14
15	16 Available for Roadshow Presentations	17	18	19	20	21
22	23 Available for Roadshow Presentations	24	25 <b>CDAC</b> Update on Engagement Efforts	26	27 Close of Comment / Review Period	28
29	30					

## 2. KEY MESSAGES

The Centre Plan is entering the phase where the policy direction approved in June of 2017 will be turned into policy and regulations. The policy and regulations for the Package “A” areas will codify the core concepts that will define the Regional Centre:

### 2.1 COMPLETE COMMUNITIES

The Draft Regional Centre Planning Documents (Package “A”) supports Complete Communities by proposing Policy, Mapping and Zones promoting:

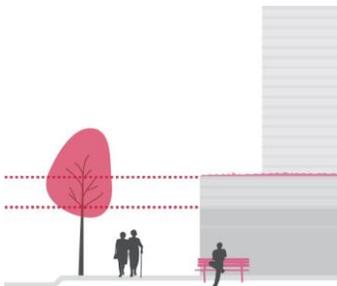
- Mixed use and development that allows people to safely and conveniently access the goods and services they need in their daily lives, all within a short journey.
- Proposing higher density mixed-use zones and by encouraging infill and a variety of housing forms to provide the necessary number of people to support a variety of businesses, services and public amenities, such as parks.
- Providing the regulations to create and reinforce a range of special, distinct places.



### 2.2 HUMAN SCALE DESIGN

The Draft Regional Centre Planning Documents (Package “A”) recognizes how the variety of places and experiences in the Regional Centre of the Halifax region are valued and supports Human Scale Design by proposing Policy, Mapping and Zones promoting:

- Moderately sized buildings, as well as taller buildings with a lower scale podium and architectural detailing to create an intimate environment and comfortable experience.
- Retaining a community’s character placing larger scale buildings in Corridors, Centres and Growth Nodes and requiring massing changes to properly transition to adjacent lower scale zones.



## 2.3 PEDESTRIANS FIRST

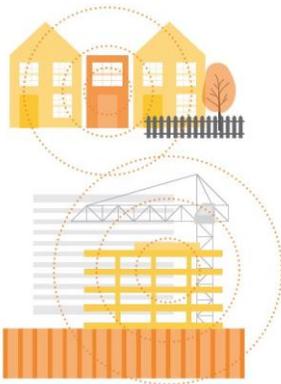
The Draft Regional Centre Planning Documents (Package “A”) prioritizes the needs and comfort of pedestrians in all seasons and supports placing the Pedestrian First by proposing Policy, Mapping and Zones promoting:

- Connected streets, short blocks, four-way intersections, hard surfaced pathways and an extensive sidewalk network.
- Sidewalks, paths and other pedestrian connections should link to key destinations such as retail and services, employment centres, schools, and public transit stops.
- Urban trees, parks and other open spaces, lively storefronts, and places to rest and visit make walking easier and more enjoyable.
- Design standards supporting pedestrian activity by providing mobility choices that balance the needs and safety for all modes of transportation, with a commitment to encouraging greater active transportation opportunities.



## 2.4 STRATEGIC GROWTH

The Draft Regional Centre Planning Documents (Package “A”) supports socially, economically and environmentally responsible growth by proposing Policy, Mapping and Zones promoting:



- Predictable growth within the Regional Centre (18,000 new households) which could potentially realize \$600 million in savings by the year 2031.
- Increasing the density and diversity of people, shops and services in the Centre to enliven urban neighbourhoods and support interesting, resilient and safe communities.
- Growth in Centres, Corridors and Growth Nodes in the form of moderate height buildings, with tall buildings located strategically.
- Reduction of red tape and staff time by replacing four sets of Community Plans with one modernized and standardized set.

## 2.5 EVALUATION TOOLS

To gain the understanding of the success of the consultation efforts, below are various evaluation tools that should be utilized. These tools are aimed to ensure stakeholders are aware of the required changes.



1/ Web trend analysis - # visits, access – track web page hits and searches

Use web analytics to determine the amount of volume to web page and the amount of time spent there.



2/ Comment summary

The project team will record and measure input from stakeholders and community members and the municipal response.



3/ Information session attendance and record input

Counting stakeholders attending the information sessions as well as questions or comments from the people attending will enable the team to evaluate and edit the planning documents.



## ENGAGEMENT TACTICS AND MATERIALS MATRIX

Engagement Materials	1-A	1-B	1-C		1-D	1-E	1-F	1-G	1-H		
	Centreplan.ca	Email/Telephone Responses	Roadshow		Industry Stakeholder Sessions	Storefront	Stakeholder Workshops	Public Open Houses	Stakeholder Days		
			Pre-Release	Post-Review							
1. FAQ	Centreplan.ca will house electronic copies of all materials as they are created for events.	Materials will be used as needed by staff to provide email and phone support for inquiries.	●	●	●	The Storefront will house paper copies of all materials as they are created for events.	●	●	●		
2. Calendar of Events			●	●	●		●	●	●	●	
3. Contact Form			●	●	●		●	●	●	●	●
4. Pre-Release Presentation			●		●		●				
5. Pre-Release Zoning 101 Presentation			●		●		●				
6. Pre-Release One-Pager			●		●		●				
7. Pre-Release Zoning 101 One-Pager			●		●		●				
8. Sign-In Sheet			●	●	●		●	●	●	●	●
9. Post Review Period Presentation				●			●				
10. Post Review Period One-Pager				●			●				
11. Map of Package "A" Designations			●	●	●		●	●	●	●	●
12. Map of Package "A" Zones				●			●		●	●	●
13. Public Comment Form									●	●	●
14. Summary Page of Each Zone							●		●	●	●
15. Printed/PDF SMPS							●		●	●	●
16. Printed/PDF LUB							●		●	●	●
17. Social Media Postings							●		●	●	●
18. Panels			●	●	●		●			●	●