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Item No. 10.1.3

Halifax Regional Council
October 30, 2007

TO: Mayor Kelly and Members of Halifax Regional Council

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SUBMITTED BY:

Dan English, Chief Administrative Officer

A handwritten signature in black ink, appearing to read "Wayne Anstey", written over a horizontal line.

Wayne Anstey, Deputy Chief Administrative Officer - Operations

DATE: October 18, 2007

SUBJECT: Community Vision Pilot Project - Visions and Action Plans

ORIGIN

- C August 26, 2006 - Regional Municipal Planning Strategy took effect
- C September 19, 2006 - Regional Council initiated Community Visioning Pilot Project for three Regional Plan Centres: Bedford Waterfront, Fall River and Musquodoboit Harbour
- C July 18, 2007 - Draft Visions and Action Plans presented to Regional Plan Advisory Committee
- C October 3, 2007 - Regional Plan Advisory Committee endorsed in principle the Visions and Action Plans and recommended they be forwarded to Regional Council.

RECOMMENDATION

It is recommended Regional Council endorse in principle the Community Visions and Action Plans for Bedford Waterfront, Fall River and Musquodoboit Harbour, attached hereto as Attachments 1A, 1B, 2A, 2B, 3A and 3B and direct these plans be considered in Halifax Regional Municipality's business planning and budget process, beginning with the 2008/09 cycle.

BACKGROUND

Following Council's direction, Community Development staff facilitated the Community Visioning Pilot Project. Community Relations and Cultural Affairs staff were primarily responsible for process design while Regional and Community Planning staff were responsible for overall content expertise. Beyond Community Development, the pilot project drew upon the services of several business units during the process. This integrated approach is in part what makes "visioning" different from traditional community engagement.

Since Regional Council's initiation of the Community Visioning Pilot Project in September 2006:

1. A staff team was assembled comprised of the Manager of Planning Services, Manager of Community Relations, three Senior Planners and three Community Developers;
2. Discussions with "community champions" took place to assist in promoting the November 30, 2006 Kick-Off events;
3. Community Visioning Kick-Off events were held concurrently in the three pilot communities;
4. Community Development Staff developed a Community Visioning Tool Kit including resource materials for staff and the Community Liaison Groups (CLG);
5. Three Community Liaison Groups (CLGs) were recruited;
6. Six CLG members received training in Macro Media Contribute web based publishing and community web pages were created;
7. The CLGs developed consultation processes, marketing strategies and meeting formats respectful of the unique cultural and historic experiences of each communities;
8. Each CLG initiated a public engagement process in March 2007 and concluded their process in July/August;
9. During the (six month) community component of the visioning process, each CLG averaged one meeting a week. A number of all-day workshops and weekend events were also hosted/attended by committee members and the public;
10. Ongoing liaison took place with the three pilot community Councillors and regular updates on progress were provided;
11. Organizations representing people of diverse abilities and cultures were engaged to identify avenues and methods of including a broad spectrum of people in the Community Vision Project;
12. The CLGs developed and illustrated visions and action plans.

DISCUSSION

The tabling of the Community Visions and Action Plans for Bedford Waterfront, Fall River and Musquodoboit Harbour marks the successful completion of a one year collaborative visioning (pilot) process lead by three Community Liaison Groups (CLG) and guided by HRM. Council's endorsement of these plans would be consistent with its expressed desire for a community-based service delivery model, increased coordination in service delivery and opportunities for improving community engagement. The plans, once endorsed, would be one of the frameworks used to guide future budgetary and business planning decisions. Other plans and criteria include the Multi-Year Financial Strategy, the Regional Plan, the Active Transportation Strategy and Sustainability Plans. Capital projects identified in the Community Visions for example will be included in long-term infrastructure plans and balanced against other regional initiatives.

The impact for HRM:

1. Regional Plan and Corporate Initiatives - the Visions and Action Plans are consistent with and further the intent of the Regional Plan and are complimentary to many other corporate initiatives/plans (refer to Action Plans - "Project Dependencies" column)
2. Service Delivery - changes to service delivery may mean business units are linked to and understand the long term goals and objectives of the communities; communities become integral to the service delivery model
3. Budget - linking the priority actions of communities to the budget process means there is the potential for greater involvement of community in establishing priorities and contributing to a budgetary process which reflects these priorities
4. Community Capacity Building - promoting and supporting citizen based problem solving empowers communities and builds trust and mutual respect
5. Legislative Amendments - the Vision is a starting point for future discussions on community form and design and an opportunity to gain greater clarity around land use policy/process and other forms of municipal regulation which can help to shape communities
6. Long Term Capital Planning - community visioning reinforces the need for long term capital planning to assist Council with integrating growth related capital with on-going or current needs

The visioning process has allowed each of the pilot communities to determine its own priorities for the future and identify who will be responsible for action. Each community vision and action plan incorporates a wide range of community interests and describes common ground for moving toward Regional Plan policy directions. It should be noted in the case of Musquodoboit Harbour and Fall River, that assimilative capacity (watershed) studies were undertaken/initiated concurrent with the visioning process.

From the onset, the limits on the scope of the process were made clear. While community visioning should be informed by the opportunities and limitations of Council's discretionary financial decisions, budgetary decisions were not made during the visioning process. Secondly, while the process provides direction on the desired outcomes of policies, regulations, programs and services, the actual policies and regulations and adjustments to service delivery will be developed through future community planning processes¹, municipal bylaw review, and program and service review.

The visions and action plans are a long term initiative. They are not prescriptive, but rather, a new vehicle for providing direct input into the business planning and budgetary processes². Some of the vision goals may be challenging to achieve or may not be feasible in the short term. Innovative funding solutions may be required. Clearly, any future funding requests for projects would be vetted through Council.

¹ Where a vision/action plan calls for a review of MPS/LUB policy, this will be the subject of a separate process involving extensive public consultation, a community based vision implementation committee and a public hearing.

² Vision inspired funding projects will be specifically identified throughout budget deliberation.
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An evaluation of the pilot project is nearing completion and will form a separate report to Council. The evaluation will highlight important learnings and successes, as well as recommendations for what should be done differently for future visioning exercises.

Vision and Action Plan Implementation

Implementation of the Community Visions and Action Plans for Bedford Waterfront, Fall River and Musquodoboit Harbour would begin immediately upon Council's endorsement and direction to consider these plans in HRM's business planning and budget process.

HRM will ensure each community has an appropriate level of support to enable them to take the lead role throughout the implementation phase of the action plans. A management steering committee comprised of the business units most impacted will work with the community to implement the action plans and discuss and strategize around challenges and opportunities. HRM Business Planning and Information Management (BPIM) will monitor the implementation.

The strategies and principles used to recruit members for positions on Community Liaison Groups (CLGs) would be carried over into, and in effect for, the next phase. Current members of the CLGs for each of the pilot communities would be given first right of refusal for a position on Vision Implementation Committees (VIC). Staff would provide ongoing support for each of the implementation committees and would assist with the recruitment of new committee members. With the goal of ensuring the VIC operates as efficiently and as effectively as possible, staff would provide governance support and committee training as required, and assist the VIC in the design of their public engagement processes.

Where actions require the involvement of external implementation partners, such as community organizations or other levels of government, HRM staff will provide guidance and assistance for smooth interaction between the VIC and the external partners.

Each VIC will establish key indicators of success to measure and chart the progress made and the challenges faced as the action plans are implemented. Staff will assist the VICs in developing an annual report card template for documenting and evaluating the past year's implementation of the action plan. The annual report will be presented to Regional Council.

Future Community Visioning Program

Staff will be working with the Regional Plan Advisory Committee (RPAC) over the coming weeks to develop a multi-year program for this initiative. To address issues of fairness and equity in recommending communities for visioning, a number of criterion are being reviewed and utilized. In recommending communities for visioning it will be important to consider what other consultation activities are ongoing in a community (so as to not to duplicate efforts). There will also be a need to look at the urgency of community development and planning issues in order to determine whether or not the community would be better served by another process or form of engagement. Upon

completion of this analysis, the RPAC will forward a report to Council recommending a multi-year program for community visioning.

BUDGET IMPLICATIONS

This report contains no immediate budget implications. Endorsement in principle of the Visions and Action Plans does not oblige Council to undertake any of the actions. Capital projects or initiatives identified will be included in the long term infrastructure planning, and will be balanced against other regional initiatives and ongoing capital requirements associated with existing infrastructure.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES


No alternatives.

ATTACHMENTS


Attachment 1A	Bedford Waterfront Vision
Attachment 1B	Bedford Waterfront Action Plan
Attachment 2A	Fall River Vision
Attachment 2B	Fall River Action Plan
Attachment 3A	Musquodoboit Harbour Vision
Attachment 3B	Musquodoboit Harbour Action Plan
Attachment 4	Summary - Bedford Waterfront Visioning Process
Attachment 5	Summary - Fall River Visioning Process
Attachment 6	Summary - Musquodoboit Harbour Visioning Process

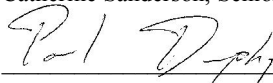
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Attachment 4

Summary- Bedford Waterfront Process

The Bedford Waterfront CLG started by developing questions that were open ended and using an appreciative inquiry approach. The questions asked respondents to think about the strengths of the waterfront, as well as imagining what it could be like in the future. The questions were used both for the online forum and a questionnaire distributed through the community. The online forum received 1,377 views and 23 posts. Despite broad circulation, only a small number of questionnaires were returned to the CLG.

To engage Bedford's young people, a youth session was organized at CP Allen High School. The CLG decided on a conversation café format with snacks and a door prize. The CLG asked two questions, "What do you like about the waterfront" and "What would you like to see for the future of the waterfront area". The first question set the tone for a positive discussion; the second question allowed for lots of ideas to be expressed. After individual table discussions, the group came together. Several key themes emerged. The CLG used the youth session as a "test run" for the larger public meeting. Although the turnout of youth (10 or so) was small, the discussion provided a lot of interesting ideas.

A general public meeting followed the youth event. The CLG used a technique called visual preference survey which they had learned about during CLG orientation. The visual preference survey allowed participants to rate photos in various image categories. This was a unique way to engage the public and get feedback. After completing the survey, the CLG hosted a café round table conversation using the same two questions as the youth event. The format allowed for maximum group interaction and input. A general discussion at the end highlighted the major themes. All of the ideas were recorded and added to the website. The event included a historical display and refreshments. Approximately 60 participants attended.

Included with the CLG's regular weekly meetings were stakeholder meetings with developers, sport, recreation and cultural groups, and transit and transportation. Similar open ended questions were used and major themes and actions identified in each of these sessions.

A full day's working session in June allowed the CLG to take all of the information - public meeting notes, questionnaires, forum responses, emails - and sift and sort it into categories. The top priorities were identified, a draft vision statement, objectives and action strategy created. The next few weeks saw the vision and actions refined by the CLG in preparation to release the draft to the public at Bedford Days.

Opening celebrations for this annual event proved a great way to reach a larger number of people. By using colourful, promotional frisbees the CLG were able to attract families and distributed about 400 copies of the draft. They asked for comments online, by mail, email and phone. The online forum received 1,063 views and 29 responses, while email and other means accounted for another 23 responses. Many of the responses contained detailed, constructive feedback; most of it favourable.

Over the summer the CLG reviewed all the responses to determine if any new themes had emerged. Specific ideas were linked back to the draft action strategy to determine what adjustments were needed. Feedback on the draft has been included as an appendix to the Vision and Action Plan.

Attachment 5

Summary - Fall River Process

The Fall River CLG launched the VisionHRM project in the community by organizing a large public meeting. The goals for the meeting were to identify community priorities, identify emotional issues, identify controversial issues, and to identify available resources and assets. This first meeting also served as a spring-board to raise awareness of the process and to capture ideas not yet thought of. At the meeting residents were asked to identify their priorities by selecting (voting for) their choices from the selection of “in scope” items from the Regional Plan. Once the voting was complete, people were invited to sign up to participate for further workshops/meetings under the priority area of their choice. A comment box was made available for people to ask questions or to introduce ideas.

From the list of (voted on) priorities from the public meeting, CLG members grouped the items into themes. All subsequent discussion groups/workshops and meetings were organized under each theme. Individuals who signed up to participate in further meetings/discussions were notified of the date, time and location of the meeting. A schedule of the themed meetings was developed and distributed to everyone that attended the first public meeting. This information was also placed on Fall River’s community web page and posters were placed in prominent locations throughout the community to notify the public about these upcoming events.

The themes were identified as passive and active recreation and sport (including trails), transit and park and ride express and rural transportation services, seniors focus group (on housing), youth focus group, commercial development, and neighbourhood and community development.

With the exception of a youth focus group meeting, maps of Fall River were one of the main tools used at meetings. By working through and answering a series of AI questions in small group discussions, people were invited to draw and write on the maps. Flip chart paper was also used by participants to capture the main points of discussion. Visual preference surveys were an additional tool used at both the senior’s housing meeting and the neighbourhood and community development meeting to stimulate ideas and determine public participant preferences for different community designs.

An added dimension at each and every meeting was the incorporation of the Fall River Time Line. The time line was a large 10 by 3 foot banner divided into 10 year increments, beginning in the year Fall River was first settled, up until the present. Meeting participants were invited to add to the time line by writing their own recollection or stories about the significant happenings or people who lived or currently live in the community.

Attendance at these meeting varied depending on the topic. The largest turnout was at the kick off meeting with approximately 150 people in attendance. The seniors focus group meeting was also well attended, along with the focus groups sessions on commercial development, sport and recreation and neighbourhood and community development. A great deal of insight was gained on community strengths and opportunities to bring about positive change through its 25 year Vision and Action Plan.

The Vision and Action Plan was developed by the CLG in June and July. The CLG made it available to the public by posting it on-line and retaining a booth at the Fall River Community Fair - Keloose Days - on August 19, 2007 for an open house. Post cards were sent out to every household notifying the people of the availability of the Vision and Action Plan. The public were also asked to submit comments by mail, fax, email or through the VisionHRM online forum by September 1, 2007.

The comments received reinforced the directions outlined in the action plan to develop trails and systems that enhance active transportation throughout the community, need for greater access to the lakes, and desire for active recreation facilities. Some people applauded the Vision and Action Plan for its proposal to keep business away from the lakeside of Highway Number 2. Others expressed concern about the potential effect that this may have on existing development rights.

Upon further examination of the commercial development policies under the Shubenacadie Lakes Municipal Planning Strategy (MPS) and Land Use By-law (LUB), the CLG determined that some of the uses (e.g. car sales lots and warehouses) permitted uses within the C-4 (Highway Commercial) Zone where of greatest concern. The CLG therefore, amended the Action Plan to explore options to minimize the impact of future community commercial uses that may be considered on the lakeside of Highway 2 by rezoning.

The Community Planning process under which some of the action items from the Vision and Action Plan will be implemented, is not scheduled to commence until after the Shubenacadie Lakes Watershed Study has been completed in 2008. In the interim, the CLG requests that Council initiate a plan amendment process to review the list of permitted uses and conditions for development within the C-4 (Highway Commercial) Zone.

Summary - Musquodoboit Harbour Process

The Musquodoboit Harbour CLG adopted two parallel consultation processes: a series of focus group sessions with local groups, and public workshops including surveys. The community group sessions involved meetings with ten local organizations, together with a focus group for youth at the high school. Participants were encouraged to share their ideas and priorities.

The public sessions began with a Saturday afternoon workshop on April 14, 2007 which drew over 140 participants, including a children's program which produced inspirational artwork. Displays of background information and a developer's unendorsed concept plan for a strategic site helped generate discussion. A questionnaire sought local input on topics raised by the Regional Plan, and small-group sessions addressed community strengths, challenges and possibilities. Participants posted their ideas on the wall, which were grouped into categories by CLG members and staff. Ideas already obtained from community group sessions were added to the wall. People then "voted" for topics or ideas using stickers. Results were posted on the website, and the CLG used these topics as a framework for drafting the Vision and Action Plan.

On a continuing basis, residents were encouraged to post their thoughts on an online forum, and contact information was also provided. A second Saturday afternoon public forum was held on June 2, 2007 and included an Ideas Fair where half a dozen groups and businesses promoted their activities or ideas. Competition from fine weather resulted in just over 30 participants. A draft Vision was provided, together with a questionnaire to confirm or update the priorities obtained from the first public forum. A visual preference survey also explored design concepts for housing, signage, parking and other topics. Small groups discussed the draft vision goals and action statements, and the session concluded with a cafe-style discussion on how the Action Plan could be implemented. Several children also participated in these table-top discussions.

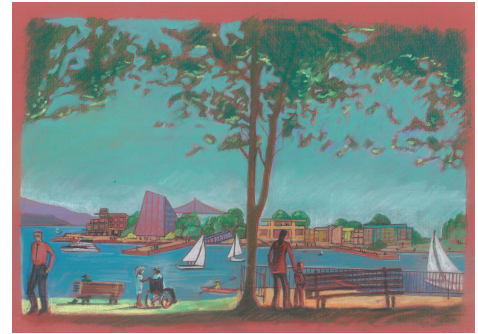
During the local fair on the weekend of July 21, the CLG provided copies of the draft Vision, Action Plan and priority questionnaire. For the duration of the summer, the survey was extended through a mail-out to over 3300 households. A total of 130 responses were received from the forum, fair and mail-out. Some priorities differed from those at the first forum, reflecting a wider community cross-section among respondents. Overall results prioritized Business & Economy, followed by Public Transit & Sidewalks, Community Services, and Recreation. The CLG took these results into account when finalizing the Vision and Action Plan in early September, bearing in mind that some topics which received lower priorities may be important in helping achieve those that were given high priority.

Consistently through the process, members of the CLG have stressed the importance of the continuity of the process, the issue of credibility for HRM, and the need for immediate follow-up on the action plan.

Bedford Waterfront

Vision and Strategic Action Plan

October 2007



Bedford Waterfront was one of the first communities to create a Community Vision (see Appendix I) through VisionHRM. Working in collaboration with the Municipality, local residents used a visioning process (see Appendix II) to engage the broader community in a dialogue on what their community should look like, feel like and be like 10-20 years into the future.

The challenge for the Bedford Waterfront Community Liaison Group (CLG) was to communicate to the citizens of Bedford that the focus of its work was the Bedford Waterfront not Bedford in its entirety.

During the course of community engagement, the Community Liaison Group held community meetings, met with stakeholder groups, conducted a survey, distributed information to Bedford households and businesses, hosted an online forum, published articles in the local newspapers and maintained a community web page.



The focus of the visioning process was defined as including the area from the mouth of the Sackville River to the site of Clearwater Fine Foods (former Bedford Town line) and inland to include the view plains from Basinview Drive and Clipper Court. The connection of the Bedford Waterfront as it borders on the greater Bedford area, however, could not be ignored.

Looking back... Bedford has a long history of adaptation. Because of its strategic location at the mouth of the Sackville River the Mi'k Maq used it as a meeting place. The town was built around the British fortification Fort Sackville (1749). The fort commanded a view not only of the Sackville River but also of Bedford Basin extending into Halifax Harbour. Because of the plenitude of water, small mills were established for the production of lumber, paper, woolens, flour and chocolate. With the coming of the railroad in 1854, the community further expanded.

By the late 1800s Bedford became one of Nova Scotia's first resort areas. Haligonians came by steamboat and rail to Bedford to enjoy the many amenities Bedford offered: swimming and boating in the basin, clay-court tennis, golf, target practicing and fishing in its lakes and the Sackville River. In later years families would go for a "long drive" along the Bedford Highway and stop for a treat at the Chickenburger or Sunnyside.



Steam Train, 1922

Throughout its history the people of Bedford have prided themselves on their sense of community and public participation. Bedford years ago was quaint; there was a thriving business community along the Main street. Shoppers would stroll on what is now the Bedford Highway and shop at King's Family Clothing, Walker's Meat Market, IGA, and The Ten Mile House.

In 1921 the Bedford Ratepayers Association was formed. In 1953 the ratepayers association, the fire commission and the street lighting commission amalgamated to form the Bedford Service Commission. The Commission held annual town meetings to give residents a voice in community concerns.

In the 1970s, the community began to investigate the possibility of obtaining town status, something which had not happened in Nova Scotia for over 50 years. On July 1, 1980 through the determination, dedication and enthusiasm of its community Bedford became a town. In 1996 the town became a part of the Halifax Regional Municipality.



Bedford Highway, 1920

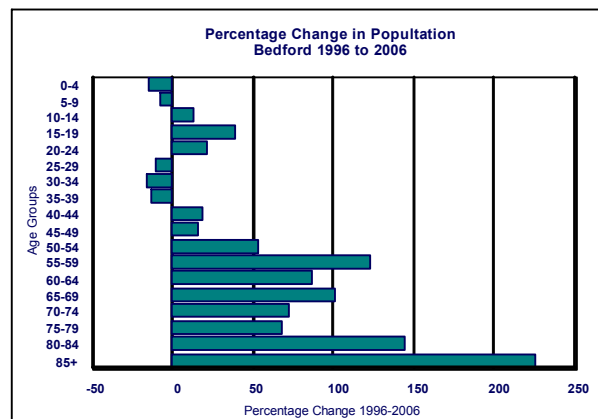
Since the 1980s Bedford has grown significantly with the building of new neighbourhoods and businesses. Bedford to this day prides itself on its “small town identity”. The challenge for Bedford today is how it reconciles its population surge with its sense of community. Bedford’s schools, library, recreation and gathering spaces and community organizations which are essential for community development have not kept pace with its population growth.

Community Growth and Development

The latest Census (2006) reported the population of the Bedford area (*including the communities of Bedford, Glen Moir, Harmony Park, Killarney and Millview*) at 16,582, an increase of 625 people since 2001. Between 1996 and 2001, the population for the same area increased by 2420 people.

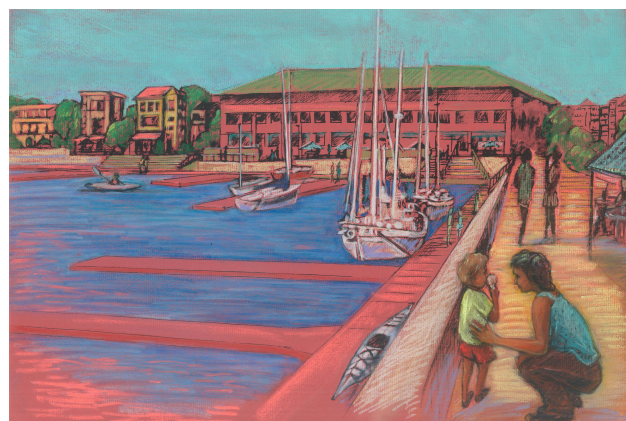
The greatest overall change in Bedford’s population can be seen in the age groups of 55 years and older. The percentage change in these age groups is greater than the percentage change for the whole of Halifax Regional Municipality and Nova Scotia. Numbers of pre-school aged children and young adults (26-34) have declined in Bedford since 1996.

As the graph below illustrates, Bedford is in the midst of a transition not unlike many communities.



Including the Bedford Waterfront, the Regional Plan defines four growth centres in/around the greater Bedford area. Development in the surrounding new communities of **Bedford West** and **Bedford South** is expected to add more than 17,000 residents in an estimated 7,300 households over the next 25 years. Future visioning and community planning initiatives in the vicinity of **Sunnyside Mall** will also serve to position this “Suburban District Centre” for higher order transit and a mix of commercial and residential uses with an emphasis on pedestrian oriented retail and an interconnected system of streets, pathways, sidewalks and bicycle lanes.

The Vision for the Bedford Waterfront will further the goals and policy objectives of the Regional Plan by encouraging the development of the waterfront area as a Suburban Local Centre. By supporting an increase in mixed use development, community services and facilities, and improved transit and active transportation linkages including a proposed high speed ferry, the waterfront could become a draw for families and commuters. By encouraging tourist amenities and cultural and social activities, the waterfront could also become a destination for other HRM residents and visitors.



Artistic impression of the Vision

Bedford's Waterfront

Bedford has approximately 13 kilometers of shoreline along the Bedford Basin and Bedford Bay. Originally used by water-related industries and other marine transportation uses, the waterfront was most visible during WWII with the assembling of war time convoys. More recently the main use has been for public and private recreational areas.



World War II Convoy, Bedford Basin

In 1983 the **Bedford Waterfront Development Corporation (BWDC)** was formed to...

To promote the development of Bedford's waterfront project area as an active year-round mixed-use urban waterfront area containing public spaces and activities with residential, commercial, cultural and institutional uses that when developed; emphasize the waterfront project area's location, heritage and environment.

The former Town of Bedford had planned to build its Town Hall on the Bedford Waterfront; it would be the "heart of Bedford". To this day there is no place the residents of Bedford can call its heart. As well, the BWDC envisioned a cultural/entertainment centre for the waterfront to serve Bedford and the surrounding community.

A market analysis by **IBI Group** (August 1985) saw this as feasible, reporting that...

...it would appear that sufficient market support based on the present and forecasted demand for live and non-live entertainment, will likely exist to sustain the proposed new theatre in Bedford. Further it would appear the overall level of use will continue to increase over time due to population growth and demographic changes in the age profile of the resident population.

The IBI report contained substantial demographic data supporting its recommendations. While the report focused only on the support of live performance and film screenings, it suggested other uses should also be considered.

It would seem logical that the facility would serve as a focal point for public forums, debates and both indoor and outdoor Arts related exhibits. This would provide even further use for this facility and would contribute to the success of the facility as a "people place" (pp. 35-36).

With amalgamation of Bedford into Halifax Regional Municipality in 1996, the development of the Bedford Waterfront came under the jurisdiction of the **Waterfront Development Corporation**, a tri-government agency. Phase I of the Bedford Waterfront development has been substantially completed (Convoy Run area to Moirs Pond Area) and Phase II is to begin.



Waterfront Development Phase I
February 25, 1991
Photo Credit: J.D. (need name)

Waterfront Planning

Over the years there have been a number of municipal planning exercises which directly or indirectly have addressed the Bedford Waterfront:

- Waterfront Development Plan (1985)
- Municipal Planning Strategy - Bedford (1992)
- Halifax Harbour Discussion Paper (2004)
- Regional Municipal Planning Strategy (2006)

In the recently adopted Regional Municipal Planning Strategy (Regional Plan) the Bedford Waterfront is designated as a **Suburban Local Centre** defined as:

- A mix of low-medium density residential and convenience commercial
- All day transit connections
- Surface park and ride/structures; parking for pedestrian-oriented retail
- Interconnected system of pathways, sidewalks, bike lanes and streets
- Buildings with varied architectural facades framing the street and directly connected to public spaces and sidewalks
- Ground floor public facilities developed with shops, restaurants and cafes
- Visual interest and shelter for pedestrians using awnings and shade trees

While adopted 15 years earlier, the Bedford Municipal Planning Strategy promoted...

...the development of Bedford's waterfront project area as an active year-round mixed-use urban waterfront area containing public spaces and activities with residential, commercial, cultural and institutional uses that when developed emphasize the waterfront's project's areas location, heritage and environment.

The 1985 Waterfront Development Plan described the waterfront as...

...a prime and diminishing resource... and a unique opportunity which will provide important benefits such as the creation of more waterfront land in a manner which allows a presently sterile shoreland to be used; creation of an attractive mixed-use community with residential, commercial and cultural and recreational components and a pleasant waterfront ambience which is expected to be highly marketable; improvement of the depth and navigability of the mouth of the Sackville River and Bedford Basin; and generation of substantial economic benefits and spin-offs.

Creating a Vision for Bedford Waterfront

All told, the recent community process to create a vision for the Bedford Waterfront has served to confirm many of the ideas and goals of previous undertakings. Top priorities identified through the community engagement process include:

- Improved access to the waterfront area
- More public green space
- Protection of view corridors from public lands
- Facilities for cultural events and recreational activities
- Design guidelines for development
- Mixed uses with ground floor commercial



Artistic impression of the Vision

Vision Statement

The overall vision of Bedford residents, for its waterfront, is one that is balanced and vibrant. The waterfront will be the heart of the Bedford community. It will cater to residents, visitors and businesses through the provision of a broad range of services including efficient transportation, tourist amenities and cultural and social activities for all segments of the community. The Bedford waterfront will provide opportunities for residential and business development while being committed to achieving social and environmental sustainability.

As residents of Bedford we value:

- Our "small town" sense as a safe, inter-connected community fed by our heritage and civic pride
- Our connections to the natural world and the protection and enhancement of our environment
- Our spirit and the energy of our people
- Our diversity and dedication to inclusivity
- Our strong sense of belonging that comes from living in this community.



Vision Objectives:

1. Promote and develop the Bedford Waterfront as the focal point for Bedford throughout all seasons of the year.
2. Improve the level of public access to the waterfront both from land and sea.
3. Provide an "iconic" multi-use facility for the arts, recreation and leisure activities. This facility could include the Library and ferry terminal. This will symbolically be the Heart of Bedford. It will be the bridge between the indoors and outdoors thus ensuring the Bedford Waterfront is "alive" all seasons of the year.
4. Promote aesthetically pleasing and quality design that respects public view corridors.
5. Provide safe, secure, full-serviced, publicly accessible facilities to pedestrians, boaters and cyclists.
6. Promote and expand recreational, cultural, residential and business activity at the Bedford Waterfront which is accessible to all members of the community.
7. Provide a range of housing types to meet the changing needs of residents through all life stages.
8. Promote the Bedford Waterfront as a contributor toward the economic vitality of HRM by enhancing the vibrancy and quality of business activity at the Bedford Waterfront through diversification of businesses and expansion of events and attractions.
9. Provide viable road and water transportation links.
10. Anticipate and provide for future parking needs.

Strategic Action Plan

Simply put, a plan of action is needed to achieve any vision. Without a plan, the vision will not be realized.

The summary below lists those actions necessary to accomplish the vision objectives for the Bedford Waterfront. The actions are organized under the main themes which emerged during the visioning process. While typically, many are linked to municipal services, other actions require the leadership and cooperation of the community, the private sector and other levels of government.

The full action plan (see Appendix III) includes information on proposed target dates, resources necessary to undertake the actions, implementation partners including the community's role, challenges and opportunities, and other projects or HRM initiatives underway or proposed which could impact the action.



Bedford Basin

Development & Design

- Develop strong design guidelines which are in accord with the Bedford Waterfront Vision. *These guidelines would include appropriate landscaping; require public access on the ground level of structures; protect public view corridors; allow community events to "spill out" to the street.*
- Identify and protect key public view corridors.
- Examine the use of landscaping, siting, and limiting building height and/or scale as possible mechanisms to mitigate visual impacts on view corridors.
- Designate and zone waterfront lands to achieve the Bedford Waterfront Vision.

- Incorporate water-based public activities, including transportation, into the overall design.
- Develop consistent signage guidelines throughout Phase II.
- Develop policies and standards for year-round maintenance of all public areas.

Transit & Transportation

- Provide safe and accessible pedestrian access at various points west of the current Convoy Run access.
- Provide another vehicular access south of the Sobeys parking area.
- Introduce ferry/water taxi service.
- Include ferry terminal services in a mixed-use facility. *These services could be included within a multi-use community centre.*
- Provide appropriate park-and-ride facilities in proximity to Bedford Highway near proposed ferry jetty.
- Examine opportunities for shared parking.
- Provide public transportation services to and from the Bedford Waterfront and proposed ferry terminal as an integral component of higher order service and enhance regular routes feeding these services for the wider Bedford population.
- Enhance active transportation (trail) from Shore Drive, at the mouth of the Sackville River to Admiral DeWolf Park.
- Continue development of the boardwalk for accessible, non-motorized use.

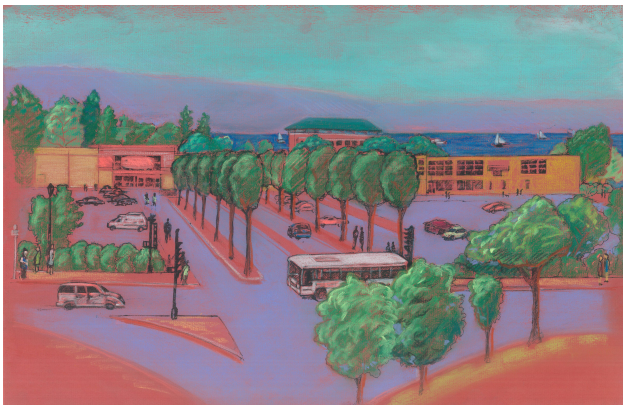
Community Facilities & Infrastructure

- Undertake a feasibility study to ascertain the needs of the community in terms of cultural and recreational facilities and other community activities.
- Build a multi-use, indoor-outdoor community centre which could serve as a cultural and recreational hub. Create a campus atmosphere which could incorporate such elements as a fountain area/children's water park which could function as an outdoor skating area in the winter. *This facility could also incorporate the Bedford Library and the proposed ferry terminal.*
- Provide public washroom facilities.
- Incorporate additional outdoor community recreational facilities.
- Improve accessibility and provide for greater utilization of the Lions Club swimming pool.

- Provide opportunities for commercial marina facilities.

Environment

- Ensure HRM's Water Quality Monitoring Functional Plan incorporates a three year review process to take into account the rapid changes expected over the life of the Vision.
- Enforce erosion and sedimentation controls upstream of the mouth of the Sackville River.
- Protect Moirs Pond.
- Ensure the capacity of the Mill Cove sewage treatment plant will accommodate future needs.
- Ensure adequate measures are in place to protect waterfront lands, buildings and infrastructure from sea level rise.
- Ensure adequate measures and monitoring remains in place for the disposal of pyritic slate (within designated disposal area).



Artistic impression of the Vision

Moving Forward

For the Bedford Waterfront CLG the visioning experience has been both rewarding and demanding of personal time. The CLG views the vision and action plan as one which incorporates the ideas and vision of the community.

Once the Vision and Action Plan are endorsed by Regional Council, these documents shall be used in HRM's business planning, community planning and budgeting process beginning with the 2008/09 process.

Successful implementation of the action plan will require the support and participation of the residents of Bedford. A community-based committee will guide the implementation of the Action Plan.

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For more information on the Bedford Waterfront Vision, how to get involved with its implementation, or for general information about VisionHRM, please call (902) 490-5857 or email [visionhrm@halifax.ca](mailto:visionhrm@halifax.ca)

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Appendix I – Definitions:

“Community Visioning” means a process of identifying, developing and documenting vision and values, leading towards strategy and tactics.

“Mixed Use” means multiple land uses in the same structure or same general area of a community, such as the Bishops Landing development on the Halifax Waterfront.

“Shared Parking” means parking areas or spaces used to serve two or more individual land uses where the land uses have different parking demand patterns. Shared parking is most effective when land uses have significantly different peak parking characteristics. Shared parking strategies result in fewer total parking spaces needed.

“View Corridor” means a three dimensional area extending out from a viewpoint. The width of the view corridor depends on the focus of the view. The focus of the view may be a single object or group of objects.

Appendix II - Visioning Process

The Bedford Waterfront CLG began designing its engagement process in February 2007. Between February and October the committee met weekly with few exceptions. Additional time was also needed to connect with stakeholders, conduct research, organize events and prepare materials.

The process started by developing questions that were open ended and using an appreciative inquiry approach. The questions asked respondents to think about the strengths of the waterfront, as well as imagining what it could be like in the future. The questions were used both for the online forum and a questionnaire distributed through the community.

A colour postcard with the statement: *It's your community and you can shape it!* was distributed to approximately 10,000 households and businesses inviting the community to visit VisionHRM ~ Bedford Waterfront online. The online forum received 1,377 views and 23 posts. Despite broad circulation, only a small number of questionnaires were returned.



Postcard

To engage Bedford's young people, a youth session was organized at CP Allen High School. The CLG decided on a conversation café format with snacks and a door prize. The CLG asked two questions, "What do you like about the waterfront" and "What would you like to see for the future of the waterfront area". The first question set the tone for a positive discussion; the second question allowed for lots of ideas to be expressed. After individual table discussions, the group came together. Several key themes emerged. The CLG used the youth session as a "test run" for the larger public meeting. Although the turnout of youth (10 or so) was small, the discussion provided a lot of interesting ideas.

A general public meeting followed the youth event. The CLG used a technique called visual preference survey which they had learned about during CLG orientation. The visual preference survey allowed participants to rate photos in various image categories. This was a unique way to engage the

public and get feedback. After completing the survey, the CLG hosted a café round table conversation using the same two questions as the youth event. The format allowed for maximum group interaction and input. A general discussion at the end highlighted the major themes. All of the ideas were recorded and added to the website. The event included a historical photo display and refreshments. Approximately 60 participants attended.



Conversation Café, LeBrun Centre, April 2007

Included with the CLG's regular weekly meetings were stakeholder meetings with developers, sport, recreation and cultural groups, and transit and transportation. Similar open ended questions were used and major themes and actions identified in each of these sessions.

A full day's working session in June allowed the CLG to take all of the information - public meeting notes, questionnaires, forum responses, emails - and sift and sort it into categories. The top priorities were identified, and a draft vision statement, objectives and action strategy created. The next few weeks saw the vision and actions refined by the CLG in preparation to release the draft to the public.

Opening celebrations for Bedford Days proved a great way to reach a larger number of people. By using colourful, promotional Frisbees the CLG were able to attract families and distributed about 400 copies of the draft. They asked for comments online, by mail, email and phone. The online forum received 1,063 views and 29 responses, while email and other means accounted for another 25 responses. Many of the responses contained thoughtful, constructive and favourable feedback.

Over the summer the CLG reviewed all the responses to see if any new themes had emerged. Specific ideas were linked back to the draft action strategy to determine what adjustments were needed. Feedback on the draft is included as an appendix to the Action Plan (see Appendix III).

Vision Category or Theme: Development and Design

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
D-1 Develop strong urban/community design guidelines which are in accord with the Bedford Waterfront Vision. These guidelines would include appropriate landscaping, public access on ground level of structures (less private at ground level), protection of public vista corridors and allow community events to “spill out” to the street/public spaces	Lack of adequate design controls/ incentives; existing controls lack flexibility; confusion among public and land developers	Immediate - Before additional waterfront development takes place	<div>A process to bring about urban/community design guidelines for the waterfront; opportunities for public dialogue among stakeholders; amendments to Bedford MPS to adopt guidelines (once developed by community); budget allocation (incentives) to implement</div> <div>A public process to define public vista corridors (views from public lands); amendments to Bedford MPS/LUB to implement</div>	- HRM - Local Councillor - experience from HRM by Design and main street streetscape projects	Lobby for immediate action to bring about appropriate requirements; request Council initiate process to develop guidelines; actively participate in design process to ensure desired outcome	Community education on concepts/tools of urban design	Development occurs/continues without adequate design considerations; community desire for strong guidelines and quality development lost for foreseeable future	HRM by Design	

VisionHRM Focus on **S.M.A.R.T.** deliverables... **Specific** - what are we striving for? **Measurable** - what by when? **Action** - oriented. **Realistic** - practical. **Tangible** - concrete, not vague.

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
D-2 Examine the use of landscaping, siting, and limited building height and/or scale as possible mechanisms to mitigate visual impacts on view corridors	Lack of adequate design controls/ incentives; existing controls lack flexibility; confusion among public and developers	Immediate - Before additional waterfront development takes place	Process to bring about urban/community design guidelines for the waterfront; opportunities for public dialogue among stakeholders; amendments to Bedford MPS to adopt guidelines (once developed by community)	HRM Local Councillor	Lobby for immediate action to bring about appropriate requirements; request Council initiate process to develop guidelines; actively participate in design process to ensure desired outcome	Community education on concepts/tools of urban design	Development occurs/continues without adequate design considerations; community desire for strong guidelines and quality development lost for foreseeable future	HRM by Design	

VisionHRM Focus on **S.M.A.R.T.** deliverables... **Specific** - what are we striving for? **Measurable** - what by when? **Action** - oriented. **Realistic** - practical. **Tangible** - concrete, not vague.

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
D-3 Designate (and zone/rezone) waterfront lands to achieve the Bedford Waterfront Vision	Water lots eligible for future infilling may not be adequately designated or zoned	Immediate - Before additional waterfront development takes place	A process to examine options and bring about desired refinements to existing MPS; opportunities for public dialogue among stakeholders	-HRM -Local Councillor	Lobby for immediate action to bring about appropriate changes to MPS; request Council initiate process to examine existing waterfront land use policies; actively participate in community planning process to ensure desired outcome	Community education on options, trends, changing/new approaches to community (land use) planning - i.e. formed based codes, eco-density, transit oriented development, compact mixed use neighbourhoods, etc.	Development occurs/continues without refinements to existing MPS; community and developers' desire for better planning, and a clear and predictable process lost for foreseeable future	New Community Planning program New Bedford Waterfront urban/community design guidelines (see above row)	

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Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
D-4 Incorporate water-based public activities and transportation into design	Limited facilities to support water-based transport (docks, transit access, park and ride, public access for various types of recreational boating)	Immediate to short term	A process to examine options; opportunities for public dialogue among stakeholders; opportunities for partnerships	HRM Waterfront Development Corporation	Support and encourage private sector (new business opportunities)	Private/ public partnerships	Development occurs/continues without adequate consideration/ planning for water-based activities and future opportunities	Implementation of Active Transportation Plan; Open Space Functional Plan and Indoor/Outdoor Facility Master Plan	
D-5 Develop consistent signage guidelines throughout Phase II	Confusion over current guidelines; no policy for permanent community identity or cultural signs	Short Term	Budget allocation for community signage; regulatory support; simplified process for community signage; consistent guidelines	HRM Community Development (Development Services); Right of Way / Construction and Design Services	Provide input; assist with fund-raising for community signs; assist with maintenance of community signs (adopt-a-sign)	Clear policies and procedures for signage; sign bylaw; land use regulations	Increase in inappropriate signage	Civic Addressing; policy for Community/Cultural signage; temporary sign bylaw; land use regulations	
D-6 Develop year-round maintenance policies for all public areas	Current use of the waterfront area is primarily in the summer	Immediate	Budget allocation; support from HRM Public Works/Operations	HRM Public Works/Operations; Capital Projects	Report maintenance issues; explore community service partnerships (ie. community gardens and community clean up events)	Review current and future maintenance needs of the area; operations plan	Lack of maintenance leads to less use; safety issues	Indoor/Outdoor Facility Master Plan	

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Source: Template modified from City of Kawartha Lakes

Vision Category or Theme: Transit and Transportation

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
T-1 Develop pedestrian access at various points west of the current Convoy Run access	Residents currently are illegally crossing the railroad tracks at various points between Sobeys and the Travelers Motel; land not owned by HRM	Before development of Phase II structures	Land acquisition/easement; land donation	-HRM -Feds/Province -CN -WDC	Involvement/input into the plan to ensure pedestrian needs are meet; assist with identifying key pedestrian access points; land donation	Pedestrian areas provide for integration and connectivity to the wider area; supportive land owners	Pedestrian access does not provide for connectivity and integration in overall plan	Implementation of Active Transportation Plan	
T-2 Develop another vehicular access west of the Sobeys parking area	No second access	Before development of Phase II structures	Land acquisition/easement; land donation	-HRM -Feds/Province -CN -WDC	Lobby; provide input into any future plan; examine options	Supportive land owners; cooperation from CN/other land owners	No second access is provided; develop continues with only one access		
T-3 Introduce ferry/water taxi service and develop ferry terminal facilities	Under discussion/fast ferry study initiated	Private/public partnerships	Feasibility study	-HRM -Feds/Province -WDC	Show support; provide input into future planning	Cooperation/ collaboration from all players	Lack of support	Parking Strategy; Transit Strategy	
T-4 Develop park and ride facilities in proximity of Bedford Highway and proposed ferry jetty	There is no parking area for ferry riders	Before development	Acquisition/easement	-HRM -Feds/Province -WDC	Provide input into the design of any parking area	HRM Regional Transportation Planning	-Cost -Land availability -Unattractive parking area	Parking Strategy	

VisionHRM Focus on **S.M.A.R.T.** deliverables... **Specific** - what are we striving for? **Measurable** - what by when? **Action** - oriented. **Realistic** - practical. **Tangible** - concrete, not vague.

Source: Template modified from City of Kawartha Lakes

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
T-5 Provide public transportation to the Bedford Waterfront and proposed ferry terminal	No transit service is available at present	Immediate to short term - Service to be provided concurrent with development	Funding; ridership data (transit study)	-HRM Metro Transit -HRM Regional Transportation Planning	Use public transportation; lobby for efficient transit routes and convenient service	Public transportation is integrated and connected to the various land uses and the greater area	Lack of connectivity to the community and the ferry terminal site	Transportation Demand Management Plan	
T-6 Enhance the trail from Shore Drive, at the mouth of the Sackville River, to Admiral DeWolf Park	Existing (informal trail) is narrow and potentially unsafe	Immediate to short term	Funding	-HRM -Local Councillor -HRTA -(Adjacent community) trail groups	Investigate private partnership/ philanthropic sponsorship opportunities; assistance with maintenance (adopt-a-trail)	Support and involvement from local trail groups; develop plan for maintaining the trail	Opposition from private land owners; no maintenance plan; vandalism	Active Transportation Plan; Open Space Plan; Heritage Functional Plan	
T-7 Continue development of the boardwalk for non-motorized use	Existing boardwalk stops west of commercial building	Immediate - 2008	Funding; a concept plan of trail connections to other uses and transportation options	-Waterfront Development Corporation -Regional Transportation -HRTA -Adjacent community trail groups	Provide input to the design and signage; assist with maintenance and reporting damage	Input from community trail groups, HRTA and general public; Active Transportation Plan	Trail does not provide for multiple uses or does not connect to existing trails; trail is segregated from other uses and transportation options	Active Transportation Plan; Open Space Plan; Heritage Functional Plan; TDM Plan	

Vision Category or Theme: Community Facilities and Infrastructure

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
I-1 Build a multi-use, indoor/outdoor community centre which could serve as a cultural and recreational hub. It could also incorporate the current Bedford Library and the proposed ferry terminal. Centre/campus could also include fountain area/ children’s water park which could function as an outdoor skating area in the winter.	No building that serves as the “heart” of Bedford; No venue appropriate for cultural events; No public facility that can be used for water sports such as kayaking; Inadequate meeting space for community groups; Library housed in an inadequate building which is not close to the burgeoning population areas; Current facilities in Bedford e.g. LeBrun Centre, schools do not meet the needs of the growing population	Medium term	Land availability; feasibility study; library relocation; new ferry terminal; partnerships; involvement of local community groups; asset inventory; support/grants/capital funding (all levels of government); sponsorship; results of cultural plan consultations	-General public -Community groups -HRM Council -Other levels of government -Public /Private sponsors -HRM Regional Transportation -HRM Facility Development -HR Library Services	Provide input; participate in planning process; participate in future management agreement; fund raise; identify community assets	Sponsors; land availability/ donation of land; feasibility study; funding; strong community involvement	Ferry terminal approval (as a stand alone facility); competing priorities; land availability/cost; lack of community support	Facility Master Plan; Cultural Plan/Strategy; Regional Transportation Plan (Fast Ferry); Library Master Plan	

VisionHRM Focus on **S.M.A.R.T.** deliverables... **Specific** - what are we striving for? **Measurable** - what by when? **Action** - oriented. **Realistic** - practical. **Tangible** - concrete, not vague.

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<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
I-2 Undertake a feasibility study to ascertain the needs of the community re: cultural, recreational and other community and social activities	Groups currently lobbying for venues do not have the data to support their points and to develop business plans.	Immediate - 2008	Allocation of funds for a feasibility study	-Local Councillor -HRM Facility Development -School Board	Promote and participate in the study; speak with a strong voice	Community involvement; identification of active community groups and other assets; feedback from cultural plan consultations; library master plan	Lack of community involvement/ participation	Facility Master Plan; Facility Development; Cultural Plan	
I-3 Incorporate outdoor recreation facilities such as outdoor tennis and beach volleyball facilities, etc.	Limited area for tennis in Bedford; no outdoor beach volleyball area; limited facilities for youth	Medium to long term	Land availability; capital funding	-Local Councillor -Community Groups -HRM -Other levels of Government -HRM Capital Projects	Provide further input into outdoor recreational needs; seek potential sponsorship; assist with maintenance and reporting	Community support; available resources; include as part of overall feasibility study (outdoor facilities)	Lack of available land	Facility Master Plan	
I-4 Improve access/ utilization of the Lions Club pool - examine opportunities for year round use	Not incorporated into the Waterfront concept	Short term	Funding	-HRM Recreation - Aquatic Services -Community Groups	Provide advice; fund raise	Partnership	Not enough use year round	Facility Master Plan	

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Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
I-5 Provide accessible public washroom facilities	None	Short term	Capital funding	-Local Councillor -HRM (Capital Projects) -Private business (willing to open up own facilities or contribute funding towards public washrooms)	Lobby; assist with management; reporting damage or safety issues	Businesses in area provide support and funding for public facilities	Public will use private businesses' washrooms without permission; vandalism	Facility Master Plan; CPTED	
I-6 Commercialize marina facilities	No services for boaters who wish to make the Bedford waterfront a destination (e.g. see Baddeck)	Medium to long term	Public/private partnerships; research into "Floating Neighbourhoods"; best practices study	-Various boating groups -Bedford Yacht Club	Lobby; advisory role as to needs	Local business support	Illegal mooring; pollution; vandalism; continued lack of services		

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Vision Category or Theme: Environment

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done to achieve the vision?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-1 Enforce erosion and sedimentation controls upstream of mouth Sackville River <i>Ensure HRM's Water Quality Monitoring Functional Plan incorporates a 3 year review process (to take into account the [rapid] changes to be expected over the life of the Vision)</i>	Existing controls being enforced HRM to undertake new functional plan 2007/08	Ongoing	Keep the lines of cooperation and communication open between all parties, including clear practices for reporting violations, monitoring and reclamation of violations	- Bedford Watershed Advisory Board - Waterfront Development Corporation - HRM	Continue to support the work of community based, not-for-profit organizations like the Sackville Rivers Association <i>Ensure 3 year reviews of functional plan are carried out</i>	Provide for greater level of awareness in the community about cause/impact of erosion and sedimentation (to fresh and salt water); access to best practice information	Lack of enforcement of existing controls; increased sedimentation at river mouth/basin area	HRM Stormwater Management Functional Plan (2008) HRM Water Quality Monitoring Functional Plan (2007) Watershed Study – Sackville River	

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<i>What needs to be done to achieve the vision?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-2 Protect Moirs Pond	Questionable status on protection; future unknown; community asset at risk	Immediate - Before development occurs	Regulations to prevent/restrict infilling; and regulations to identify and protect as a public view corridor to Bedford Basin (from Bedford Highway/Hammonds Plains Road)	- Bedford Watershed Advisory Board - HRM	Continue lobbying efforts; request Council initiate amendments to regulations to prevent/restrict infilling; actively participate in amendment process to ensure desired outcome	Greater level of awareness in the community about threats to Moirs Pond and opportunity to preserve as public view corridor	Fail to bring about adequate regulations to prevent/restrict infilling; infilling occurs	Recent approval of land use regulations for Halifax North West Arm presents rationale/offers a model/approach HRM Stormwater Management Functional Plan (2008) HRM Water Quality Monitoring Functional Plan (2007)	

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Source: Template modified from City of Kawartha Lakes

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done to achieve the vision?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-3 Ensure the capacity of the Mill Cove sewage treatment plant will accommodate future needs	Plant flows (in/out) monitored to NSDOE specifications	Immediate/Ongoing - Before additional waterfront development takes place	Cost sharing with other levels of government	Halifax Regional Water/ Waste Water Authority	Stay informed about capacity issues; lobby for continuous adherence to appropriate requirements Lobby/ensure development/building permit process requires verification of increased demand on the existing STP, to ensure no overloading of the treatment plant	Information about existing/future capacity needs and any plans to expand, upgrade, modify plant facilities	Development occurs without adequate plant capacity; community not provided with information to maintain level of awareness	Waste Water Management Functional Plan (2008) Infrastructure Charges Implementation Project (2007)	

Describe Action	Current Situation	Time Frame	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What needs to be done to achieve the vision?</i>	<i>What is the situation now?</i>	<i>When do we want it completed? (Immediate = up to 2 years; Short term = up to 5 years; Medium term = 6-12 years; Long term = 13+ years)</i>	<i>What tools/other resources do we need to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-4 Ensure adequate measures are in place to protect waterfront lands from sea level rise, coastal inundation and extreme storm events	Bedford Basin exempt from interim coastal elevation requirements in the Regional Plan	Immediate - Before additional waterfront development takes place	Regulations to protect waterfront lands and development; funding from all levels of government for LIDAR mapping; maps showing elevations, buildings and property lines in relation to highwater mark and watercourses; predictive modeling	- HRM - Waterfront Development Corporation - Province/Feds	Lobby for appropriate requirements; request Council initiate amendments to regulations to require protection of coastal lands/development; actively participate in amendment process to ensure desired outcome	Predictive modeling; other government initiatives/funding for protecting or buffering shores from development	Development occurs without adequate protection; recommendations from modeling are not implemented	LIDAR project (2007-08) Hazards to Development functional plan Harbour plan	
E-5 Ensure adequate measures (and monitoring) remain in place for disposal of pyritic slate (within designated) disposal area	Phase II WDC lands are an approved disposal area	Ongoing	Communication strategy to ensure open lines of communication; maintain WDC focus group (for waterfront lands)	- HRM - Waterfront Development Corporation - Province/Feds	Stay informed about infill project; lobby for continuous adherence to requirements for disposal	Greater availability of information from the WDC; regular updates/reporting to the community	Disposal of unregulated material; public confusion/ misunderstanding about infill project		

VisionHRM Focus on **S.M.A.R.T.** deliverables... **Specific** - what are we striving for? **Measurable** - what by when? **Action** - oriented. **Realistic** - practical. **Tangible** - concrete, not vague.

Source: Template modified from City of Kawartha Lakes

Appendix A: Feedback on Draft Vision and Action Plan for Bedford Waterfront

A. Summary of Major Themes:

18	Design (40%)
11	Residential vs commercial (25%)
9	Out of Scope for Vision (20%)
5	Public consultation (11%)
2	HRM accountability (4%)
45	Total

B. Details:

# of Responses	Feedback	Theme	Reference to Action Strategy
2	Don't want waterfront used for parking	Design	D-1
1	Use waterfront for cross country skiing trails during winter months.	Design	D-1, I-2, I-3
1	Concern over impact on future waterfront development of rising water levels due to global warming.	Design	E-4
1	Ensure sufficient number of trees are planted	Design	D-1, D-2
1	Ensure design guidelines are economically feasible for developers. Allow artistic freedom/creativity in design.	Design	D-1, D-2
1	Ensure appropriate setbacks that don't intimidate public.	Design	D-1, D-2
1	Vision does not promote artistic endeavors: street art or sculptures.	Design	D-1
1	Public washrooms	Design	I-5
1	Limit space on waterfront may be insufficient for skating rink. Use Papermill Lake for skating.	Design	I-1, I-2, I-3
1	Proposed development (including community center) could be too large for site	Design	I-1, D-2
1	Concern over high density development	Design	D-1, D-2
1	Concern over increased traffic on Hammonds Plains Rd and Bedford Hwy going to/from proposed ferry terminal.	Design	T-4, T-5
1	Better address youth facilities in vision. Examples: monitored youth center with skate board park. Put a mountain bike park somewhere.	Design	D-1, I-1, I-3
1	Vision ignores small town atmosphere	Design	D-1, D-2
1	Fear that all people won't be able to use newly created services/businesses on waterfront	Design	D-1
1	Vision should include statement on how traffic flows, connections, transit, how parking is to be handled and cultural requirements.	Design	T-1 to T-6, I-1
1	Pedestrian access to waterfront near the Ultramar gas station	Design	T-1
18	Total re Design		
11	Establishing proper balance between public green space and residential/commercial development	Residential vs Commercial	D-1, D-2, D-3
11	Total re Residential vs Commercial		
3	Concern over gas station at Sobey's	Out of Scope for Vision	Not Applicable
2	Off leash dog park (1 for, 1 against)	Out of Scope for Vision	Not Applicable
1	Vision not specific enough	Out of Scope for Vision	Not Applicable
1	Public right of ways further down Shore Drive excluded from vision. Right of ways being absorbed by adjacent land owners.	Out of Scope for Vision	Not Applicable
1	Move businesses between Sobey's and Cascades Spa to malls and use space for boardwalk to Shore Drive.	Out of Scope for Vision	Not Applicable
1	Stop infilling Bedford Basin & expropriate pre-Confederation water lots to prevent individuals infilling. Danger to boaters at night and in fog.	Out of Scope for Vision	Not Applicable
9	Total re Scope		
4	More notification to residents important before finalizing vision. Perhaps a well advertised public meeting.	Public Consultation	Overall Vision
1	Better communication needed to all Bedford residents on proposed planning/development changes. (more than Chronicle Herald)	Public Consultation	Overall Vision
5	Total re Public Consultation		
1	Will recommendations be seriously considered by HRM?	HRM Accountability	Overall Vision
1	Concern over HRM cherry picking items from the vision statement.	HRM Accountability	Overall Vision
2	Total re HRM Accountability		
45	Total		

VisionHRM Focus on *S.M.A.R.T.* deliverables... *Specific* - what are we striving for? *Measurable* - what by when? *Action* - oriented. *Realistic* - practical. *Tangible* - concrete, not vague.

Source: Template modified from City of Kawartha Lakes

A Vision & Action Plan for Fall River



Fall River Vision and Action Plan

The Fall River Vision and Action Plan was developed through a partnership with Halifax Regional Municipality and the Fall River Community. It represents a vision and ideas that the community has for the future growth and development of the Fall River Centre and the surrounding areas. The Vision was developed by the Community Liaison Group in consultation with residents from the Fall River area. Part I of this document provides the overall vision for the Fall River Centre and the surrounding communities. Part II contains an action plan designed to carry out the vision in partnership with the community, HRM and other levels of government that provide services in the area.

The ideas presented herein are conceptual level ideas which require further assessment for their technical and financial feasibility for implementation. Further community consultation is also required through a future Community Planning Process, to address any land use or zoning changes needed to achieve the long-range vision for Fall River.

Part I - The Vision Fall River Today

Fall River is a quiet and peaceful community, whose residents greatly value the safe, green and small village-like atmosphere that currently exists. With the great community networks that prevail, they want to preserve this uniqueness in the face of change.

Fall River offers a safe place for children to grow up, great schools, lovely neighbourhoods, excellent fire and emergency service and splendid churches! New facilities, including a new recreation centre and a new fire hall, are underway.

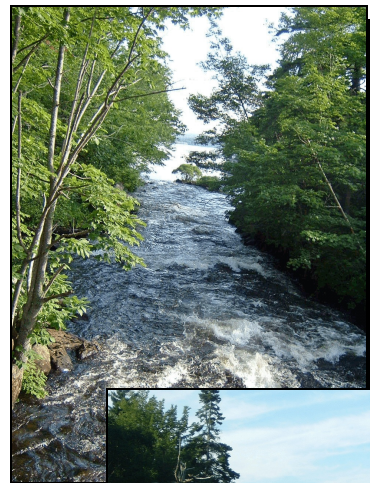
Fall River residents have easy access to Halifax City, Dartmouth, Bedford and Sackville. You can get to a provincial park, to golf and country clubs, to sports centres and to an emergency medical and health centre within a 5-10 minute drive by car. The Stanfield International Airport is just 10 to 15 minutes away. Currently, while there are reasonable amenities within the community, full service centres are attainable within a 10 to 20 minute radius by car.

Residents are friendly, dedicated, and civic-minded. They care about their community's past, present, and future.

Fall River in the Past

Fall River was settled on the banks of Lake Thomas and Fletcher's Lake, which are part of the Shubenacadie Canal System. This canal system, begun in 1826 and completed in 1861, connects Halifax Harbour to the Bay of Fundy. The old stagecoach run, connecting Halifax to Truro, ran along this route.

Fall River was named for the river that runs between Miller Lake and Lake Thomas. Legend has it that its roaring waterfall could be heard for miles. However, the falls were destroyed with the construction of the highway.



Three pictorial books have been written about the history of Fall River. They include information about family businesses, such as sawmills, blacksmiths, a cooper shop, a furniture factory and fur trading that existed in the 1800's. A number of descendants of these families still reside in Fall River and remain

active in its development. The remains of the last blacksmith shop are still standing on the shores of Lake Thomas.

The first black settlers were descendants fleeing from slavery in the United States. The local elementary school was named after descendants of three of these families: the Ashes, the Lees, and the Jeffersons.

Fall River in the Future

The housing in Fall River should fit the village-like character of the community. Houses should remain primarily single-detached units and exclude high-rise apartments. Alternative housing options, such as duplexes, townhouses and low-rise (maximum 3-story) multi-unit dwellings, can allow for senior citizens who have a desire to continue to live in Fall River, as well as for young families who have a need for these alternative types. These housing types would ensure that development remains at a low-to-medium density. Plans for water and sewer systems will be addressed.



Fall River may have a clearly defined commercial district running south of the bridge along Hwy #2 and also in MacPherson Square. This district could be comprised of small businesses to serve the needs of the community. New development, such as storefronts, would be reflective of an atmosphere consistent with the character of a rural village-type community.

Buildings along the main road should be built at a human-scale in keeping with the village atmosphere. The development of green areas on the lake side of Hwy #2 would protect the view of the beautiful lakes and provide safe, walkable areas for people to access future businesses/housing on the other side of the main thoroughfare.

The main entrance to Fall River should be protected from unsightly and/or large businesses and buildings. This thoroughfare, with traffic calming, will be enhanced for pedestrians and cyclists with benches, safer crossings, and plantings. A village square/centre, and places for people to come together such as small cafes, outdoor gathering places, walking trails etc, will allow for participation in social clubs and the organization of community events. There could be excellent social services. For example, a public library, a rink and a swimming pool, medical services and an active police presence.

The green and natural landscape of the community, both public and private, should be preserved and enhanced. Fall River should have multi-purpose fields, bicycle paths, wide shoulders on the road, and multi-purpose trails that promote active life-styles and meet the needs of our youth. People who live in Fall River highly value open space. They will continue to work to preserve public access to the water, as well as acquire public lands to provide new park space opportunities.

An express bus system to link with the cities, and a transit system to link the community, with frequent service, affordable fares and convenient routes, should provide alternatives for the use of private vehicles.

Community Involvement and Identity

The residents of Fall River have a high level of community spirit and volunteerism, and are eager to participate in the decisions that will affect them. While recognizing that not all change is unwelcome, they want to do what is necessary, to protect their community and be active in the decision-making about future development in the community. With the expectation that a regular reporting forum both to and from HRM would continue, they are committed to upholding their community vision.

Part II - Action Plan

The actions listed below are necessary to achieve the Vision. The actions are organized under the main themes which emerged during the visioning process.

A detailed version of this Action Plan is attached as Appendix A. It is also available on-line at www.halifax.ca/visionhrm/fallriver.

Please note that the vision and actions presented in this document are conceptual level ideas that emerged from the community workshops and discussions throughout the Fall River Community Visioning Process. The ideas presented herein have to be assessed for their technical and financial feasibility of implementation through HRM's Community Planning Process and Business Planning, Programming and Budgeting Process.

Seniors Housing

Vision

Residents will be able to remain as interactive members of the community in secure, affordable and acceptable age appropriate housing.

Goal

Accommodate senior-friendly living.

Actions

1. Encourage housing that accommodates graduated levels of assisted living. Levels of assistance would be on a scale from independent living (single, semi- garden suite, clusters) to full nursing care.
2. Keep housing and amenities near each other.
3. Ensure safety and security. Increased use of cameras, intercom systems, security patrols, controlled access and management staff in appropriate locations would make a community safe.
4. Preserve views to the water.

Housing

Vision

Maintain the village atmosphere of Fall River , while providing for a variety of housing types that meet the needs of the residents of Fall River.

Goal #1

Support affordable housing opportunities.

Actions

1. Encourage both mixed and low income options.
2. Allow cluster housing.
3. Consider housing types in locations shown on Map 1 - Potential Sites for Senior Citizen Housing and Other Housing Preferences.
4. Examine opportunities to reduce development costs for proposals

addressing core housing needs (ie: senior's housing).

Goal #2

Control density

Actions

1. Preclude high rise development exceeding three stories.
2. Allow garden suites and accessory apartments.
3. Allow townhouse development. Amend zoning of townhouse clusters to 20-30 units in groups of 6, centre townhouses around common areas on cul-de-sacs.
4. Allow low rise, medium density, multiple unit dwellings in appropriate locations.
5. Do not allow multi-storey mixed-use development on the lakeside, west of Hwy 2 in the commercial district.

Goal #3

Maintain village look and feel

Action

1. Develop design guidelines to control appearance and maintain Fall River's signature look.

Commercial Development

Vision

To foster business growth in the commercial district by improving traffic flow patterns and applying supportive bylaws. To maintain the village atmosphere through development of form and appearance guidelines and by encouraging and highlighting green areas and opportunities.



Goal #1

Foster business growth

Actions

1. Provide infrastructure (e.g. water, sewer [where technically feasible], transit) in the commercial district (Map 2 - Future Commercial Development Vision).
2. Explore demand for convenience stores.
3. Encourage formation of a Fall River Business Association

Goal #2

Maintain village feel

Actions

1. Identify commercial district boundary.
2. Examine financial and technical feasibility of developing centre line boulevard as shown on Map 2.
3. Lower commercial intensity.
4. Explore options to minimize the impact of commercial development on the lakeside of Highway 2.
5. Encourage mixed commercial/residential uses in commercial district (Map 2).
6. Adopt design standards (Map 2).

Infrastructure

Vision

To make improvements to the existing infrastructure in Fall River while preserving the village character of the community.

Goal #1

Improve road systems to ease automobile circulation.

Actions

1. Fix drop off access to Ashlee, Lockview, and G.P. Vanier schools (Immediate) (Map 3 – Transit and Transportation).
2. Alleviate congestion at bridgeⁱ (Map 3) Options include extra lanes, no left turns off bridge, and/or a direct connection between High Rd and Hwy 2.
3. Explore traffic-calming options on Hwy 2 in the commercial district (Maps 2 and 3). Options include lowering the speed limit, and/or creating landscaped centre islands with turning gaps.
4. Request the Nova Scotia Department of Transportation and Public Works to improve 100-series highway connections (Map 3) Including longer Hwy 102 off ramp to SE, fixing the blind turn at Exit 14 on Hwy 118 to Fall River (formerly Exit 5), and explore opportunities for limiting truck traffic shortcutting from Hwy 118 to Hwy 102 and vice versa.

Goal #2

Explore water and sewer options for Fall River

Actions

1. Carry out feasibility and environmental impact studies. Studies should address cost, extent, feasibility, environmental impact, and a timeline for implementation of adding water and tertiary sewer services.
2. Initiate public meeting upon completion of study.

Social Development

Vision

To develop venues and opportunities for residents to participate in community building events.



Goal #1

Improve community services

Actions

1. Explore feasibility of establishing a library.
2. Provide active police presence in Fall River.

Goal #2

Foster community cohesiveness.

Actions

1. Develop community gathering places.
2. Promote inter-generational social activities.

Goal #3

Encourage sense of community through clubs and events.

Actions

1. Organize database for local clubs and create new ones (e.g Theatre Guild).
2. Develop an area for a weekend market.
3. Coordinate use of small meeting halls with the new rec centreⁱ.

Goal #4

Encourage volunteerism in Fall River.

Action

1. Organize annual volunteer recognition/celebration/networking fair.

Goal #5

Carry out Fall River Vision and Action Plan.

Actions

1. Continue consensus-building activities with residents.
2. Continue the Community Liaison Group's work.
3. Exchange ideas with other communities.

Sports and Recreation**Vision**

To expand and develop community recreation venues while preserving existing natural settings.

Goal #1

Implement the Shubenacadie Canal Development Plan

Action

1. Complete the proposed section of Shubenacadie Trail from Fall River to Wellington (Immediate)¹ (Map 4 - Recreation, Active Transportation and Special Places).

Goal #2

Adopt a "15-minute walk to a facility" strategy

Actions

1. Encourage local groups to fundraise for the development of parks, playgrounds and rec facilities
2. Encourage developers to include turn-key parks in their development plans¹
3. Develop a comprehensive recreation master plan

Vision

Develop community recreation venues while preserving existing natural settings.

Goal #1

Develop community trail network.

Actions

1. Identify important local trails (Map 4).
2. Encourage stewardship of community trails.
3. Create guidelines for trail design¹ in accordance with CPTED principles.
4. Identify sites for CPTED audit.
5. Provide amenities and signage along trail.

Goal #2

Develop multi-purpose sports facilities.

Action

1. Determine feasibility of indoor sports facilities (including rinks and pools).

Parks and Public Lands**Vision**

Encourage a higher level of developer investment in public spaces, increase public access to water and retain public land for public use.

**Goal #1**

Preserve public lands.

Actions

1. Establish first right-of-refusal for public lands for community.
2. Identify formal and informal public access to water
3. Organize a 'preservation of public lands' conference

Goal #2

Acquire new public lands.

Actions

1. Develop a village green¹ (Map 2).
2. Ensure public access to water
3. Encourage developers to include turn-key

parks in their development plans.

Active Transportation

Vision

Fall River maintains its village atmosphere while accommodating safe and efficient mobility for its citizens with an active transportation plan.

Goal

Develop an active transportation network.

Actions

1. Develop a multi-purpose, non-motorized trailⁱ (Map 4).
2. Provide a continuous sidewalk along Hwy 2 from Wellington to Waverley (Map 4).
3. Provide a bike lane to Oakfield Park (Map 4).
4. Widen shoulders on roads without sidewalks.

Transit

Vision

Fall River maintains its village atmosphere while accommodating safe and efficient mobility for its citizens within a coordinated transit plan.

Goal #1

Offer residents a way to get around Fall River and to surrounding communities without a car.

Action

1. Develop inter-community transit systemⁱ (Map 3).

Goal #2

Offer commuters an alternative to the automobile.

Actions

1. Develop express bus serviceⁱ(Map 3).
2. Establish park-and-ride venues (Map 2).
3. Encourage multi-modal commuting with bike racks.
4. Explore feasibility of commuter rail from Windsor Junction to Dartmouthⁱⁱ (Map 3).

Village Aesthetics and Signage

Vision

Maintain the small village look and feel of Fall River.

Goal #1

Promote a unique Fall River Village aesthetic.

Actions

1. Protect heritage buildings.
2. Use trees, greenery, and lighting to beautify roadsⁱ.
3. Create design guidelines for signs.

Goal #2

Acquire new public lands.

Actions

4. Develop a village greenⁱ (Map 2).
5. Ensure public access to water
6. Encourage developers to include turn-key parks in their development plans.



How the Vision Was Developed

Fall River is one of the first three communities that took part in HRM's Community Visioning process - a way to engage local residents in a dialogue on what their community should look like, feel like and be like up to 25 years into the future.

Over the period of February 2007 to September 2007 the CLG consulted with the community through community meetings, meeting with stakeholder groups, and businesses, an online forum, articles in the local papers and through a community web page.

The CLG held regular weekly meetings in order to collect information for the vision and action plan which was developed in July 2007 and distributed to the community through the community website and at the Kellogg on August 19, 2007. Post cards were sent to every household letting people know where copies of the Vision and Action Plan were available and encouraging people to make comments by September 2007.

The Vision and Action Plan will now be presented to HRM Regional Council for adoption in Fall 2007.

Once the Vision and Action Plan is approved by Regional Council, these documents will be used in HRM's business planning, community planning and budgeting process.

Successful implementation of the action plan will require the support and participation of the residents of Fall River. A community-based committee will guide the implementation of the Action Plan.

Vision Summary

The vision for Fall River is to create a Commercial Centre that is an attractive and vibrant place that will draw people from the surrounding area for shopping, recreation, entertainment and service. Two destinations are envisioned at opposite ends of the commercial area - the Sobeys/MacPherson Square and Inn on the Lake area - that will act as focal points to draw pedestrians along Highway 2. These areas, and the lands between them, should have a mix of commercial and residential uses with buildings that are close to the street. The buildings should be close to the street and parking should be to the side or the rear or landscaped to break up the monotonous appearance of large front yard parking. Building forms and materials should be compatible with the built form of the area and signage should be controlled to ensure that it is in keeping with the village centre atmosphere envisioned for Fall River. Signage, street furniture and lanterns may also be developed to create a well coordinated and signature appearance for the street. Views to Lake Thomas and access to it should be secured, where possible, for the development of a well connected system of riverfront park and village green. A transit station and park and ride facility should be located near the intersection of Highway 2 and Fall River Road to enable people to access the future community and regional express bus service. A variety of housing types should be permitted in the centre to provide for the needs of all Fall River residents. In particular, a senior citizen housing complex that provides housing for graduated levels of assisted living should be developed in the centre to enable Fall River residents to remain within their community throughout all stages of their life.

Some Useful Definitions...

Character - The combination of qualities or features that distinguishes one person, group, or thing from another.

Compatible - Mutually agreeable; congenial; congruent, harmonious; capable of existing or performing in harmonious, agreeable, or congenial combination; getting along well

together with a degree of similarity or consistency.

Duplexes - a house with two dwelling units that has one unit on each floor.

Low Density - is the development of 4 to 6 dwelling units per gross acre in an area serviced with central sewer and water services. In an area serviced with on-site septic and well, densities are much lower; up to two units per depending on soil conditions and septic system technology.

Low-rise Multi Unit Dwellings - four or more dwelling units on two to three floors sharing common halls and building entrances.

Medium Density - is the development of 7 to 15 units per gross acre in an area serviced with central sewer and water services. In an area serviced with on-site septic and well, densities are much lower; up to two units per depending on soil conditions and septic system technology.

Scale (building) - the size of a building relative to another building or the size of one building's elements relative another building's elements.

Scale (human) - the apparent size of a building relative to a human figure.

Townhouse - is more than two dwelling units arranged in a row, each unit sharing a common wall with its neighbour(s).

The Vision and Action Plan is available online at www.halifax.ca/VisionHRM or by calling 490- 4567. For news of what's happening, how to get involved or if you have ideas to help us along:

- **post your thoughts about the Vision and Action Plan on the VisionHRM online forum:**
<http://eservices.halifax.ca/forum>
- **emailing the CLG at:**
fallriverclg@gmail.com
- **mailing your comments to VisionHRM, 40 Alderney Drive, P.O. Box 1749, Halifax, NS B3J 3A5 or**

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Attachment 2B
Appendix A - Fall River Vision Action Plan (September 24, 2007)... Think S.M.A.R.T!

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #
	<i>What is the situation now?</i>	<i>What needs to be done?</i> <i>When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs</i>	<i>What tools are needed?</i> <i>(Finances, Staff, Information. Etc)</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	

Seniors Housing: vision includes aging in place, security, amenities,	Accommodate senior-friendly living	No complex	<ul style="list-style-type: none">● Encourage housing that accommodates graduated levels of assistance¹● Keep housing and amenities near each other● Ensure safety and security²● Preserve views to the water	<ul style="list-style-type: none">●Zoning bylaws● Regional Plan● MGA	<ul style="list-style-type: none">●HRM●Developers	<ul style="list-style-type: none">● Form a seniors lobby group	<ul style="list-style-type: none">●Invite other senior lobby groups to assist and advise	<ul style="list-style-type: none">● No developer interest● Lack of senior volunteers● Zoning amendment not approved● no sites available		
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Attachment 2B
Appendix A - Fall River Vision Action Plan (September 24, 2007)... Think S.M.A.R.T!

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #
	<i>What is the situation now?</i>	<i>What needs to be done?</i> <i>When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs</i>	<i>What tools are needed?</i> <i>(Finances, Staff, Information. Etc)</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	

Housing: Maintain the village atmosphere of Fall River	Support affordable housing opportunities		<ul style="list-style-type: none">● Encourage both mixed and low income options● Allow cluster housing						
	Control density		<ul style="list-style-type: none">● Preclude high rise development exceeding three stories● Allow garden suites and accessory apartments● Allow townhouse development³● Allow medium density with low rise multiple unit dwellings● Do not allow multi-storey mixed-use development, lakeside, west of Hwy 2 in the commercial district						
	Maintain village look and feel		<ul style="list-style-type: none">● Develop design guidelines to control appearance and maintain Fall River’s signature look						

Attachment 2B
Appendix A - Fall River Vision Action Plan (September 24, 2007)... Think S.M.A.R.T!

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #
	<i>What is the situation now?</i>	<i>What needs to be done?</i> <i>When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs</i>	<i>What tools are needed?</i> <i>(Finances, Staff, Information. Etc)</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	

Commercial Development - To foster business growth in the commercial district by improving traffic flow patterns and applying supportive bylaws. To maintain the village atmosphere through development of form and appearance guidelines and by encouraging and highlighting green areas and opportunities	Foster business growth		<ul style="list-style-type: none">● Provide infrastructure (water, sewer, transit) in the commercial district● Explore demand for convenience stores● Encourage formation of a Fall River Business Association.							
	Maintain village feel		<ul style="list-style-type: none">● Identify commercial district boundary (see map)● Lower commercial intensity● Explore options to minimize the impact of commercial development on the lakeside of Highway 2.● Encourage mixed commercial/residential uses in commercial district							

Attachment 2B
Appendix A - Fall River Vision Action Plan (September 24, 2007)... Think S.M.A.R.T!

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Infrastructure: to make improvements to	Explore water and sewer options for Fall River		<ul style="list-style-type: none">● Carry out feasibility and environmental impact studies⁴● Initiate public meeting upon completion of study		<ul style="list-style-type: none">● CLG					
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	Improve road systems to ease automobile circulation		<ul style="list-style-type: none">● Fix drop off access to Ashlee, Lockview, and G.P. Vanier schools (<i>Immediate</i>)● Alleviate congestion at bridge⁵● Explore traffic-calming options on Hwy 2 in the commercial district (see map)⁶● Request NS Dept of Transportation to improve 100-series highway connections⁷		NSDTPW					
Social Development: To	Improve community services		<ul style="list-style-type: none">● Explore feasibility of establishing a library● Encourage more medical services● Provide active police presence in Fall River							

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	Foster community cohesiveness		<ul style="list-style-type: none">• Develop community gathering places• Promote intergenerational social activities							
	Encourage sense of community through clubs and events		<ul style="list-style-type: none">• Organize database for local clubs and create new ones (i.e. Theatre Guild)• Develop an area for a weekend market• Coordinate use of small meeting halls with the new rec centre⁸							

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	Encourage volunteerism in Fall River		<ul style="list-style-type: none">• Organize annual volunteer appreciation fair• Coordinate fundraising for community development							
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Social Development: To develop venues and opportunities for residents to participate in community	Carry out Fall River Vision and Action Plan		<ul style="list-style-type: none">• Continue consensus-building activities with residents• Continue the Community Liaison Group’s work• Exchange ideas with other communities							

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Sports and Recreation: to expand and develop community recreation venues while preserving existing natural settings	Implement the Shubenacadie Canal Development Plan		● Complete the proposed section of Shubenacadie Trail from Fall River to Wellington <i>(Immediate)</i> ⁹						
	Adopt a “15-minute walk to a facility” strategy		●Encourage local groups to fundraise for the development of parks, playgrounds and rec facilities ● Initiate parks and facilities development plan ● Encourage developers to include turnkey parks in their development plans ¹⁰					Open Space Functional Plan (will tell HRM whether land or money is needed in the community) Also in the parks and public lands action statements	

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Sports and Recreation: to expand and develop community recreation venues while preserving existing natural settings	Develop community trail network		<ul style="list-style-type: none">●Identify important local trails (see map)● Encourage stewardship of community trails● Create guidelines for trail design¹¹●Identify sites for CPTED audit● Provide amenities and signage along trail¹²		<ul style="list-style-type: none">● Fall River trail group (Susan Hawkins?)● Local police					
	Develop multi-purpose sports facilities		<ul style="list-style-type: none">● Develop 20-yr plan for sports fields● Determine feasibility of indoor sports facilities (including rinks and pools)¹³							

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Parks and Public Lands Vision statement needed!!!	Preserve public lands		<ul style="list-style-type: none">● Establish first right-of-refusal for public lands for community● Identify formal and informal public access to water● Organize a ‘preservation of public lands’ conference		<ul style="list-style-type: none">● HRM and Province					
	Acquire new public lands		<ul style="list-style-type: none">● Develop a village green¹⁴● Ensure public access to water							
	Provide parkspace opportunities		<ul style="list-style-type: none">● Initiate parks and facilities development plan● Encourage developers to include turnkey parks in their development plans¹⁵						Also in sports and recreation 15-minute walk to facility goal)	

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Active Transportation: Fall River maintains its village atmosphere while accommodating safe and efficient mobility for its citizens with an active transportation plan.

Develop an active transportation network

- Develop a multi-purpose, non-motorized trail¹⁶
- Provide a continuous sidewalk along Hwy 2 from Wellington to Waverley (see map)
- Provide a bike lane to Oakfield Park (see map)
- Widen shoulders on roads without sidewalks

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Transit: Fall River maintains its village	Offer residents a way to get around Fall River and to surrounding communities without a car		● Develop inter-community transit system ¹⁷						
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	Offer commuters an alternative to the automobile		<ul style="list-style-type: none">● Develop express bus service¹⁸● Establish park-and-ride venues (see commercial development map)● Encourage multi-modal commuting with bike racks● Explore feasibility of commuter rail from Windsor Jct to Dartmouth¹⁹						
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Village Aesthetics and Signage: Vision here	Promote a unique Fall River Village aesthetic		<ul style="list-style-type: none">●Protect heritage buildings● Use trees, greenery, and lighting to beautify roads²⁰●Create design guidelines for signs²¹							
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Endnotes

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- ¹ Levels of assistance would be on a scale from independent living (single, semi-, garden suite, clusters) to full nursing care.
- ² The majority of respondents at the Senior’s Klatch said increased use of cameras, intercom systems, security patrols, controlled access and management staff in appropriate locations would make a community safe.
- ³ Amend zoning of townhouse clusters to 20-30 units in groups of 6, centre townhouses around common areas on cul-de-sacs.
- ⁴ Studies should address cost, extent, feasibility, environmental impact, and a timeline for implementation of adding water and tertiary sewer services.
- ⁵ Options include extra lanes, no left turns off bridge, and/or a direct connection between High Rd and Hwy 2.
- ⁶ Options include lowering the speed limit, and/or creating landscaped centre islands with turning gaps.
- ⁷ Including longer Hwy 102 off ramp to SE, fixing the blind turn at Exit 14 on Hwy 118 to Fall River (formerly Exit 5), and limiting truck traffic shortcutting from Hwy 118 to Hwy 102 and vice versa.
- ⁸ Protect HRM ownership of Fire Hall and current Rec Centre for all residents or youth of Fall River. This means do not use for private social groups such as fraternity halls, churches, etc.
- ⁹ Construct a walkway under Highway 102 at Lake Thomas Bridge (that connects Lake Thomas S. to Lake Thomas N) to connect the local sections of the proposed Shubenacadie Trail.
- ¹⁰ For example, reallocate percentage of parkland dedication requirement in exchange for turnkey park.
- ¹¹ Guidelines should consider proper width and grade, and CPTED (Crime Prevention through Environmental Design) principles.
- ¹² Includes benches and drinking fountains at frequent intervals. Provide frequent and clear signage for amenities, way-finding, points of interest, distance markers, and “you are here” signs.
- ¹³ Study should address usage rates at HRM facilities, capital and maintenance costs, impact of currently planned new facilities. Publish findings and release to the community.
- ¹⁴ Research PID # s for lakefront property and lot on NW corner of Hwy 2 and Fall River Rd intersection. See maps.
- ¹⁵ For example, reduce percentage of parkland dedication requirement in exchange for turnkey park.
- ¹⁶ Trail should loop from Fall River, Windsor Jct, Waverley and back again and should encompass existing roads and proposed trails. See Active Transportation and Special Places map.
- ¹⁷ Keep fares comparable and transferable to MetroTransit. Schedule buses to run frequently including evenings and weekends. Coordinate with MetroLink service See Transit maps.
- ¹⁸ Schedule buses to run frequently during peak hours, hourly otherwise. Keep fares comparable to MetroLink.
- ¹⁹ Study should determine use of Diesel Multiple Units, obtain track use permission from CN, determine fares, stops and the potential for doubling trackage. See map.
- ²⁰ Develop tree lined boulevard along Hwy 2.
- ²¹ Guidelines should dictate appearance, size, and construction.

ATTACHMENT 3A - MUSQUODOBOIT HARBOUR VISION



BACKGROUND -THE CANVAS

Musquodoboit Harbour is a small community located within the largest municipality in Atlantic Canada. However, this amalgamation of Halifax Regional Municipality is quite recent (1996) and a feeling of independence is still present. This rural area, where many residents commute to the city for work and other purposes, is also far enough from the main urban area that some people make their living locally. Musquodoboit Harbour is strategically situated on the Eastern Shore at the junction of two important rural highways, enabling it to attract people not only from further along the shore, but also from the Musquodoboit Valley. Proximity to a highway leading directly to the Halifax metropolitan area is yet another one of the strategic advantages which make Musquodoboit Harbour attractive to a diversity of businesses, institutions and recreational facilities accessible to a number of communities.

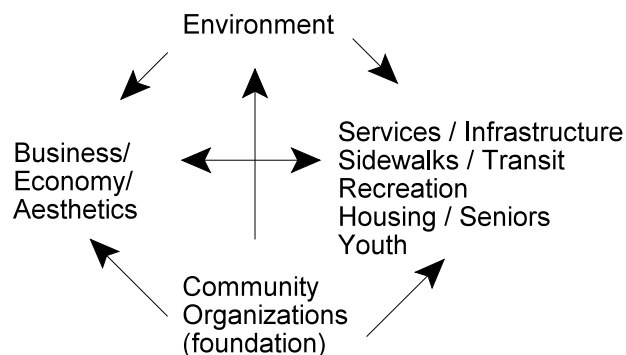
The local community would like to see a variety of services and facilities develop further. This is supported by recognition of Musquodoboit Harbour as a Rural Commuter District Centre in the Regional Plan. Strategic investment then would support a compact mix of residential and commercial development while emphasizing the community's character as a village.

The visioning process has given the community the opportunity to reflect and envision a bright future in a meaningful way. Looking forward, confidence is based on positive action and open communication between community-based liaison groups and the HRM.



One of the key lessons of this process is the interconnectedness of the goals that came out in the consultation process. Many themes could be grouped under larger headings, but at the same time we don't want to lose sight of how important they are. Two processes were done to assess priorities; one was during the first public meeting, and the other was a community-wide survey started during the second public meeting and sent to over 3000 homes to ensure everyone in the area had a chance to participate. There was some shift between the two but in the end we realized what is really going to matter most is who steps up to the plate to make sure things get

done. It is this voluntary oversight that will be most critical in ensuring implementation of the vision.



As one sees from the web map of these key themes, Business and the Economy are in many ways interdependent with Services and Infrastructure. One needs the other and vice-versa. And the Environment is a key component of both. People are attracted to this community because of the natural environment, and the environment provides for many key service opportunities such as recreation (ie. Musquodoboit Harbour Rail Trail, Martinique Beach and swimming and sailing in Petpeswick inlet). Not to be forgotten, though it was ranked low on the list probably because it is more a means to the other ends, Community Organization is the foundation on which everything else is based.

Moving forward, the key component to this process is ensuring things do get done. Everyone wants to know what's going to be different this time – we've been through this before and nothing happens. In answer to that we need a steady stream of communication from signs that proclaim when something has been achieved as a result of the new community vision, to an on-going discussion / update forum on the web where anyone can tap in anytime to see what the status of an idea is (and provide ideas themselves to help move things along), to an at least once a year newsletter providing updates so even those who are not computer savvy can stay abreast of the latest info.



(An artist's rendering of a potential village core concept)

VISION STATEMENT - THE PAINTING

Musquodoboit Harbour is a self-contained, self sufficient and sustainable community where most of residents daily needs can be met. Its population growth is such that it is capable of sustaining small business infrastructure, restaurants, social programs, education, medical, police and postal services, tourism, arts, culture, and vibrant voluntary organizations – but its development also stays true to the nature of a 'village'.

Musquodoboit Harbour protects and capitalizes on its natural assets by protecting its coastline and water resources, while developing a range of opportunities for outdoor recreation and eco-tourism.

Musquodoboit Harbour is a walkable centre that acts as a hub of services that meets the needs of a welcoming, inclusive, self-renewing, multi-generational community where children, youth, seniors and families feel safe, appreciated and have opportunities to be part of the community.

As a Rural Commuter District Centre in the Regional Plan Musquodoboit Harbour maintains its connection to the Regional Centre and other communities through a commuter and community transit system and excellent road connections.

Development in Musquodoboit Harbour builds on its seascape and rural village charm, its natural and built heritage through architectural guidelines that promote compact, small business development and a range of housing options that supports aging in place, and is clustered to support preservation of maximum open space.

Musquodoboit Harbour is a healthy community with sidewalks, trails, excellent sports facilities catered to youth and adult sport, offering year-round athletic options and providing a positive focus for the region's youth.

ACTION PLAN -THE BRUSHSTROKES

The goals listed below are necessary to achieve the Vision. They are organized under the main themes which emerged during the visioning process.

More detail about the action plan is found in the appendices or at www.halifax.ca/visionhrm/musquodoboitharbour

A Priorities Survey was mailed out so everyone in the community could have a chance to participate. This survey asked local residents to prioritize the main themes that emerged from the first public workshop. Of course, the implementation of these projects will depend also on resources available in the community and within HRM.



BUSINESS / ECONOMY ranked first in this mail out survey with an emphasis on small-scale, local enterprises and businesses serving local residents and surrounding communities.

- Maintain and enhance basic services for local residences and the district beyond village core to support a self-sufficient community with a strong commercial core

- Encourage tourism through a greater range of events, attractions and accommodations
- Fully develop the potential of the industrial park to support local businesses
- Develop incentives to develop locally owned and invested small businesses at the community level and at an appropriate scale
- Encourage commercial and residential development that pays for itself and contributes to the community
- Long term growth which sustains a community we value ie. water access, friendly neighbourhoods

PUBLIC TRANSIT & SIDEWALKS ranked second, recognizing a need for convenient connections to the metro area, crosswalks and safe sidewalks, especially for children and seniors.

- Provide an express commuter transit service from Musquodoboit Harbour to Dartmouth/Halifax along with supporting infrastructure (e.g. parking) and community transit to other Eastern Shore communities
- Develop sidewalks in the village core to support walkability, health and transit use

COMMUNITY SERVICES ranked third, including a need for more doctors, larger medical facilities, longer library hours and child care.

- Expand high speed internet to more areas
- Maintain, promote and expand health, emergency, library and postal services in Musquodoboit Harbour

RECREATION for all ages ranked fourth, with calls for an indoor swimming pool, a new hockey or curling rink, a larger community/fitness centre, trails and beach access.

- Maintain, expand and improve the existing Recreation Centre including facilities such as a second ice surface, a women's change room, a fitness/wellness centre, a community indoor pool
- Improve and fully realize opportunities for outdoor recreation for all ages in particular the following areas: Rink Property to be a real meeting place for all ages, School field to expand its use, Trails - to develop trail connections
- Develop opportunities for waterfront recreation for all ages, eg. Boat launch, life guards, swimming lessons, public access to Musquodoboit River
- Develop opportunities for community cultural entertainment and recreation
- Preserve and expand public access to common open spaces



ENVIRONMENT ranked fifth, with interest in a green community, green energy, trash or hurricane cleanup and concern about clear cutting.

- Develop environmental principles for the development of Musquodoboit

Harbour as a "green community", eg. forestry practices, water quality, waterfront development, alternative energy sources and transportation, street lights, and eco-tourism

- Expand and protect a connected network of open spaces
- Enforce and strengthen current regulations to protect the quality of water, soil and air
- Control development adjacent to Martinique beach
- Designate particular areas for ski-jet and ATV uses

HOUSING / SENIORS DEVELOPMENT ranked seventh, including accommodation for seniors and a need for compact or innovative housing options. Increasing the number of residents without creating sprawl would enhance other higher-ranked opportunities while helping protect the environment.

- Provide a greater range of affordable housing options close to services and amenities, including apartments and condos and integrated into the community
- Provide opportunities for aging in place, including seniors housing, assisted living and co-housing options and small options homes integrated in the community

INFRASTRUCTURE ranked sixth, with calls for improved or extended roads, high speed internet and piped water to major facilities. Piped water and sewer could also be a catalyst for other topic areas which received higher priority.

- Explore options for the provision of water and sewer in the Musquodoboit Harbour village core to protect the environment and stimulate local economic development

- Improve the quality and connection of local roads



YOUTH ranked eighth, with calls for space, activities and facilities for children and teenagers. Youth issues will also be addressed through many of the other topic areas which received higher priority.

- Maintain education opportunities
- Develop sports facilities
- Develop a youth centre with youth-centred activities
- Involve and retain youth

LOOKS / AESTHETICS was ranked ninth, with most comments concerning signage. To the extent that new housing options and economic growth are seen as important, the retention of a village scale will need to be considered.

- Plant a diversity of street trees in Musquodoboit Harbour
- Encourage and develop clear, consistent, concise, complementary and attractive signage for MH (including directions)

- Develop a town square with green space in village core
- Maintain human scale, mixed and attractive development
- Street lights: Have lights that shine downwards, special lighting for main street area, bury electrical cables
- Protect heritage/ cultural buildings and landscapes

COMMUNITY ORGANIZATIONS ranked last, but will be a critical means in ensuring the successful implementation of all other priorities.

CONSULTATION METHOD

First Public Meeting

On April 14th a public meeting was held with over 150 people attending at the Eastern Shore District High School. A flyer was sent out to 3054 households to let everyone know about the meeting, as well as ads and posters. There was also a youth event held concurrently. The purpose of the meeting was to find out what residents would like to see in their community and begin to set priorities.

Focus groups

Eleven local groups were also consulted directly on their ideas for the community.

- Volunteer Firefighters
- Eastern Shore District High School students
- Harbour Lights Seniors Club
- Petpeswick Yacht Club
- Lions Club
- Musquodoboit Trailways Association
- Twin Oaks Board
- Eastern Shore Community Centre
- Eastern Shore Ground Search & Rescue
- Eastern Shore Family Resource Association
- Farmers Market group

Second Public Meeting

On June 2nd, 2007 another public meeting was held at the Eastern Shore District High School and over 30 people attended. A flyer was sent out again. The objectives of the 2nd meeting were:

- to enable the community to share info with each other about what was already underway in community towards goals (Ideas Fair)
- to review the results of consultation to date, and some preliminary action planning
- to clarify any goals that needed more information and further develop action plans
- to determine how the community would like to monitor progress to ensure things do happen



Web Forum

Information and several key questions to prompt discussion were also posted on HRM's website and people were encouraged that if they couldn't make a meeting, then they could still have input online. This is still the case. Meeting dates, interim results of meetings and any reports are also posted online for easy access. The website is included in all promotional material.

Eastern Shore Summer Fair Days

This event was an opportunity for the Community Liaison Group to distribute the first draft of the Vision and Action Plan along with Vision Musquodoboit Harbour frisbees.

Priorities Survey

A questionnaire from the Second Public Forum and the Fair Days was also mailed to all local households during the summer. The survey asked residents to prioritize major themes, and 130 responses were received.

Musquodoboit Harbour is one of the first three communities taking part in HRM's Community Visioning process - a way to engage local residents in a dialogue on what their community should look like, feel like and be like up to 25 years into the future.

The Musquodoboit Harbour CLG is presenting the final Vision and Action Plan to HRM Regional Council in October 2007.

Once the Vision and Action Plan is approved by Regional Council, these documents will be used in HRM's business planning, community planning and budgeting process.

Successful implementation of the action plan will require the support and participation of the residents of Musquodoboit Harbour and surrounding communities.

For news of what's happening, how to get involved or if you have ideas to help us along:

- **VisionHRM online forum:**
<http://eservices.halifax.ca/forum>
- **email the CLG at:**
visionhrm@halifax.ca
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ATTACHMENT 3B

MUSQUODOBOIT HARBOUR ACTION PLAN - GOALS, STEPPING STONES, CHALLENGES AND RESOURCES

Action Plan Priority: BUSINESS/ECONOMY

Musquodoboit Harbour is a **self-contained, self-sufficient and sustainable** community where most of residents' daily needs can be met. Musquodoboit Harbour is a village with a **population growth** capable of sustaining small business infrastructure, restaurants, social programs, education, medical, police and postal services, tourism, arts, culture, and vibrant voluntary organizations.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-1 Maintain and enhance basic services for local residences and the district beyond the village core to support a self-sufficient community with a strong commercial core.	Two convenience stores Limited choices No fresh food No general retail Two all-season restaurants Family owned, locally owned community based businesses	Designate land and supporting policy and zoning for a strong commercial core, including a grocery store, farmers market, country shops, a range of restaurants and cafes Seek out / attract vendors Contact business associations Impose restrictions on scale, design	Overall development plan Community market survey Incentives to attract specific types of business Report Card Criteria for desirable businesses	ACOA Greater Halifax Partner ship HRM Regional & Community Planning Ratepayers & Residents Assn. Bluewater Local interest groups	Sponsor co-events Form Group Shop locally Maintain existing service of local commercial business association Become a village Create a local business association	Population growth Seniors housing development Farmers Market initiative Independent community investment fund HRM Secondary Plan Review Piped water Central sewer	Economy goes into recession Population decrease Lose existing services Hwy. 107 bypass diverts potential customers elsewhere		Community Services Infrastructure

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<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-2 Encourage tourism through a greater range of events, attractions and accommodations.	Seaside tourism Three kayak groups Trails Railway museum Information signs Parking a problem High traffic and speed through core Limited overnight accommodation	Designate land and provide supportive policy and zoning for the development of restaurants, a convention centre, a campground and tourist accommodations Provide transit service to Martinique beach on weekends Develop bike lanes in the village core and a bike trail to Martinique Beach Enforce speed limits	More promotion HRM Secondary Plan Review Rural transit funding/cost sharing formula Implementation of the Active Transportation Plan More RCMP resources for traffic law enforcement	NS Dept. Of Tourism Tourism Industry Association of Nova Scotia Local Tourism Association Ratepayers & Residents Assn. HRM Community Developers RCMP Trails Assn.	Develop consensus on branding, prioritize investments and devise local programming Employ local youth Volunteer Develop a business case for weekend transit service to Martinique Beach Advocate more funding for traffic law enforcement Implement a Pace Car program to reduce speeding Lobby	HRM Cultural Plan Government youth employment subsidies Rural Transit study community transit “cookbook” More federal funding for RCMP traffic law enforcement	Environmental degradation Overcrowding at the beaches		Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-3 Fully develop the potential of the industrial park to support local businesses	50% full Strategically located at end of Hwy. 107 No railway connection	Develop a strategy for the business park	Status of the park and its potential	ACOA and Province Greater Halifax Partnership Private sector Bluewater NS Community College	Identify niche markets for light industry or warehousing	HRM Business Park Functional Plan	Park could attract retail which might otherwise have located in the village core	No	None
E-4 Develop incentives to develop locally owned and invested small businesses at the community level and at an appropriate scale	Successful family businesses already exist Village core has many gaps and vacant lots	Develop local entrepreneurial skills & business ideas Attract entrepreneurs from outside the community and region Control size and design to fit community Encourage youth entrepreneurship	Best practices Case studies Business plan advice Local entrepreneurial training program Development guidelines Youth entrepreneurship and apprenticeship programs	HRM Community Developers and planners Youth business development organizations (eg, Junior Achievers, Open for Business) See also E-3 above	Lobby governments and encourage others to invest in and patronize local business Develop consensus on which kinds of businesses to attract	Local population growth	Any failure in new business ventures may negatively affect the image of the community as a place to invest.	No	Village Aesthetics Youth

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E-5 Encourage commercial and residential development that pays for itself and contributes to the community.	New businesses and more housing choices are needed but must be compatible with the desired village character and not impose unjustified costs on existing residents.	<p>Use all tools available.</p> <p>Introduce Form-Based Zoning</p> <p>Provide input to HRM Tax Reform Committee</p> <p>Promote local development opportunities that would serve the community and surrounding district.</p>	<p>Secondary Planning Strategy and Land Use Bylaw review</p> <p>Determination of feasibility and cost of piped sewer and/or water</p> <p>Information about options for tax reform, local improvement financing and developer charges</p> <p>Information about commercial viability thresholds, potential investors/developers and available lands</p>	<p>HRM Regional Council</p> <p>HRM Regional & Community Planning</p> <p>HRM Tax Reform Committee</p> <p>Ratepayers & Residents Assn.</p> <p>Greater Halifax Partnership (GHP)</p> <p>NS Homebuilders Assn.</p> <p>Local business assn.</p> <p>Local Credit Union</p>	<p>Input to HRM Tax Reform Committee</p> <p>Request HRM for a Secondary Plan Review</p> <p>Develop a Memorandum of Understanding between Ratepayers & Residents Assn. & HRM for a Vision Implementation Committee and Plan Review Advisory Committee</p> <p>Develop consensus on appropriate development types</p>	<p>Early commitment by HRM to undertake a Secondary Plan Review</p> <p>More information about Form-Based Zoning, tax and development charging options, commercial thresholds and available lands</p> <p>Follow-up study on feasibility and cost of piped sewer/water</p>	<p>Delay in commencing Secondary Plan Review</p> <p>Reluctance to try new approaches to zoning</p> <p>Excessive local taxation for improvements that also serve regional planning goals</p> <p>Piped servicing costs deter developers</p> <p>GHP has difficulty expanding its focus beyond urban core</p>	<p>Watershed Study follow-up analysis</p> <p>Secondary Plan Review</p> <p>HRM Tax Reform Committee consultation</p>	Housing Infrastructure

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
E-6 Long term growth which sustains a community we value ie. Water access, friendly neighbourhoods.	<p>Commuter-oriented subdivision has been spreading eastward, exemplified by Lake Echo and Porters Lake, which differ from the rural village character valued by Musquodoboit Harbour residents.</p> <p>The HRM Regional Plan recognizes that growth is coming and aims to focus it through compact development, transportation choices and potential for piped services.</p>	<p>Encourage wider community to discuss, fine-tune and endorse draft Vision by September 2007.</p> <p>Provide volunteers to oversee implementation of Vision through partnership between HRM and Ratepayers & Residents Assn.</p> <p>Support and attend meetings and workshops when the Secondary Plan Review begins.</p>	<p>Widespread dissemination of the draft Vision</p> <p>Community buy-in to the process for completing and implementing the Vision</p> <p>HRM commitment to a timely Secondary Plan Review and strategic infrastructure and services, with fair funding/taxation formulas</p> <p>Compatible provincial investment priorities</p>	<p>CLG members</p> <p>Ratepayers & Residents Assn.</p> <p>HRM Community Development staff</p> <p>HRM Regional Council</p> <p>Province</p>	<p>Finalize and endorse the Vision</p> <p>Support Ratepayers & Residents Assn. to work with HRM to implement the vision</p> <p>Support Secondary Plan review</p> <p>Lobby Province to align its investment priorities with the Community Vision</p>	<p>Inclusive, representative and energetic partnership between Ratepayers & Residents Assn. and HRM</p> <p>Widespread advocacy from a diversity of community groups with a consistent message in support of the Vision</p> <p>Full community engagement in Plan Review</p>	<p>Perception that Vision Implementation Committee is not sufficiently inclusive, representative or open to input</p> <p>Perception that Vision Implementation Committee is too closely aligned to any one interest or agency</p> <p>Provincial investments work against priorities set forth in Vision</p>	<p>Watershed Study follow-up analysis</p> <p>Secondary Plan Review</p> <p>HRM Rural Express Transit study</p>	All categories

ACTION PLAN PRIORITY: PUBLIC TRANSIT & SIDEWALKS - As a Rural Commuter District Centre Musquodoboit Harbour maintains its connection to the Regional Centre and other communities through a commuter and community transit system and excellent road connections. Musquodoboit Hbr. Is a walkable centre that acts as a hub of services that meets the needs of a welcoming, inclusive, self-renewing, multi-generational community.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
PRS-1 Provide an express commuter transit service from Musquodoboit Harbour to Dartmouth/Halifax along with supporting infrastructure (e.g. parking) and community transit to other Eastern Shore communities	<p>No service of any kind east of Porters Lake and West Chezzetcook</p> <p>HRM interest in commuter express service potential as far east as Musquodoboit</p> <p>Lack of provincial funding for transit</p>	<p>Maintain awareness with HRM, that the community wants and will use service.</p> <p>Advise HRM on preferred sites for stops/terminal in village core and for park-and-ride</p> <p>Indicate potential locations and characteristics for transit oriented development</p> <p>Recommend trail and sidewalk connections to terminal</p> <p>Determine model for transit east of Musq. Hbr.</p>	<p>Persistence</p> <p>Acceptable cost allocation formula</p> <p>Support from communities east of Musquodoboit Harbour for community transit further along Eastern Shore</p> <p>Funding for service east of Musquodoboit Harbour</p>	<p>HRM Metro Transit</p> <p>Province (eg, Community Transportation Assistance Program, Conserve NS)</p> <p>Private enterprise</p> <p>Non-Governmental Organizations (eg, Ecology Action Centre TRAX program, Transport 2000 Atlantic)</p>	<p>Voice support for service</p> <p>Use service once it starts</p> <p>Accept enough population and density to make service feasible</p> <p>Promote the service</p> <p>Identify funding, operating & partners for transit east of Musq. Hbr.</p> <p>Build business case for Eastern Shore transit</p> <p>Provide input to HRM Tax Reform Committee</p>	<p>Allocation of land for terminal and park-and-ride lot</p> <p>FCM Green Municipal Fund</p> <p>CTAP subsidy for service east of Musq. Hbr.</p> <p>TRAX Green Mobility Strategy & Capital Grants Program</p> <p>Transport 2000 Sustainable Mobility Research & Outreach Project</p>	<p>Other Centres receive higher priority than Eastern Shore/ Musq. Hbr.</p> <p>No funding for transit east of Musquodoboit Hbr.</p> <p>Fares too high to attract sufficient ridership</p> <p>Commuter express service omits village core</p> <p>Insufficient population growth or density</p> <p>Lack of promotion</p>	<p>HRM - Rural Transit & Park-and-Ride Study</p>	<p>Housing</p> <p>Economy</p> <p>Village Aesthetics</p> <p>Environment</p> <p>Youth</p>

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
PRS-2 Develop sidewalks in the village core to support walkability, health and transit use.	None	<p>Determine priority locations for sidewalks, e.g. at the cross roads; on highway 7 from the Hospital to the Medical Centre; from Highway 7 up on Hwy 357 to the Recreation Centre.</p> <p>Determine strategic crosswalk locations</p> <p>Request crosswalks from NSDOTPW</p>	<p>Information on best practices</p> <p>NSDOTPW approval</p> <p>Funding</p> <p>Volunteers</p> <p>Appropriate timing and design to allow for possible piped sewer and water services and street trees</p>	<p>HRM Transportation & Public Works</p> <p>NSDOTPW</p> <p>High School</p> <p>Hospital</p> <p>Nursing home</p>	<p>Develop consensus on priority locations</p> <p>Indicate interest and supporting reasons to HRM and Province</p> <p>Ask to provide input to HRM Roads & Streets Functional Plan</p> <p>Provide input to HRM Tax Reform Committee</p>	<p>Provincial funding</p> <p>HRM Active Transportation Plan</p> <p>Implementation of the Rural Express Transit and Park & Ride Study</p> <p>Context-Sensitive Street Standards</p> <p>Paid lobbyist to obtain funding</p>	<p>NSDOTPW might not approve sidewalks/ crosswalks</p> <p>Financing through frontage charges penalizes abutters even though need is generated by external car traffic</p> <p>Delays pending Hwy. 7/357/E. Petpeswick Rd. intersection realignment, piped services or street trees</p> <p>Sidewalk location conflicts with future piped services or street trees</p>	<p>Allow for future piped services, trees & Hwy 7/357/E. Petpeswick Rd. intersection realignment, but should not be delayed by these projects.</p>	<p>Economy</p> <p>Village Aesthetics</p> <p>Environment</p> <p>Youth</p>

ACTION PLAN PRIORITY: COMMUNITY SERVICES - Musquodoboit Harbour is a self-contained, self sufficient and sustainable community where most of residents daily needs can be met. Its population growth is capable of sustaining small business infrastructure, restaurants, social programs, education, medical, police and postal services, tourism, arts, culture, and vibrant voluntary organizations. Musquodoboit Hbr. Is a walkable centre that acts as a hub of services that meets the needs of a welcoming, inclusive, self-renewing, multi-generational community.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project/ initiative?</i>	
CS-1 Expand high speed internet to more areas	High-speed internet is being made available in rural areas through partnerships with the Province	Ensure that the Eastern Shore and Musquodoboit Valley is high on the priority list	Information on existing coverage, planned phasing and priorities	Province HRM Community Developers Greater Halifax Partnership Private-sector internet provider Eastern Shore businesses Media	Advocate the importance of giving priority to the Eastern Shore and Musquodoboit Valley	HRM Public Utilities Functional Plan Media coverage Success stories linking growth with high-speed internet access	Media might emphasize current drawbacks, rather than future potential of Eastern Shore and Musquodoboit Valley	Rural high-speed internet implementation program (Province)	Economy Youth

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependence	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project/ initiative?</i>	
CS-2 Maintain, promote and expand health, emergency, library and postal services in Musquodoboit Harbour.	<p>The community medical services is over loaded</p> <p>Limited number of beds</p> <p>Growing seniors population</p> <p>No Assisted living available for seniors, disabled, etc.</p> <p>No 24-7 RCMP Service</p> <p>Library is open only 22 hours/week</p>	<p>Advocate importance of local hospital and community medical services</p> <p>Recruit doctors to the community</p> <p>Advocate the importance of local RCMP, Voluntary Fire Department, and postal services</p> <p>Expand the number of beds at the Birches</p> <p>Advocate more library space and operating hours</p>	<p>Health services, manpower and facilities</p> <p>More money from funding organizations</p> <p>Advocacy: need more people to say that it is a priority</p> <p>Establish that more people would use library if open more</p>	<p>Capital Health Authority</p> <p>Community Health Board</p> <p>Advocacy Groups</p> <p>Auxiliary Groups</p> <p>Ratepayers & Residents Assn.</p> <p>Lobbyist</p> <p>Private donors</p>	<p>Advocate</p> <p>Communicate to MLA's, councillors</p> <p>Provide input into any consultation for Capital Health and Regional Library strategic planning</p> <p>Fundraising</p> <p>Welcome wagon to raise awareness and encourage use of existing services by newcomers</p> <p>Volunteer</p>	<p>Inclusion in strategic planning and consultation for Capital Health, HRM Fire Services, RCMP, Canada Post and/or Regional Library</p>	<p>Insufficient local population growth might be used to justify closure of local facilities or services.</p>	<p>Capital Health strategic planning</p> <p>Library Strategy</p>	Economy

Action Plan Priority: RECREATION - Musquodoboit Harbour is a healthy community with sidewalks, trails, excellent sports facilities catering to youth and adult sport, offering year-round athletic options and providing a positive focus for the region's youth. Musquodoboit Harbour protects and capitalizes on its natural assets by protecting its coastline and water resources, while developing a range of opportunities for outdoor recreation and eco-tourism.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Timing	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
R-1 Maintain, expand and improve the existing Recreation Centre including facilities such as a second ice surface, a women's change room, a fitness/wellness centre and a community indoor pool.	<p>Exists but is run down and needs renovations</p> <p>2nd ice in planning stage and has <u>local</u> councillors' support.</p> <p>A small portion of rink is now used as rec/fitness area but need to expand</p> <p>There is an HRM fitness centre and general purpose room in the library building.</p> <p>HRM Community Facilities Strategic Masterplan - RFP just approved by HRM council</p>	<p>Start with renovations</p> <p>Hold fundraising events, eg, Bingo</p> <p>Ensure local councillors' support for 2nd ice surface continues</p> <p>Get as many community groups as <u>possible</u> involved and interested in the idea.</p> <p>Identify potential partners</p> <p>Get funding from Provincial (sport and rec, Capital Health) and federal programs</p>	<p>Sufficient population in the surrounding district to support desired recreation facilities</p> <p>Feasibility study for a pool</p> <p>Funds to renovate existing arena, develop second ice surface and - if feasible - to develop and operate an indoor pool</p>	<p>Local Councillors</p> <p>Sponsors- public and private</p> <p>Community groups to help fundraise</p>	<p>Land donations</p> <p>Fundraising</p> <p>Lobby HRM</p> <p>Get support from the community groups we interviewed from the focus groups</p> <p>Local Not-For-Profit group</p>	<p>External sponsors</p> <p>Strategically located land</p> <p>HRM Community Facilities Strategic Masterplan</p> <p>2nd rink as a go ahead to initiate renovations</p> <p>Piped water and/or sewer services</p>	<p>Musquodoboit Harbour and surrounding area fails to attract sufficient numbers of residents to support desired facilities</p> <p>Porters Lake gets the new ice surface instead of Musquodoboit Harbour</p> <p>Arena further degrades</p> <p>No more land available</p>	<p>HRM Community Facilities Strategic Masterplan</p>	<p>Economy</p> <p>Infrastructure and Community Services</p> <p>Youth</p>

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Timing	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
R-2 Improve and fully realize opportunities for outdoor recreation for all ages, in particular the following areas: 1. Rink property to be a real meeting place for all ages 2. School field - to expand its use 3. Trails - to develop trail connections	Two small rundown playgrounds Small area next to train station Small area outside rink No outhouses, HRM has recently taken them all down. No cross walks where trails cross roads Potential of trail to connect to Gaetz Brook & connect Hospital, Birches, High school	Develop a concept plan for the rink property with enhanced playground, with a gazebo, bike/skateboard park, climbing bars & wall, outhouse, food stand, soccer field, picnic area & bike racks. Lobby for trail, hospital & high school crosswalks Pave trail sections for walkers, roller-blades, skateboards Feasibility study and concept plan for trail extensions/links and amphitheatre	Space and land Paint Determine most cost effective means for providing outhouse near arena trailhead Determine what do we need to build a bike park	Other outdoor groups Fall River bike park organizers Provincial and HRM tourism depts Partners to fund playground equipment HRM Real Estate & Capital Projects Province Federal govt. HRTA- trails group Healthy Living tax credit program	Donate material for Gazebo and outhouses Volunteer to build Run the food stand and give proceeds towards trail dev. Lobby HRM for a sidewalk that links intersection up highway 357 to rink and trail head Get more community based support Provide input to HRM Outdoor Facilities and Open Space plans Trail group can focus on extension of the trail	A collective of out door groups having a fund raising event and organizing the installation of playground improvements, outhouses and amphitheatre A concept plan for the rink/trailhead/ playground/ ball-field area HRM Outdoor Recreation Facilities Master Plan Trail zoned PK	Vandalism Difficulties with on-going maintenance of new facilities Denial of crosswalk requests based on warrants overlooking the importance of trail links and needs of hospitals/schools Landowner resistance to trail extensions Fear of liability Excessive insurance implications for community groups	HRM Open Space plan HRM Active Transportation Plan (completed)	Infrastructure & Community Facilities Economy Youth

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R-3 Develop opportunities for waterfront recreation for all ages, eg. Boat launch, life guards, swimming lessons, public access to Musquodoboit River	<p>Existing wharf and swim areas</p> <p>Formerly had life guard but this was discontinued.</p> <p>Yacht club provides swimming opportunities</p> <p>Some informal launch sites exist</p> <p>A launch was started on East Petpeswick Rd. but not finished</p>	<p>Develop launches for both non-motorized and motorized boats</p> <p>Arrange for provision of life guards and swimming lessons</p> <p>Ask boating/yacht club to include children and families</p> <p>Seek public access on the rink property to Musquodoboit River in the form of a picnic site</p>	<p>Identify suitable areas for boat launches, eg, Government Wharf, below bridge, other harbour links</p> <p>Produce a map showing the launch locations</p> <p>Information about yacht club ownership</p> <p>Water testing to determine safe swimming locations</p>	<p>Landowners</p> <p>Canoe and Kayak NS</p> <p>Musq. River Association</p> <p>Yacht Club</p> <p>Local Not-For-Profit assns.</p> <p>Tourism associations to promote “water days”</p> <p>HRM Recreation Services, Real Estate and Capital Projects</p> <p>Federal and provincial governments</p>	<p>Donate land</p> <p>Lobby HRM for a life guard again</p> <p>Get support from the community groups we interviewed from the focus groups</p> <p>Fundraising (eg, Pirate Days event) and have many water related groups support</p> <p>Find a way that the yacht club can partner with canoe and kayak group and provide rentals</p>	<p>External sponsors</p> <p>Supportive and cooperative land owners</p>	<p>Land owners not cooperating</p> <p>No locations with acceptable water quality for swimming</p>	<p>Water sampling follow-up from Watershed Study</p>	<p>Infrastructure and Services</p> <p>Economy</p> <p>Youth</p>

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Timing	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
R-4 Develop opportunities for community cultural entertainment and recreation	-fire hall -rink -may have old school house -old community center/dance hall(private) Railway Museum has some rolling stock which might be useable as an outdoor stage	Establish a space for a theatre (amphitheatre) and a Community Centre Consider adding an amphitheatre at Railway Museum Station (box car could be used as stage) Explore opportunities for re-use of the Old School	Fundraising committee Make a case that we retain the Old School house once it comes up for availability.	Theatre/music groups Railway Museum Dalhousie University School board HRM Real Estate & Capital Projects	Identify groups for support Find available land Volunteer to promote ideas, find sponsors and renovate/adapt buildings and other assets. Offer free or discounted building materials, furniture, etc.	HRM Real Property Services leaves the old school house in the community A collective of outdoor groups having a fund raising event to renovate the old school.	Vandalism Building deteriorates considerably before community center is renovated and used. Land is sold to a private developer Lack of community interest	Sale of the Old School house to a community group or agency	Economy Youth

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Timing	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
R-5 Preserve and expand public access to common open spaces	<p>Few public open spaces</p> <p>Some entrances are poorly defined</p> <p>Pedestrian access can be awkward or dangerous</p>	<p>Identify key sites, access points, connections and entrance improvements for existing open spaces</p> <p>Ensure that new spaces are configured to maximize pedestrian & other access</p> <p>Request crosswalks at strategic park or trail entrances</p>	<p>Map showing public lands</p> <p>Criteria for access based on best practices and community priorities</p> <p>Supportive MPS policy to ensure that new parkland dedications are visible, accessible and useable</p> <p>Crosswalk warrants that recognize importance of public parks</p>	<p>HRM - Real Estate & Capital Projects</p> <p>Province - DNR & Protected Areas Branch</p> <p>NSDOTPW for crosswalk requests</p> <p>Non-Governmental Organizations representing user groups & persons with disabilities</p>	<p>Participate in Open Space Functional Plan and Outdoor Recreation Facilities Master Plan consultations</p> <p>Identify key sites, potential connections and strategic access points</p>	<p>Watershed Study could identify suitable locations for clustered development with common open space</p> <p>Outdoor Recreation Facilities Master Plan</p> <p>Open Space Functional Plan</p>	<p>Regional Plan could be weakened through piecemeal amendments</p> <p>Uncontrolled access could have negative impacts on sensitive areas</p>	Open Space Functional Plan consultations	Recreation

Vision Category or Theme: ENVIRONMENT - Musquodoboit Harbour protects and capitalizes on its **natural assets** by protecting its coastline and water resources, while developing a range of opportunities for **outdoor recreation and eco-tourism**.

Describe Action	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
EN-1 Develop environmental principles for the development of Musquodoboit Harbour as a “green community”, eg. forestry practices, water quality, waterfront development, alternative energy sources and transportation, street lights, and eco tourism.	There are no principles and few locally known incentives for environmentally sustainable businesses, development projects and lifestyles	Obtain buy-in from community members and businesses, including NSPI. Apply for Sustainable Community Plan funding from Federation of Canadian Municipalities Green Municipal Fund Demonstrate market advantages and financial savings from sustainable business practices Recruit local businesses willing to participate in a demonstration project	Knowledge of Best Practises for environmentally sustainable forestry, water protection, development, energy, lighting and tourism. Community consensus as to where street lights should be removed without safety or security risk. Support from NSPI, NSDOTPW, NSDNR and other public or private agencies	NSPI HRM Environmental Services and Community Development Universities and Community Colleges Ecology Action Centre Bay of Islands Centre for Sustainable Development Local youth (research projects and summer employment)	Participate in the Community Energy, Open space and Utilities functional plans Petition for removal of streetlights in appropriate locations Host events and invite speakers to raise awareness of sustainability principles and opportunities Engage local youth and high school students in drafting principles, raising ideas and implementing action	Other levels of Government programs LEED building certification program Funding for Community Transit and sidewalks Sustainable Community Plan funding from FCM Green Municipal Fund	community apathy Resistance to lifestyle or procedural changes Fear of the unknown continued clear cutting lack of Crown support Lack of available funding Failure to demonstrate market or cost advantages to sustainable technology	Community Energy Plan Utilities Functional Plan Emissions Reduction Functional Plan LIDAR results Watershed Study follow-up results Rural Transit Study	Economy Infrastructure & Services Youth

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
EN-2 Expand and protect a connected network of open spaces	Some good connections exist with the rail trail, but the trail itself is not yet connected to the metro area	Work with trail groups to link Musquodoboit Valley rail trail to Lawrencetown rail trail See also above	Strategic land acquisition Cooperation of private landowners Funding See also above	Trails groups Conservation groups See also above	Provide materials and volunteer labour for trail link See also above	Open Space Functional Plan Active Transportation Functional Plan Government funding programs	Some landowners may be unwilling to facilitate trail links Expansion might outpace maintenance and management	Open Space Functional Plan consultations	Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
EN-3 Enforce and strengthen current regulations to protect the quality of water, soil and air.	<p>Regulations span three levels of government and are enforced by many agencies.</p> <p>Enforcement of some regulations is on a complaint-driven basis.</p>	<p>Identify regulations or enforcement regimes that need to be strengthened</p> <p>Advocate improved regulations and enforcement to the appropriate governments and agencies</p> <p>Inform landowners of existing regulations and why they are important</p> <p>Inform agencies of situations where regulations are being violated</p>	<p>Familiarity with current regulations and enforcement agencies</p> <p>Knowledge of best practices elsewhere</p> <p>Inclusion in consultation for any proposed regulatory changes</p> <p>Good working relationships with key contact people in relevant agencies</p>	<p>Government agencies</p> <p>Universities</p> <p>Non-Governmental Organizations (e.g., Ecology Action Centre)</p>	<p>Write to relevant decision makers and politicians in support of improved regulations and enforcement as issues are identified</p> <p>Ensure buffer requirements , geological testing requirements are adhered to, by reporting violations</p>	<p>New or expanded environmental programs by higher levels of government</p> <p>Government consultation on any proposed environmental regulatory amendments</p> <p>Sustainable Community Plan funding from FCM Green Municipal Fund</p>	Landowners might be alienated by local efforts to report violations	No	None

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
EN-4 Control development adjacent to Martinique beach	<p>Piecemeal residential development has occurred close to the public beach.</p> <p>Concerns have been voiced about the location and design of beachfront development</p> <p>Beachfront development is prone to coastal flooding</p> <p>Regional Plan requires minimum waterfront elevation and buffer</p>	<p>Determine whether new Regional Plan regulations would prevent recurrence of undesirable beachfront development</p> <p>If not, seek amendments to the land use policy and by-law to control development</p> <p>Identify any strategic beachfront lands not adequately protected by regulation, and explore opportunities for acquisition or conservation easements for protection</p>	<p>Maps showing elevations, buildings and property lines in relation to beach, high water mark and watercourses</p> <p>Information on land ownership on and around the beach</p> <p>Information about land trusts and possible acquisition strategies</p>	<p>Nova Scotia Land Information Office</p> <p>HRM Regional & Community Planning</p> <p>NGOs - e.g., Nova Scotia Land Trust, Nature Conservancy Canada, Ecology Action Centre</p>	<p>Advocate for MPS and bylaw amendments and public land acquisition as and where appropriate</p> <p>Fundraising to help with strategic land acquisition</p>	<p>Open Space Functional Plan</p> <p>Any provincial initiatives for protecting or buffering beaches from nearby development</p>	<p>Landowners might rush for development approvals to grandfather rights before new regulations are adopted</p> <p>Landowners might be unwilling to sell strategic lands or the price may be unaffordable</p>	Secondary Plan Review	Economy Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
EN-5 Designate particular areas for ski-jet and ATV uses	Potential for impact of motorized recreation on natural systems, landscapes and other users	<p>Identify areas for existing and potential motorized recreation</p> <p>Consultation</p> <p>Educate users about impacts and risks of motorized recreation and encourage users to avoid sensitive or hazardous locations</p> <p>Find a level of government that can enact and enforce regulations if users do not cooperate</p>	<p>Best Practices information</p> <p>Familiarity with existing regulations and relevant agencies</p> <p>Cooperation of ATV and boating user groups</p> <p>Support from appropriate level(s) of government</p> <p>Legal and strategic advice</p>	<p>Trails groups</p> <p>User groups</p> <p>Conservation groups (eg, Nature Conservancy Canada)</p> <p>School Board</p> <p>Government agencies</p>	<p>Host or attend public consultation</p> <p>Engage youth in developing and implementing constructive solutions</p> <p>Produce and distribute educational materials</p> <p>Advocate government(s) for new regulations and/or increased enforcement</p>	<p>School curriculum materials to educate on impacts and risks</p> <p>Availability of HRM printing and distribution for educational material</p> <p>Active Transportation Plan</p> <p>Open Space Functional Plan</p>	Local youth might become alienated	No	<p>Recreation</p> <p>Youth</p>

Action Plan Priority: HOUSING/SENIORS DEVELOPMENT

Development in Muquodoboit Harbour builds on its seascape and rural village charm, its natural and built heritage through architectural guidelines that promote compact, small business development and a range of housing options that supports aging in place, and is clustered to support preservation of maximum open space.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
H-1 Provide a greater range of affordable housing options close to services and amenities, including apartments and condos and integrated into the community	Limited range of housing options, especially for seniors and young people. Most housing is single-unit.	Encourage small houses (under 1200) clustered in non-automobile based plans with shared community green space instead of sprawling lots. Encourage Transit Oriented Development. Identify strategic lands close to amenities and ensure they are zoned to allow housing options	Housing needs assessment Reliable water supply Affordable, environmentally sustainable sewage disposal MPS review to provide supportive policy and zoning, including design guidelines Access to information about best practices for integrated, compact and affordable housing clustered near transit, shops and services. Support from the wider community Developer interest	-private developers -CMHC -NS Dept. Of Community Services -HRM Regional & Community Planning - Ratepayers & Residents Assn. - Other Non-Governmental Organizations	-lobby -support housing proposals Provide input to MPS review, especially regarding form-based zoning criteria and the need for diverse housing -monitor -be informed of, and share information on market opportunities , funding programs, best practices, potential investors and developer proposals	-poverty reduction strategy -funding for non-profit housing Piped sewer and water Canada - NS Affordable housing Agreement	High density apt. buildings too large or inappropriately designed for a rural centre Lower than expected growth Poor integration of housing types and income levels Development might cost the community wealth if developers are made to pay too much Community division over what is appropriate and where	Housing Functional Plan MPS Review, including Form-Based Zoning to ensure acceptable building shapes and sizes while enabling more synergy between uses and more variety of housing options	Infrastructure & Services Village Aesthetics Economy Youth

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
H-2 Provide opportunities for aging in place, including seniors housing, assisted living and co-housing options and small options homes integrated in the community.	Existing seniors apartment building and nursing home may not be able to meet future demand See also Goal H-1 above	See Goal H-1 above	See Goal H-1 above	Seniors secretariat Mount.St. Vincent HRM Community Development Capital Health See also Goal H-1 above	See Goal H-1 above	See Goal H-1 above	Community division over what is appropriate in which locations	See Goal H-1 above	Infrastruc-ture & Services Village Aesthetics

Action Plan Priority: INFRASTRUCTURE - Musquodoboit Harbour's population growth is capable of sustaining small business infrastructure, restaurants, social programs, education, medical, police and postal services, tourism, arts, culture, and vibrant voluntary organizations - but its development also stays true to the nature of a 'village'. Musquodoboit Harbour protects and capitalizes on its natural assets by protecting its coastline and water resources. Development is clustered to support preservation of maximum open space.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
I-1 Explore options for the provision of water and sewer in the Musquodoboit Harbour village core to protect the environment and stimulate local economic development.	On-site services except for high school and hospital.	<p>Determine options and locations for water source, serviced area, sewage treatment plant and outfall</p> <p>Develop a business case to attract a large amount of funding</p>	<p>Public will</p> <p>Political will</p> <p>A large funding allocation</p> <p>Cost sharing from all three levels of government</p>	<p>All three levels of government</p> <p>Water & Sewer Commission</p> <p>Buy-in from public as to benefits</p> <p>Local developers & businesses getting involved</p> <p>Hospital, high school and nursing home might see potential synergy with life cycle of their existing treatment plant(s)</p> <p>Other generators of effluent might be willing to change practices or connect to system</p>	<p>Accept sufficient population growth and density to make piped services feasible</p> <p>Keep asking for it, persistence</p> <p>Provide input to HRM Tax Review Committee regarding options to recover HRM's portion of the costs</p>	<p>Community support</p> <p>Business support</p> <p>Keeping community informed</p> <p>Green Municipal Fund Feasibility Study grant and/or Capital Project loan and/or grant</p> <p>Reduction of other sources of effluent into potential receiving waters</p> <p>Synergy with any need for refurbishment of existing school or hospital treatment plants</p>	<p>Competition from other communities for limited funds</p> <p>Lack of interest</p> <p>Too many obstacles/brick walls for developers.</p> <p>Too costly for residents</p> <p>Insufficient receiving water capacity</p> <p>Polarization or division over allocation of costs/responsibilities</p> <p>Isolation of Water & Sewer Commission from broader benefits</p>	<p>Preliminary information from <i>Watershed Study - Musquodoboit Harbour</i> (CBCL, June 2007), to be supplemented by a follow-up study with additional data and exploring further options (to commence fall/winter 07/08)</p>	<p>Economy</p> <p>Housing</p> <p>Village Aesthetics</p> <p>Environment</p>

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
I-2 Improve the quality and connection of local roads	<p>Hwy. 107 ends at Musquodoboit Harbour and all traffic continuing east or north passes through the village core.</p> <p>Speeding traffic is an issue in the village.</p> <p>Traffic between the Musquodoboit Valley (Hwy. 357) and Martinique Beach (East Petpeswick Rd.) must use a short section of Hwy. 7 which seniors need to cross between the seniors apartments and the bank/post office.</p>	<p>Achieve consensus on priorities and locations, such as:</p> <ul style="list-style-type: none"> - Connect Highway 357 with East Petpeswick Road - Enforce speed limits - Check traffic at high school - Crosswalk locations - Highway bypass (advantages and drawbacks) <p>Request street trees to help slow traffic</p> <p>Ensure the Province engages the community in determining any road re-alignments or highway bypass</p>	<p>Definition of issues, options, costs and benefits</p> <p>Meaningful public participation hosted by NSDOTPW</p> <p>Coordination between HRM and NSDOTPW</p> <p>Provincial funding</p> <p>Speed limit enforcement</p> <p>Context sensitive street and road standards</p>	<p>NSDOTPW</p> <p>HRM Regional Transportation Planning, Transportation & Public Works and Community Development</p> <p>RCMP</p>	<p>Build for our own community and ourselves, not for tourists. They will come naturally if we do it right.</p> <p>Plan for a future that is not automobile based.</p> <p>Insist on community consultation before NSDOTPW prioritizes road expansion or alignment projects.</p> <p>Set a good example by respecting local speed limits when driving</p> <p>Inform the Province of our priorities and supporting reasons</p>	<p>Some existing NSDOTPW priorities may be consistent with community's wishes.</p> <p>Streets and Roads Functional Plan</p>	<p>Some NSDOTPW projects might not be consistent with community wishes</p> <p>Hwy. 107 bypass diverts business from village core.</p> <p>Environmental impact of new roads</p> <p>Crosswalks denied based on standards unsuited to village core.</p> <p>Wider/more direct roads encourage speeding</p> <p>New or re-aligned roads built to standards adverse to human scale and walkability.</p>	<p>NSDOTPW determines road improvement priorities</p>	<p>Economy</p> <p>Village Aesthetics</p> <p>Environment</p> <p>Youth</p>

Action Plan Priority: YOUTH - Musquodoboit Harbour is a healthy community with sidewalks, trails, excellent sports facilities catering to youth and adult sport, offering year-round athletic options and providing a positive focus for the region's youth. Musquodoboit Harbour is a welcoming, inclusive, self-renewing, multi-generational community where children, youth, seniors and families feel safe, appreciated and have opportunities to be part of the community.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
Y-1 Maintain education opportunities	Primary schools in village core are closing and will be replaced by a new school outside the village. High school is still located in village core but needs investment.	Ensure that high school remains in village core Encourage improvements to the existing high school building/property Ensure convenient transportation between village core and new primary school for after-school activities	Support from parents and the wider community Late-afternoon school bus service or community transit service east of Musquodoboit Harbour	NSDOE School Board HRM Community Development , Regional Transportation Planning and/or Metro Transit Home-and-School Assns. Student Councils Other school and School Board committees	Advocate for late-afternoon transportation service between village core and new external primary school Advocate for retention and improvement of high school in the village core	Community consultation opportunities hosted by NSDOE and Halifax Regional School Board Support from local businesses Funding for community transit	Super-school located outside village core instead of improvements to high school in village core	Strategic planning for schools is done by NSDOE and Halifax Regional School Board	Infrastructure Community Services

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
Y-2 Develop Sports Facilities	See Recreation Goals	<p>Include youth in consultations, fundraising and volunteer opportunities</p> <p>Also see Recreation Goals</p>	<p>Events, questionnaires and engagement programs that appeal to young people</p> <p>Also see Recreation Goals</p>	<p>Student Councils</p> <p>Student newspaper editors</p> <p>School teachers</p> <p>Guidance Counsellors</p> <p>Home-and-School groups</p> <p>Youth opinion leaders</p> <p>HRM Recreation and Community Development staff</p> <p>Sponsors</p> <p>Also see Recreation Goals</p>	<p>Engage youth to provide input to the HRM Recreation Facilities Strategic Master Plan</p> <p>Also see Recreation Goals</p>	<p>Youth strategy</p> <p>Also see Recreation Goals</p>	<p>Inability to find and engage youth champions who can encourage their peers to participate in consultations</p>	No	Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
Y-3 Develop a youth centre with youth-centred activities	<p>HRM building includes a multi-purpose and exercise room but no permanent youth venue</p> <p>Old school has potential as a youth centre</p> <p>See also Recreation Goals R-1 and R-2</p>	<p>Request HRM for a youth centre</p> <p>Ask HRM to make the old school available for an HRM or community-run youth centre</p>	<p>A building such as the old school</p> <p>Demonstrated interest and willingness to help from local youth</p> <p>List of activities and programs suggested and prioritized by local youth</p> <p>Business case</p> <p>Funding</p>	<p>HRM Real Property and Capital Projects</p> <p>See also Y-2 above</p>	<p>Find and engage youth champions who can encourage their peers to participate in consultations and volunteer their time</p>	<p>Youth strategy</p> <p>Low-cost lease or donation of land, indoor space, furniture, paint and/or building materials</p> <p>Volunteer labour</p> <p>Arena expansion might create space</p>	<p>Loss of volunteer momentum to complete what is started</p> <p>Insufficient funds or volunteer energy to operate programs or maintain the centre</p> <p>Low usage</p>	No	Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
Y-4 Involve and retain youth	Young people leave the community to pursue education, find jobs and/or obtain independent housing and mobility.	<p>Foster local youth employment opportunities</p> <p>Support housing options attractive to youth</p> <p>Provide and promote opportunities for youth to volunteer on community projects</p> <p>Obtain public transit that enables students to remain in the community while pursuing higher education in the metro area.</p>	<p>Student employment assistance programs</p> <p>Policies and zoning supporting small, affordable housing units</p> <p>Express rural transit schedules that consider students in addition to commuters</p> <p>Saturday late-morning and late-evening community transit service to/from metro area</p>	<p>Federal and provincial economic and employment agencies</p> <p>Greater Halifax Partnership</p> <p>HRM Recreation and Community Development staff</p> <p>Non-Governmental Organizations (eg, Railway Museum)</p> <p>Local businesses</p> <p>See also Y-2 above</p>	<p>Engage youth in planning community projects and working as volunteers</p> <p>Support planning policies and zoning that enable compact, affordable housing</p> <p>Advocate for transit service schedules that accommodate the needs of youth and students as well as commuters</p> <p>Request that U-Pass be accepted on rural transit services</p>	<p>Youth jobs with local businesses and non-governmental organizations</p> <p>Housing needs assessment</p> <p>Form-based zoning for compatible, compact housing</p> <p>Completion and implementation of rural transit study</p> <p>Inclusion of Rural and Community Transit in U-Pass</p> <p>Provincial transit funding</p>	<p>Youth may still believe that their opportunities all lie outside the community (“the grass is always greener on the other side”)</p> <p>Youth “car culture” may discourage use of transit</p>	Rural Transit study	<p>Economy</p> <p>Housing</p> <p>Infrastructure & Services</p>

Action Plan Priority: LOOKS/AESTHETICS

Development in Musquodoboit Harbour builds on its seascape, rural village charm, and natural and built heritage through architectural guidelines that promote compact, small business development and a range of housing options.

Musquodoboit Harbour is a village with a population growth capable of sustaining small business infrastructure, restaurants, social programs, education, medical, police and postal services, tourism, arts, culture, and vibrant voluntary organizations.

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
<i>What do we want to achieve?</i>	<i>What is the situation now?</i>	<i>What do we have to do?</i>	<i>What do we need in order to do it?</i>	<i>Who can help us do it?</i>	<i>What can the community do?</i>	<i>What would help us?</i>	<i>What could go wrong?</i>	<i>Does this depend on any other project or initiative?</i>	
A-1 Plant a diversity of street trees in Musquodoboit Harbour	Lack of street trees since elms were lost	Obtain NSDOTPW and NSPI approval Apply to funding programs Determine desirable and feasible locations Choose appropriate species Allow space for future sidewalks Issue Request for Proposals and/or Tender	NSDOTPW and NSPI approval Funding Planting schematic	HRM Parks Planners and Community Developers NSDOTPW staff High school to help recruit local youth to plant trees	Volunteers planting Donation of appropriate trees Advocacy to Province, HRM and NSPI	Context-sensitive street standards Streets & Roads Functional Plan Sustainable Community Plan funding from Federation of Canadian Municipalities Green Municipal Fund	Improper planting Inappropriate trees Resistance from Province or NSPI	HRM Urban Forest Strategy	Infrastructure & Services Youth

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A-2 Encourage and develop clear, consistent, concise, complementary and attractive signage for MH (incl. Directions)	Too many “ugly” signs Many illegal signs	Encourage signage that is consistent, clear, concise and complimentary Prevent sign clusters Identify sites that need to be improved Develop one main welcoming sign & info kiosk that sets the tone for what the community has to offer	The community needs to decide what message it wants to send to its citizens and visitors Regulatory support from HRM and NSDOTPW Designer	Business/rate payers association - NSDOTPW - HRM signage bylaws - HRM Bylaw enforcement	-Use carrot and stick approach to get businesses to comply (eg, lobby the community not to patronize businesses with unsightly signs; award businesses that set a good example) -involve local Artists/Designers -community resource mapping (assets)	HRM signage bylaw Provincial highway signage initiative	-Neon and mobile signs dominate the area -businesses do not buy in. They cannot or do not want to pay for better signs - Province refuses to have illegal signs removed Inappropriate signs are grandfathered - A rush to install more inappropriate signs before new regulations take effect		Business/ Economy

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A-3 Develop a town square with green space in village core	<p>No clearly defined green centerpiece for the village core.</p> <p>Railway Museum provides a sense of arrival but is not located at a highway junction.</p>	<p>Determine priority intersections</p> <p>Prepare concept plans for each green space</p> <p>Plant lots of vegetation</p> <p>Install comfortable and inviting seating</p> <p>Establish community garden</p> <p>Install public art/monument / fountain</p> <p>Construct bandstand/gazebo</p> <p>Erect ecological interpretive/educational signs that tell town's story</p>	Urban designer/landscape architect	<p>-HRM by Design- Urban Design Study may have some helpful suggestions</p> <p>-youth, students</p> <p>- HRM parks planners</p> <p>NSDOTPW could allow landscaping within the road right-of-way at key intersections</p>	<p>-create a vision for the square with beautiful aesthetics that the community can be proud of</p> <p>-help with the design - features, programs, purpose</p> <p>-use local materials</p> <p>stewardship of the area will be ongoing</p>	Community needs assessment	<p>There are very little community events and therefore no one uses it.</p> <p>-Not properly maintained (not enough resources)</p> <p>-Space is not designed for and by the residents therefore irrelevant</p>	NSTPW to realign the road at the intersection of Hwys. 357 & 7.	Business/ Economy Recreation

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A-4 Maintain human scale, mixed and attractive development	Village core is oriented to automobile use rather than pedestrians, has some gaps, offers limited housing choice and includes some questionable building styles	<p>Decide how to rationalize parking and enhance pedestrian access to businesses</p> <p>Decide on appropriate building shapes, heights and street setbacks for future development</p> <p>Decide on desirable types of housing for village core</p> <p>Identify opportunities for combining housing with retail and/or office uses in village core</p>	<p>Secondary Plan Review</p> <p>Form Based Zoning</p> <p>Architectural guidelines</p>	<p>HRM Regional & Community Planning</p> <p>Plan Review Committee</p> <p>Ratepayers & Residents Assn.</p>	<p>Request a Plan Review</p> <p>Promote and participate in the Plan Review process</p>	<p>Design charette</p> <p>Context-sensitive street standards</p> <p>Piped water & sewer in the village core</p>	<p>The Province, HRM or the community might be reluctant to try new approaches to zoning.</p> <p>Roadway standards might not be compatible with desired building forms and setbacks</p>	<p>Completion of the Community Vision</p> <p>Regional Parking Strategy</p>	Housing, Business Development, Services

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A-5 Street lights: Have lights that shine downwards, special lighting for main street area, bury electrical cables	<p>The lights blind the night sky</p> <p>The amount light blinds drivers and makes roads hazardous</p> <p>The lights reduce the effectiveness of reflective signs</p> <p>No consultation with residents about lights</p>	<p>Get best practises across Canada - consult with other cities and organizations</p> <p>Identify & assess alternatives- decrease wattage, use sensors, LEDS, decrease height, use curb lights, redesign old, bad sodium lights</p> <p>Approach insurance industry about liability</p> <p>Consult residents before installing lights</p>	<p>Study of alternative lighting technologies, standards and best practices.</p> <p>Community consensus on appropriate locations and technologies for lighting.</p>	<p>Ratepayers & Residents Assn.</p> <p>NSPI</p> <p>HRM insurance, lighting specialists/ technicians</p>	<p>-Petition HRM& NSPI</p> <p>-Plan lighting</p> <p>Offer input to Utility Functional Plan</p>	<p>NSPI energy saving programs might offer assistance</p> <p>-Greenhouse gas emissions reduction programs</p>	<p>-Do nothing and have to live with the light pollution</p> <p>-Put up even more lights without consultation</p> <p>-deserted areas at night</p> <p>- night-time traffic or pedestrian safety hazards</p> <p>-night time security</p>	Utility Functional Plan	Infrastructure

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A-6 Protect heritage/cultural buildings and landscapes	<p>Few registered heritage properties.</p> <p>Isolated heritage structures with no unifying theme</p> <p>Attractive vistas of Petpeswick Inlet and wooded hills of lower Musquodoboit Valley</p> <p>Clear-cut forest close to village core</p>	<p>Identify views and buildings worthy of protection</p> <p>Discuss potential for protection with owners</p> <p>Encourage owners to apply for Registered Heritage Property designation</p> <p>Identify possible viewplanes</p>	<p>Knowledge of heritage protection programs (designations and incentives)</p> <p>Heritage protection incentives</p> <p>Heritage registration criteria</p> <p>Consensus on desirable viewplanes</p> <p>Cooperation of owners</p>	<p>HRM Heritage Planner</p> <p>HRM Community Planners</p>	<p>Identify potential Heritage sites and properties and landscapes</p> <p>Promote the economic benefits of safeguarding heritage buildings and landscapes</p>	<p>Implementation of HRM Cultural Plan</p> <p>Retention and/or acquisition of Crown Lands</p>	<p>Heritage designation could hamper adaptive re-use of old buildings and hinder their economic viability</p> <p>Owners might be alienated from the Community Vision if they feel overlooked</p>	Heritage Functional Plan	Business/Economy