

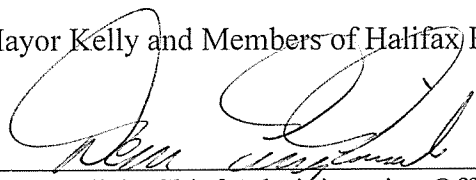
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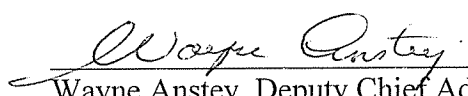


PO Box 1749
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**Halifax Regional Council
September 19, 2006**

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: 
Dan English, Chief Administrative Officer


Wayne Anstey, Deputy Chief Administrative Officer - Operations

DATE: August 30, 2006

SUBJECT: Community Visioning - Pilot Project

ORIGIN

- January 17, 2006 - Council directed staff to undertake a community visioning pilot project for the 06/07 business cycle upon adoption and approval of the Regional Plan, including identification of pilot visioning communities;
- January 17, 2006 - Council approved a set of draft community selection criteria
- June 27, 2006 - Council adopted the Regional Municipal Planning Strategy
- August 26, 2006 - Regional Plan came into effect following Ministerial approval and public notice.

RECOMMENDATION

It is recommended that Halifax Regional Council:

- a) **Initiate a Community Visioning Pilot Project, as set out in this report, for the communities of Musquodoboit Harbour, Fall River and Bedford-Mill Cove/Waterfront;**
- b) **Approve performance measures generally outlined in this report as the basis of evaluating the pilot project.**

EXECUTIVE SUMMARY

This report describes the key aspects of the Community Visioning Pilot Project recommended for implementation in three HRM communities. The report describes proposed measures of success, length of the pilot project, issues to be addressed, selection of pilot communities, support to other communities, and the link to secondary planning and business operations.

The community visioning process, as laid out in this report, is intended to allow a community to determine its own priorities; priorities which will guide the community into the future. The visioning process would not only focus on land use or planning issues, but would respond to a broader range of community concerns and opportunities crossing over many of HRM's areas of program and service. The visioning process would therefore foster more meaningful problem solving and action planning.

BACKGROUND

What is Community Visioning?

Community visioning is a very effective and widely-used community consultation tool appropriate for long-range planning, to develop consensus when dealing with a large number of issues, to develop community capacity and foster public buy-in. A vision must represent the consensus of a group of people drawn from every neighbourhood, age group and interest in a community.

Deliverables

The key product of the process is a **community vision** - a mental picture of what residents want their community to look and feel like in 20 years. Accompanying a community vision is an **action plan** - a detailed list of actions needed to accomplish the vision, including priority ranking and who will lead the action. While many of the actions will be linked to HRM services, some will require the leadership or cooperation of other levels of government, community and private sector players. (Refer to Attachment 1 for general project organization; Attachment 2 for a list of issues within project scope; and Attachment 3 for an example of action plan)

In addition to producing its own deliverables, Community Visioning provides a foundation and a segue into both regulatory and operational action planning by identifying key issues and potential approaches at solving them. HRM's new Regional Plan prescribes community visioning as a key tool in ensuring the Plan's implementation, specifically planning for centres.

There are some limits on the scope of the process, however. While community visioning should be informed by the opportunities and limitations of Council discretionary financial decisions,

budgetary decisions will not be made. Secondly, while the process should provide direction on the desired outcomes of policies and regulations, the actual policies and regulations will be developed through community planning processes.

Role of Mayor, Regional and Community Council

a) Mayor/Regional Council

Approves staff's direction for community visioning pilot project; approves budget and staff resources required to undertake the Vision pilot project; approves establishment of a regional Visioning Community Committee; receives and offers direction to staff on the pilot; endorses the community Visions; and approves initiatives to implement the Visions.

b) Community Council

Members may sit on the Community Liaison Group (CLG); identify community contacts to be involved; assist with the overall consultation plan; and review and recommend local community visions to Regional Council.

DISCUSSION

What is a Pilot Project?

The purpose of the pilot project is to test the new Community Engagement process in three different communities. Each of the three communities, assisted by staff, would develop a "community vision" and an action plan that incorporates a wide range of community interests and describes common ground for moving in HRM policy directions.

A pilot project is a *time-limited research inquiry to clarify problems and test solutions*. The pilot project is intended to provide Council and staff a greater understanding and appreciation of what will work and what will not at the community level. Staff and Council will learn by doing, all along building knowledge and new skills.

Pilot Project Measures of Success

The following products and results are proposed to be used to determine the success of the community visioning pilot processes:

The following products will be delivered to Regional Council:

- 3 community visions
- 3 community action plans
- a pilot project summary, evaluation and recommendations

The following general performance measures are recommended to be used for the pilot project evaluation:

The pilot communities will be tested using a variety of methods, including community surveys, key stakeholder interviews, number and variety of groups and individuals participating, media exposure, and number of submissions received. At a minimum, the Community Liaison Group (CLG) in each pilot community and key community stakeholders will be polled at the end of the process to rank each performance measure and the results will be presented to Council.

Performance measures:

- Majority of people in the pilot community are aware of the community visioning process;
- Number of hits on the Community Visioning website and in the media;
- Community stakeholders feel they gained greater understanding of the economic, environmental, social and cultural aspects of their community;
- Community stakeholders feel they gained greater understanding of local government;
- Majority of people think the process was open and transparent;
- Majority of people think the process was representative (including interest, neighbourhoods, gender, age, tenure, culture, income levels);
- Vision statement is representative of desired community future and endorsed by Community Liaison Group;
- Community stakeholders think the action plan represents an achievable and financially feasible blueprint for realizing the community's vision, a framework for community planning and HRM business planning;
- A number of the small and/or short term issues have been resolved;
- Appropriate business units actively participated at critical stages of the project;
- The process fostered development of community capacity and creative partnerships which did not exist before;
- Participants feel they had the opportunity to contribute to the design of the process and to make meaningful decisions about their community;
- Majority of participants would like to continue to be involved in future community planning and action plan implementation.

As a separate but integrated component of the pilot project, an analysis of HRM's existing community engagement processes and their effectiveness (including community visioning pilot project), will be undertaken. The information gained from this analysis will provide Council a sound basis for measuring the success of the pilot, as well as highlight specific components of the pilot project's community engagement aspects that require improvement before the community visioning program is operationalized on a long-term basis.

How long will the pilot project take?

The pilot project will be a one year project. Although each community visioning process is estimated to last 3-5 months, a 4 month planning phase needs to happen in advance. Upon conclusion of the visioning process, an analysis phase will review results and detail the go-forward plan.

What issues could the community vision pilot project address?

A visioning process is a public engagement process intended to allow a community to determine its priorities which will guide the community into the future.

Unlike traditional land use planning processes that may be constrained in scope by the *Municipal Government Act* (MGA), the community visioning process will be guided and framed by the vision, goals and policies contained in the Regional Plan. In other words, these processes will not only focus on land use or planning issues, but will respond to a broader range of community concerns and opportunities crossing over many of HRM's areas of program and service. The visioning processes will foster much more meaningful problem solving and action planning. (See Attachment 2 for an example of broad issues)

What are the community vision pilot selection criteria?

At the February 2006 Council session, staff outlined an extensive list of criteria Council could use to identify priority communities for community visioning and secondary planning. Staff applied these criteria to each Regional Plan community centre to identify priority communities. In addition, the following criteria have been developed specifically to reflect certain conditions deemed necessary for a successful pilot:

- expressed willingness and/or interest by a community group
- community is organized
- community has a network of communications (notice boards, web-pages, newspapers)
- an urban community setting (1)
- a rural community setting (1)
- a commuter community setting (1)
- a planning/land use issue(s) or trigger
- a community development issue(s) or trigger

Given the nature of a pilot project, it is important to choose three very different communities - each demonstrating their own unique qualities, pressures, and opportunities. For this reason, there will likely be differences in the content of the visions, how each community addresses the regional policy directions, and the level of detail on some topics. Regional Centre neighbourhoods have not been selected to be part of the pilot project because they are already

engaged in the Urban Design Study, which includes an intensive community visioning component and requires extensive community input.

The visioning process will be guided by HRM in collaboration with three Community Liaison Groups (CLG). As a first step in the process, the scope, responsibilities and expected deliverables of the process would be mutually agreed upon. Upon conclusion of the project Council will have a clear understanding of community visioning applicability in different communities.

What are the proposed community visioning pilots?

Based on the above analysis, the following communities are recommended to Council for the pilot project:

- Musquodoboit Harbour
- Fall River
- Bedford-Mill Cove/Waterfront

What if a community has not been selected as a pilot but would like to move forward?

Staff recognize there is a lot of interest and energy in communities across HRM to initiate community visioning and secondary planning, but only three communities can be fully supported at this time. However, staff believe it is important to provide limited support to those communities not selected for the initial pilot project, but which are ready and willing to lay the groundwork for future engagement. It is believed this approach will provide mutual benefit, as communities will develop capacity, learn from the ongoing pilot projects, and potentially produce products (eg. community profiles, housing needs assessment) that could jump-start a subsequent visioning program.

If a community is serious about pursuing the community visioning preparation process, HRM staff will collaborate with the community to ensure their outcomes are consistent with the expectations of a community visioning process. The idea here is to ensure the process and products meet the requirements of community visioning. The details of an outreach support program are still being developed and will be shared with Council at a future date.

What will be the relationship between visioning and existing community plans?

The vision exercises have been designed on the basis of geographic centres established in the Regional Plan. These boundaries will be used as a guide to identify stakeholders and potential Community Liaison Group (CLG) members, but the boundaries may be refined as the process moves forward. Where there is an existing community plan in place, community plan policy directions will be considered in addition to Regional Plan policies and any new issues that may

emerge. For example, the visioning process will consider options for diverse forms of housing and will facilitate discussion on where, how much and what type of housing should be encouraged or accommodated. It will not however, set a specific minimum or maximum density as this aspect would be addressed through regulatory land use planning.

BUDGET IMPLICATIONS

Funding for this project which is currently **estimated** at about \$150,000 is available in the approved 2006/7 Capital Account No. CDV00738, Centre Plans/Design. Financial Services at this time, confirms budget availability (cumulative unspent budget) of \$500,000 in this account.

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

1) It is recommended Regional Council initiate the Community Visioning Pilot Project, as set out in this report, for the communities of Musquodoboit Harbour, Fall River and Bedford-Mill Cove/Waterfront. It is also recommended Council approve the performance measures generally outlined in this report as the basis for evaluating the pilot project.

2) Alternatively, Council may choose different communities than those being recommended. This course of action is not recommended.

3) Alternatively, Council may choose to include additional communities in the pilot project. This course of action is not recommended as it would potentially impact on allocated resources and could impact the success of the Community Visioning and Regional Plan implementation process.

ATTACHMENTS

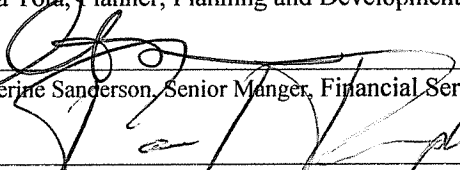
Attachment 1: Proposed Community Visioning Process

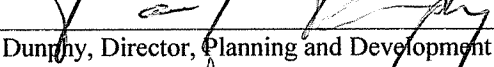
Attachment 2: Project Scope

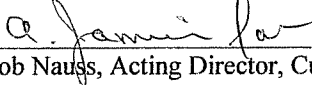
Attachment 3: Sample Action Plan

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

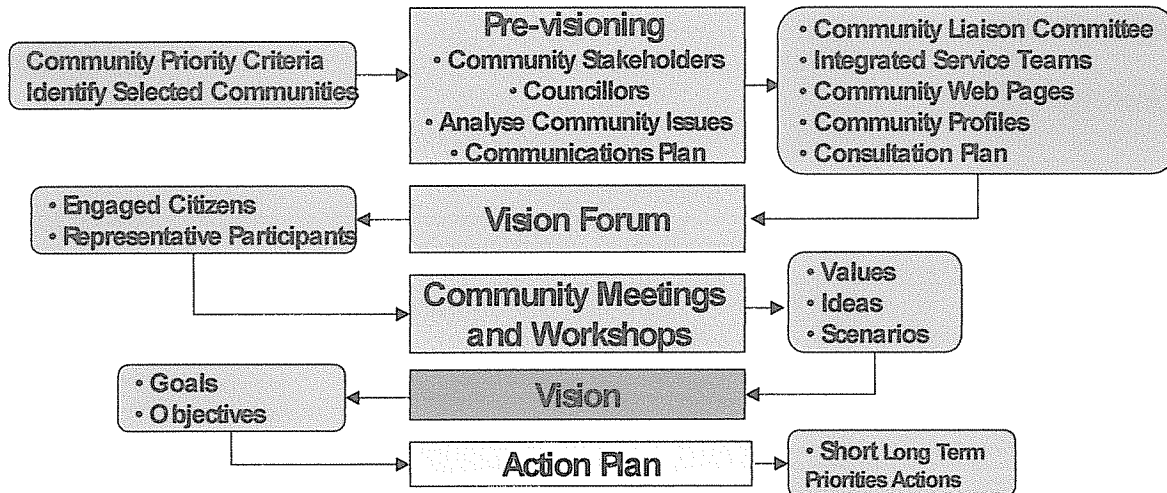
Report Prepared by: Andrew Whittemore, Executive Assistant/Special Projects to the CAO (490-6422)
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Financial Approval: 
Catherine Sanderson, Senior Manger, Financial Services (490-1562)

Approved by: 
Paul Dunphy, Director, Planning and Development Services


Bob Nauss, Acting Director, Culture and Economic Development

Attachment 1: Proposed Community Visioning Process and Roles (Source: Council Focus Area Community Relations January, 2006 and Project Charter)



PROJECT GOVERNANCE

Mayor / Regional Council - Approves staff's direction for community visioning pilot project, approves budget and staff resources required to undertake the Vision pilot project, approves establishment of regional Visioning Community Committee, receives and offers direction to staff on the pilot, endorses the community Visions, and approves initiatives to implement the Visions.

Community Council - Members may sit on Community Liaison Committee, identify community contacts to be involved, assist with overall consultation plan, and reviews and recommends local community visions to Regional Council.

Community Liaison Groups - CLC will be established for each local community vision process. It will include representatives from a wide-range of community interests, it will bring continuity and a "watch-dog" perspective to the process and provides a core group of participants and contacts. This group may also take on priority-setting, monitoring, and action roles after completion of the Vision.

Community Stakeholders - Includes residents, property owners, workers, business owners, and community organizations within the community, generates the ideas, issues, and solutions that create the Vision options and directions. They also select preferred Vision directions.

CV Pilot Project Management Team - Comprised of Manager of Community Planning, Community Development, and staff leads for regional visioning and each individual community vision project.

CV Staff Team(s) - Reports directly to the management team; 3 staff will be responsible for carrying out all aspects of their assigned local community vision process. They will be responsible for day to day management of their processes, managing time lines, identifying risk and troubleshooting, reporting on issues.

All Business Unit Staff - Staff from all departments will be called upon at times to provide information or advice in the Vision process.

Attachment 2: Community Visioning Project Scope

(In and out) Scope Deliverables Local Community Visioning Processes	
In Scope	Out of Scope
<ul style="list-style-type: none"> <input type="checkbox"/> Community Profiles <input type="checkbox"/> Community Vision Statement <input type="checkbox"/> Community Goals <input type="checkbox"/> Vision Directions (ie. Existing Policy including regional plan, cultural plan, economic development etc.) <input type="checkbox"/> Action Plans <input type="checkbox"/> Community Priorities <input type="checkbox"/> Resolution of short term local issues <input type="checkbox"/> Community Capacity Building <input type="checkbox"/> Community Boundaries 	<ul style="list-style-type: none"> <input type="checkbox"/> Community Secondary Planning Strategies <input type="checkbox"/> Plan Amendments <input type="checkbox"/> New policies <input type="checkbox"/> Community Design Standards <input type="checkbox"/> Community Development Initiatives <input type="checkbox"/> Resolution of long term/complex community issues <input type="checkbox"/> New business processes

(In Scope) Community Visioning Directions for Consideration	
<ul style="list-style-type: none"> <input type="checkbox"/> HRM Services <ul style="list-style-type: none"> <input type="checkbox"/> Access to Services <input type="checkbox"/> Service Centres <input type="checkbox"/> Services to Low Income People <input type="checkbox"/> Service for Special needs <input type="checkbox"/> Paying for Services <input type="checkbox"/> Community Services and Facilities <ul style="list-style-type: none"> <input type="checkbox"/> Community Centres <input type="checkbox"/> Recreation Facilities <input type="checkbox"/> Library <input type="checkbox"/> Schools <input type="checkbox"/> Activities Programming <input type="checkbox"/> Youth Services and Involvement <input type="checkbox"/> Paying for Services <input type="checkbox"/> Special Needs <input type="checkbox"/> Drug and Alcohol Services <input type="checkbox"/> Health services <input type="checkbox"/> Home Support <input type="checkbox"/> Safety <ul style="list-style-type: none"> <input type="checkbox"/> Community Safety <input type="checkbox"/> Vandalism <input type="checkbox"/> Graffiti <input type="checkbox"/> Youth Homelessness <input type="checkbox"/> Community Crime Prevention <input type="checkbox"/> Community Policing & Centres 	<ul style="list-style-type: none"> <input type="checkbox"/> New Housing Types <ul style="list-style-type: none"> <input type="checkbox"/> Housing Types (Multiples, Townhouses, Duplexes, Singles) <input type="checkbox"/> Clusters <input type="checkbox"/> Infilling <input type="checkbox"/> Seniors Housing <input type="checkbox"/> Existing Residential Areas <ul style="list-style-type: none"> <input type="checkbox"/> Single Dwelling Areas <input type="checkbox"/> Apartment Buildings <input type="checkbox"/> Building height <input type="checkbox"/> Design <input type="checkbox"/> Character <input type="checkbox"/> Residential Conversions <input type="checkbox"/> Shopping Areas <ul style="list-style-type: none"> <input type="checkbox"/> Pedestrian Safety <input type="checkbox"/> Pedestrian Comfort <input type="checkbox"/> Appearance <input type="checkbox"/> Storefronts <input type="checkbox"/> Transit <input type="checkbox"/> Big Box Stores <input type="checkbox"/> Shopping Malls <input type="checkbox"/> Parking <input type="checkbox"/> Business Associations

<ul style="list-style-type: none"><input type="checkbox"/> Civic Pride & Quality of Life<ul style="list-style-type: none"><input type="checkbox"/> Community Cleanliness<input type="checkbox"/> Community Upkeep<input type="checkbox"/> Building Quality<input type="checkbox"/> Community Involvement<input type="checkbox"/> Cultural Identity<input type="checkbox"/> Graffiti control<input type="checkbox"/> Noise Control<input type="checkbox"/> Bylaw enforcement<input type="checkbox"/> Traffic and Transportation<ul style="list-style-type: none"><input type="checkbox"/> street width<input type="checkbox"/> pedestrian crossings<input type="checkbox"/> traffic speeds/calming<input type="checkbox"/> traffic Trouble Spots<input type="checkbox"/> truck access for moving goods<input type="checkbox"/> commuter trips<input type="checkbox"/> signals<input type="checkbox"/> medians<input type="checkbox"/> sidewalks<input type="checkbox"/> trees and other plantings<input type="checkbox"/> public art<input type="checkbox"/> noise barriers<input type="checkbox"/> on street parking<input type="checkbox"/> Bike Routes and Greenways<input type="checkbox"/> Public Transit<ul style="list-style-type: none"><input type="checkbox"/> bus stops, bus shelters, and boarding areas<input type="checkbox"/> bus frequency<input type="checkbox"/> community mini-buses<input type="checkbox"/> access-a-bus<input type="checkbox"/> express buses<input type="checkbox"/> routes<input type="checkbox"/> rapid transit<input type="checkbox"/> ferry<input type="checkbox"/> Community Development<ul style="list-style-type: none"><input type="checkbox"/> Community Organization<input type="checkbox"/> Partnerships<input type="checkbox"/> Collaborations<input type="checkbox"/> Leadership<input type="checkbox"/> Mentoring<input type="checkbox"/> Civic activism<input type="checkbox"/> Community service projects	<ul style="list-style-type: none"><input type="checkbox"/> Mixed Use Development<ul style="list-style-type: none"><input type="checkbox"/> Design<input type="checkbox"/> Variation in Housing Form<input type="checkbox"/> Height<input type="checkbox"/> Street Level<input type="checkbox"/> Greening, Parks, Streets and Lanes<ul style="list-style-type: none"><input type="checkbox"/> Parks<input type="checkbox"/> Street trees By-law<input type="checkbox"/> Landscape Controls<input type="checkbox"/> Greening on Private Sites<input type="checkbox"/> Preserving Existing Private Greenery<input type="checkbox"/> Usable Parks and School Grounds<input type="checkbox"/> Public Views<input type="checkbox"/> Waterways<input type="checkbox"/> Environment<ul style="list-style-type: none"><input type="checkbox"/> Energy Conservation<input type="checkbox"/> Water Conservation<input type="checkbox"/> Water Quality<input type="checkbox"/> Water Quantity<input type="checkbox"/> Recycling<input type="checkbox"/> Conservation<input type="checkbox"/> Waste Collection<input type="checkbox"/> Economic Development<ul style="list-style-type: none"><input type="checkbox"/> Business Attraction<input type="checkbox"/> Redevelopment<input type="checkbox"/> Workforce<input type="checkbox"/> Business Centres<input type="checkbox"/> Infrastructure Investment<input type="checkbox"/> Enterprise<input type="checkbox"/> Community Involvement<ul style="list-style-type: none"><input type="checkbox"/> Public Engagement<input type="checkbox"/> Decision Making<input type="checkbox"/> Community Boundaries
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Attachment 3: Sample Action Plan (City of Dunbar, BC)

Community Vision Action Plan (Example)

Community Vision Action Plan - Example

Action	Lead Dept(s) Board & Community	Priority Ranking
Crime Prevention		
<input type="checkbox"/> Continue and expand community policing initiatives including Block Watch (Dir 16.1)	KOMCPC	
<input type="checkbox"/> Establish Community Policing Centre in Community Centre (Dir 16.1)	717-3434 CSG/ Police	
Community Building and Community Involvement		
<input type="checkbox"/> Encourage and support community initiatives to strengthen community spirit	All Depts/ All Boards	
<input type="checkbox"/> Identify through existing City partnership programs such as public art, BIA, parks improvement. (Dir 19.1)		
<input type="checkbox"/> Implement Public Involvement Review recommendations	Planning/ All Departments:	
<input type="checkbox"/> Multi-cultural outreach and communication improvements; public process guidelines		
<input type="checkbox"/> Civics manual for grade 11 Social Studies students	Planning	
<input type="checkbox"/> Improve Development Review Process, including communication and public involvement (Dir 20.1)	Planning	
Commercial		
<input type="checkbox"/> Do comprehensive plans for all 3 shopping areas which address Vision directions on pedestrian comfort and safety, appearance, parking, store fronts, amenities. (Dir 1.1, 1.2, 1.3, 1.5, 1.7, 1.9, 1.10; 2.1; 10 all; 11.1)	Planning	
<input type="checkbox"/> Negotiate some shopping area amenities and improvements through the development review process (Dir 1.2)	Planning	
<input type="checkbox"/> Retain parking, both on and off-street, in shopping areas (Dir 1.5)	Engineering	
<input type="checkbox"/> Encourage and support local improvement initiatives, e.g. beautification projects, street banners, public art, planting, through existing City partnership programs (Dir 1.2, 1.9, 1.10)	Planning	
Mixed Use Building Design		
<input type="checkbox"/> Review and revise C-2 zoning (Dir 2.1)	Planning	
<input type="checkbox"/> Develop C-2 area specific design guidelines (Dir 2.1)	Planning	

Existing Single Family Areas

Design:

- Complete monitoring of RS-5 zoning to identify concerns and adjust zoning if needed (Dir. 3 - all). Planning
- Review single family zoning in Dunbar to address issues of design control for all new houses, design diversity, yard size, house size and orientation, character retention (Dir 3.2, 3.3, 3.4, 3.5; 4.1; 6.2R) Planning
- Rental suites
Do a city-wide review of zoning and building by-laws and guidelines to improve feasibility of rental suites in single family areas. (Dir 5.1)
- Conduct a community survey to see if/where rental suites to be legalized (Dir 5.2) CSG

New Housing Types

- Infilling**
Housing Demonstration Project:
consider rezoning proposal for an infill or rowhouse/2-4-6 plex project only if proposal fits Vision and meets Housing Demo Project Guidelines including community support (Dir 6.2R 7.1 7.4R) Housing/ Planning
- Prepare Rowhouse/2-4-6 plex Plan and zoning that fits Vision, in consultation with Planning community including review of impacts, location, design (Dir 9.1, 9.2)
- Seniors Housing** Soc Plan/ Planning/
Consider rezoning proposal for seniors housing if proposal comes forward that fits Housing Vision (Dir 9.1, 9.2)

Traffic & Transit

- Arterial Traffic Engineering
Prepare Dunbar Street traffic management plan giving higher priority to pedestrians, cyclists, transit and restricting traffic to the existing two lanes (Dir 10.1 10.2 10.3 10.4)
- Install pedestrian activated traffic signals, corner bulges, median refuges, and other measures to address traffic safety issues on arterials (Dir 1.1, 10.1, 10.2) Engineering
- Increase enforcement of speed limit on arterials (Dir 10.1). Police
- Improve response time for pedestrian activated traffic signals (Dir 10.1, 10.2, 10.3) Engineering
- Public Transit** Engineering
Install more and improved bus shelters (Dir 11.1)
- Extend rapid transit to UBC, add more bus routes and more frequent bus service, develop community mini-bus service (Dir 11.2) Planning
- Review feasibility and develop operational criteria and procedures for City licensing of shared-ride mini-bus/van service (Dir 11.2) Permits & Licenses
- Neighbourhood Traffic Calming** Engineering
Develop and implement city-wide traffic calming selection criteria (Dir 12.1)

- Install small-scale, spot traffic management measures (e.g. stop signs, crosswalks, speed bumps) in residential areas to address specific local concerns (Dir 12.2). Engineering
- Review feasibility of a bike lane on Dunbar Street (Dir 10.2) Engineering
- Develop additional east-west and north-south bike routes and neighbourhood greenways (Dir 13.1) Engineering

Greening, Parks, Streets, Lanes

- Greening and Private Sites**
Publicize and expand the Tree Trust programs aimed at encouraging the planting and preservation of trees on private property (Dir 14.1 14.2 14.3)
- Recommend extending RS-5/6 impermeability regulations to all single family areas (Dir 14.3) Engineering/
Planning
- Lanes**
Revise the lane paving petition process to provide more options and more information on impacts (Dir 14.7)
- Include lane and street paving in review of permeability issues (Dir 14.7) Engineering
- Public Views** Planning
- Do a Dunbar public views study (Dir 14.6)
- Consider views to mountains, downtown, and water from parks and Dunbar Street when processing development applications (Dir 14.6) Planning
- Greening of Public Areas**
Support community stewardship initiatives for boulevards, street trees, lanes and natural areas through existing City programs such as Greenways, Green Streets and matching grants (Dir 14.2 14.4 14.7) Engineering/
Park Board/Greenways

Community Services & Facilities

- Support proposals for housing for seniors and residents with special needs who cannot live in their own homes (Dir 15.2 9.1 9.2) Social Planning/
Housing/
Planning
- If current library site is redeveloped, look for opportunities to combine services and address community needs (e.g. senior housing) (Dir 15.3) VPL/
Real Estate

Recycling, Conservation, Water Quality, Noise Control

- Implement and enforce the Urban Noise Task Force recommendations concerning:
- Garden equipment and construction noise restrictions;-traffic noise mitigation measures
- Airport north runway early take-off impact mitigation (Dir 18.4, 18.5)