

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 #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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 Partnership 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
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

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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 entrepreneur-ship 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
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.	Use all tools available. Introduce Form-Based Zoning Provide input to HRM Tax Reform Committee Promote local development opportunities that would serve the community and surrounding district.	Secondary Planning Strategy and Land Use Bylaw review Determination of feasibility and cost of piped sewer and/or water Information about options for tax reform, local improvement financing and developer charges Information about commercial viability thresholds, potential investors/developers and available lands	HRM Regional Council HRM Regional & Community Planning HRM Tax Reform Committee Ratepayers & Residents Assn. Greater Halifax Partnership (GHP) NS Homebuilders Assn. Local business assn. Local Credit Union	Input to HRM Tax Reform Committee Request HRM for a Secondary Plan Review Develop a Memorandum of Understanding between Ratepayers & Residents Assn. & HRM for a Vision Implementation Committee and Plan Review Advisory Committee Develop consensus on appropriate development types	Early commitment by HRM to undertake a Secondary Plan Review More information about Form-Based Zoning, tax and development charging options, commercial thresholds and available lands Follow-up study on feasibility and cost of piped sewer/water	Delay in commencing Secondary Plan Review Reluctance to try new approaches to zoning Excessive local taxation for improvements that also serve regional planning goals Piped servicing costs deter developers GHP has difficulty expanding its focus beyond urban core	Watershed Study follow-up analysis Secondary Plan Review HRM Tax Reform Committee consultation	Housing Infrastructure

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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.

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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	No service of any kind east of Porters Lake and West Chezzetcook HRM interest in commuter express service potential as far east as Musquodoboit Lack of provincial funding for transit	Maintain awareness with HRM, that the community wants and will use service. Advise HRM on preferred sites for stops/terminal in village core and for park-and-ride Indicate potential locations and characteristics for transit oriented development Recommend trail and sidewalk connections to terminal Determine model for transit east of Musq. Hbr.	Persistence Acceptable cost allocation formula Support from communities east of Musquodoboit Harbour for community transit further along Eastern Shore Funding for service east of Musquodoboit Harbour	HRM Metro Transit Province (eg, Community Transportation Assistance Program, Conserve NS) Private enterprise Non-Governmental Organizations (eg, Ecology Action Centre TRAX program, Transport 2000 Atlantic)	Voice support for service Use service once it starts Accept enough population and density to make service feasible Promote the service Identify funding, operating & partners for transit east of Musq. Hbr. Build business case for Eastern Shore transit Provide input to HRM Tax Reform Committee	Allocation of land for terminal and park-and-ride lot FCM Green Municipal Fund CTAP subsidy for service east of Musq. Hbr. TRAX Green Mobility Strategy & Capital Grants Program Transport 2000 Sustainable Mobility Research & Outreach Project	Other Centres receive higher priority than Eastern Shore/ Musq. Hbr. No funding for transit east of Musquodoboit Hbr. Fares too high to attract sufficient ridership Commuter express service omits village core Insufficient population growth or density Lack of promotion	HRM - Rural Transit & Park-and-Ride Study	Housing Economy Village Aesthetics Environment Youth
PRS-2 Develop sidewalks in the village core to support walkability, health and transit use.	None	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. Determine strategic crosswalk locations Request crosswalks from NSDOTPW	Information on best practices NSDOTPW approval Funding Volunteers Appropriate timing and design to allow for possible piped sewer and water services and street trees	HRM Transport-ation & Public Works NSDOTPW High School Hospital Nursing home	Develop consensus on priority locations Indicate interest and supporting reasons to HRM and Province Ask to provide input to HRM Roads & Streets Functional Plan Provide input to HRM Tax Reform Committee	Provincial funding HRM Active Transportation Plan Implementation of the Rural Express Transit and Park & Ride Study Context-Sensitive Street Standards Paid lobbyist to obtain funding	NSDOTPW might not approve sidewalks/ crosswalks Financing through frontage charges penalizes abutters even though need is generated by external car traffic Delays pending Hwy. 7/357/E. Petpeswick Rd. intersection realign-ment, piped services or street trees Sidewalk location conflicts with future piped services or street trees	Allow for future piped services, trees & Hwy 7/357/E.Pet-peswick Rd. intersection realignment, but should not be delayed by these projects.	Economy Village Aesthetics Environment Youth

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.

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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
CS-2 Maintain, promote and expand health, emergency, library and postal services in Musquodoboit Harbour.	The community medical services is over loaded Limited number of beds Growing seniors population No Assisted living available for seniors, disabled, etc. No 24-7 RCMP Service Library is open only 22 hours/week	Advocate importance of local hospital and community medical services Recruit doctors to the community Advocate the importance of local RCMP, Voluntary Fire Department, and postal services Expand the number of beds at the Birches Advocate more library space and operating hours	Health services, manpower and facilities More money from funding organizations Advocacy: need more people to say that it is a priority Establish that more people would use library if open more	Capital Health Authority Community Health Board Advocacy Groups Auxiliary Groups Ratepayers & Residents Assn. Lobbyist Private donors	Advocate Communicate to MLA's, councillors Provide input into any consultation for Capital Health and Regional Library strategic planning Fundraising Welcome wagon to raise awareness and encourage use of existing services by newcomers Volunteer	Inclusion in strategic planning and consultation for Capital Health, HRM Fire Services, RCMP, Canada Post and/or Regional Library	Insufficient local population growth might be used to justify closure of local facilities or services.	Capital Health strategic planning Library Strategy	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.

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

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

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R-5 Preserve and expand public access to common open spaces	Few public open spaces Some entrances are poorly defined Pedestrian access can be awkward or dangerous	Identify key sites, access points, connections and entrance improvements for existing open spaces Ensure that new spaces are configured to maximize pedestrian & other access Request crosswalks at strategic park or trail entrances	Map showing public lands Criteria for access based on best practices and community priorities Supportive MPS policy to ensure that new parkland dedications are visible, accessible and useable Crosswalk warrants that recognize importance of public parks	HRM - Real Estate & Capital Projects Province - DNR & Protected Areas Branch NSDOTPW for crosswalk requests Non-Governmental Organizations representing user groups & persons with disabilities	Participate in Open Space Functional Plan and Outdoor Recreation Facilities Master Plan consultations Identify key sites, potential connections and strategic access points	Watershed Study could identify suitable locations for clustered development with common open space Outdoor Recreation Facilities Master Plan Open Space Functional Plan	Regional Plan could be weakened through piecemeal amendments Uncontrolled access could have negative impacts on sensitive areas	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 #
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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 environment-ally 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 Infrastruc-ture & Services Youth
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
EN-3 Enforce and strengthen current regulations to protect the quality of water, soil and air.	Regulations span three levels of government and are enforced by many agencies. Enforcement of some regulations is on a complaint-driven basis.	Identify regulations or enforcement regimes that need to be strengthened Advocate improved regulations and enforcement to the appropriate governments and agencies Inform landowners of existing regulations and why they are important Inform agencies of situations where regulations are being violated	Familiarity with current regulations and enforcement agencies Knowledge of best practices elsewhere Inclusion in consultation for any proposed regulatory changes Good working relationships with key contact people in relevant agencies	Government agencies Universities Non-Governmental Organizations (e.g., Ecology Action Centre)	Write to relevant decision makers and politicians in support of improved regulations and enforcement as issues are identified Ensure buffer requirements, geological testing requirements are adhered to, by reporting violations	New or expanded environmental programs by higher levels of government Government consultation on any proposed environmental regulatory amendments Sustainable Community Plan funding from FCM Green Municipal Fund	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 develop-ment</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 unafford-able</p>	Secondary Plan Review	Economy Recreation
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	Recreation Youth

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 #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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>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	Infrastruc-ture & Services Village Aesthetics Economy Youth
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 #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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.	Determine options and locations for water source, serviced area, sewage treatment plant and outfall Develop a business case to attract a large amount of funding	Public will Political will A large funding allocation Cost sharing from all three levels of government	All three levels of government Water & Sewer Commission Buy-in from public as to benefits Local developers & businesses getting involved Hospital, high school and nursing home might see potential synergy with life cycle of their existing treatment plant(s) Other generators of effluent might be willing to change practices or connect to system	Accept sufficient population growth and density to make piped services feasible Keep asking for it, persistence Provide input to HRM Tax Review Committee regarding options to recover HRM's portion of the costs	Community support Business support Keeping community informed Green Municipal Fund Feasibility Study grant and/or Capital Project loan and/or grant Reduction of other sources of effluent into potential receiving waters Synergy with any need for refurbishment of existing school or hospital treatment plants	Competition from other communities for limited funds Lack of interest Too many obstacles/brick walls for developers. Too costly for residents Insufficient receiving water capacity Polarization or division over allocation of costs/responsibilities Isolation of Water & Sewer Commission from broader benefits	Watershed Study Follow-up study to identify options	Economy Housing Village Aesthetics Environment

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
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	Infrastruc-ture Community Services
Y-2 Develop Sports Facilities	See Recreation Goals	Include youth in consultations, fundraising and volunteer opportunities Also see Recreation Goals	Events, questionnaires and engagement programs that appeal to young people Also see Recreation Goals	Student Councils Student newspaper editors School teachers Guidance Counsellors Home-and-School groups Youth opinion leaders HRM Recreation and Community Development staff Sponsors Also see Recreation Goals	Engage youth to provide input to the HRM Recreation Facilities Strategic Master Plan Also see Recreation Goals	Youth strategy Also see Recreation Goals	Inability to find and engage youth champions who can encourage their peers to participate in consultations	No	Recreation

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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>Does this depend on any other project or initiative?</i>	
Y-3 Develop a youth centre with youth-centred activities	HRM building includes a multi-purpose and exercise room but no permanent youth venue Old school has potential as a youth centre See also Recreation Goals R-1 and R-2	Request HRM for a youth centre Ask HRM to make the old school available for an HRM or community-run youth centre	A building such as the old school Demonstrated interest and willingness to help from local youth List of activities and programs suggested and prioritized by local youth Business case Funding	HRM Real Property and Capital Projects See also Y-2 above	Find and engage youth champions who can encourage their peers to participate in consultations and volunteer their time	Youth strategy Low-cost lease or donation of land, indoor space, furniture, paint and/or building materials Volunteer labour Arena expansion might create space	Loss of volunteer momentum to complete what is started Insufficient funds or volunteer energy to operate programs or maintain the centre Low usage	No	Recreation
Y-4 Involve and retain youth	Young people leave the community to pursue education, find jobs and/or obtain independent housing and mobility.	Foster local youth employment opportunities Support housing options attractive to youth Provide and promote opportunities for youth to volunteer on community projects Obtain public transit that enables students to remain in the community while pursuing higher education in the metro area.	Student employment assistance programs Policies and zoning supporting small, affordable housing units Express rural transit schedules that consider students in addition to commuters Saturday late-morning and late-evening community transit service to/from metro area	Federal and provincial economic and employment agencies Greater Halifax Partnership HRM Recreation and Community Development staff Non-Governmental Organizations (eg, Railway Museum) Local businesses See also Y-2 above	Engage youth in planning community projects and working as volunteers Support planning policies and zoning that enable compact, affordable housing Advocate for transit service schedules that accommodate the needs of youth and students as well as commuters Request that U-Pass be accepted on rural transit services	Youth jobs with local businesses and non-governmental organizations Housing needs assessment Form-based zoning for compatible, compact housing Completion and implementation of rural transit study Inclusion of Rural and Community Transit in U-Pass Provincial transit funding	Youth may still believe that their opportunities all lie outside the community (“the grass is always greener on the other side”) Youth “car culture” may discourage use of transit	Rural Transit study	Economy Housing Infrastructure & Services

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
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		

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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>Does this depend on any other project or initiative?</i>	
A-3 Develop a town square with green space in village core	No clearly defined green centerpiece for the village core. Railway Museum provides a sense of arrival but is not located at a highway junction.	Determine priority intersections Prepare concept plans for each green space Plant lots of vegetation Install comfortable and inviting seating Establish community garden Install public art/monument/ fountain Construct bandstand/gazebo Erect ecological interpretive/educational signs that tell towns story	-urban designer/landscape architect	-HRM by Design-Urban Design Study may have some helpful suggestions. -youth, students - HRM parks planners - NSDOTPW could allow landscaping within the road right-of-way at key intersections	-create a vision for the square with beautiful aesthetics that the community can be proud of -help with the design - features, programs, purpose -use local materials -stewardship of the area will be ongoing	-Community needs assessment	-There are very little community events and therefore no one uses it. -Not properly maintained (not enough resources) -Space is not designed for and by the residents therefore irrelevant	NSTPW to realign the road at the intersection of Hwys. 357 & 7.	
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	Decide how to rationalize parking and enhance pedestrian access to businesses Decide on appropriate building shapes, heights and street setbacks for future development Decide on desirable types of housing for village core Identify opportunities for combining housing with retail and/or office uses in village core	Secondary Plan Review Form Based Zoning Architectural guidelines	HRM Regional & Community Planning Plan Review Committee Ratepayers & Residents Assn.	Request a Plan Review Promote and participate in the Plan Review process	Design charette Context-sensitive street standards Piped water & sewer in the village core	The Province, HRM or the community might be reluctant to try new approaches to zoning. Roadway standards might not be compatible with desired building forms and setbacks	Completion of the Community Vision Regional Parking Strategy	Housing, Business Development, Services

Goals	Current Situation	Stepping Stones	Resources	Implementation Partners		Risk Assessment Challenges/ Opportunities		Project Dependencies	Cross Reference #
				Who can help us do it?	What can the community do?	What would help us?	What could go wrong?		
<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>Does this depend on any other project or initiative?</i>	
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 risk</p>	Utility Functional Plan	Services Infrastructure
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