	Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #
		Short term-up to 5 yrs, Mea	When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30	rs, (Finances, Staff, Information. us a lium Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Seniors Housing: vision includes aging in place, security, amenities.	Accommodate senior-friendly living	No complex	 Encourage housing that accommodates graduated levels of assistance¹ Keep housing and amenities near each other Ensure safety and security² Preserve views to the water 	 Zoning bylaws Regional Plan MGA 	•HRM •Developers	• Form a seniors lobby group	•Invite other senior lobby groups to assist and advise	 No developer interest Lack of senior volunteers Zoning amendment not approved no sites available 		

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

	Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation	on Partners	Risk Assessm Opportunities	ent s / Challenges	Project Dependencies	Cross Ref#
		What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs		Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
	Support affordable housing opportunities	There are minimal rental opportunities.	 Encourage both mixed and low income options Allow cluster housing 						Completion of watershed study	
the village atmosphere of Fall River	Control density		 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 multistorey mixed-use development, lakeside, west of Hwy 2 in the 	Amend Shubenacadie Lakes MPS and LUB					Community Planning Process to amend MPS & LUB	
Housing: Maintain	Maintain village look and feel		 commercial district Develop design guidelines to control appearance and maintain Fall River's signature look 	Develop Guidelines					Community Planning Process to amend MPS & LUB	

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementatio	•		Partners Risk Assessment Opportunities / Challenges		Cross Ref #
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	Etc)	Who can help us do it?		What would help us?	What could go wrong?	Does this depend on any other project or initiative?	

Foster areas and obportunities green areas and obportunities will a green areas and obportunities areas and object of the state of the	Minimal infrastructure in place to support growth. No defined commercial area with a focused design theme. Limited major investment opportunity.	 Provide infrastructure (water, sewer, transit) in the commercial district Explore demand for convenience stores Encourage formation of a Fall River Business Association. 	Fall River - Shubie Watershed Study		Completion of watershed study Community Planning Process to amend MPS
maintain the village atmosphere through development guidelines and by encouraging and highlighting green a specific state of the second	Commercial development has been allowed to grow in a hodge podge fashion, without any design criteria that is reflective of the desire for a village feel (quaint, idyllic, peaceful)	 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 	Amend Shubenacadie Lakes MPS and LUB Undertake study to assess technical feasibility of centerline boulevard. NSTPW approval required for center line boulevard. Undertake Fall River-Shubenacadie Lakes Watershed Study		Completion of watershed study study to assess technical feasibility of centerline boulevard.

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

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

munity	Explore water and sewer options for Fall River	water services	• Carry out feasibility and environmental impact studies ⁴	Fall River- Shubenacadie Lakes Watershed Study		Completion of watershed study
in Fall River while preserving the village character of the community		throughout the community.	• Initiate public meeting upon completion of study	watershed Study	• CLG	
in Fall River while preservi						

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation	Implementation Partners		Implementation Partners Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #
Improve road	What is the situation now?	When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	(Finances, Staff, Information. us Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?		
Improve road systems to ease automobile circulation	Currently there is cyclical and dangerous congestion events on Lockview Road, MacPherson Road, Fall River Road, Highways #2, 118 and 102 due in part to a lack of a comprehensive traffic plan and insufficient road design. There is insufficient space on the off ramp to Fall River from the Highways 102 and 118 during peak traffic times.	 Fix drop off access to Ashlee, Lockview, and G.P. Vanier schools (Immediate) 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 	Transportation Study and Implementation Plan	NSDTPW						

	Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementatio	elementation Partners Risk As Opport		ent / Challenges	Project Dependencies	Cross Ref #
		What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	(1 mances, stay, my or matton.	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
ortunities for ents.	Improve community services	Area served by Bookmobile on a bi- weekly basis Community police presence is minimal	 Explore feasibility of establishing a library Encourage more medical services Provide active police presence in Fall River 	Feasibility study Community meeting with police provider						
Social Development: To develop venues and opportunities residents to participate in community building events.	Foster community cohesiveness	New Gordon Snow center under construction.	 Develop community gathering places Promote intergenerational social activities 							

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation	on Partners	Risk Assessme Opportunities		Project Dependencies	Cros Ref #
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Encourage sense of community through clubs and events	Vegetorium in community	 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 	HRM Community Relations and Events Asset Mapping Inventory Encourage expansion of Vegetorium towards a weekend market						
Encourage volunteerism in Fall River	Fall River is rife with volunteers without coordination	 Organize annual volunteer appreciation fair Coordinate fundraising for community development 	Community Relations and Events						

	Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation	on Partners	Risk Assessme Opportunities		Project Dependencies	Cross Ref#
		What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Social Development: To develop venues and opportunities for residents to participate in community building events.	Carry out Fall River Vision and Action Plan		 Continue consensus-building activities with residents Continue the Community Liaison Group's work Exchange ideas with other communities 							

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementatio			Risk Assessment Opportunities / Challenges		Cross Ref #
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	Etc)	Who can help us do it?	What can the community do?	What would help us?		Does this depend on any other project or initiative?	

nmunity recreation	Implement the Shubenacadie Canal Development Plan	There is no pedestrian underpass beneath Highway 102. This is essential to the development of the trail through Fall River	• Complete the proposed section of Shubenacadie Trail from Fall River to Wellington (Immediate)9	Shubenacadie Canal Halifax Regional Development Agency Trails Group	
Sports and Recreation : to expand and develop community recreation venues while preserving existing natural settings	Adopt a "15-minute walk to a facility" strategy	Facilities are clustered and assume need for a vehicle for access	 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 plans¹⁰ 	Real Property Planning	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

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

	Goal	Current Situation	ent Situation Describe Action & Resources Implementation Partners TimeFrame		on Partners	Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref #	
		What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
56	Develop community trail network	Trails are neighbourhood knowledge only. No community multi purpose facilities exist	 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 	Halifax Regional Development Agency Trails Group Real Property Planning	 Fall River trail group (Susan Hawkins?) Local police 					
	Develop multi- purpose sports facilities	No multi purpose sports facilities exist within the community	 Develop 20-yr plan for sports fields Determine feasibility of indoor sports facilities (including rinks and pools)¹³ 	Sports facility feasibility study					Open Space Functional Plan	

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Implementation Partners Risk Assessment Opportunities / Challenges		Project Dependencies	Cross Ref#
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Preserve public lands	Public lands are divested without community consultation or concern for community desire for alternative community uses	 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 	HRM administrative policy	• HRM and Province					
Acquire new public lands	Need funding to acquire community parks identified in this vision	 Develop a village green¹⁴ Ensure public access to water 	Park development plan Land acquisition Capital Budget	Real Property Planning				Open Space functional plan	
Provide park space opportunities		 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)	

Go	oal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessme Opportunities		Project Dependencies	Cross Ref #
		What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
ation: Fall River maintains its village atmosphere while afe and efficient mobility for its citizens with an active an.	Develop an active transportation network	Connectivity to the rest of HRM depends mainly on automobile No continuous sidewalk from Wellington to Waverley No multi-purpose trail and no bike lanes Narrow shoulders dangerous to pedestrians	• Develop a multipurpose, non-motorized trail ¹⁶ • 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	HRM Active Transportation Plan Engineering study and capital budget approval HRM Active Transportation Plan NSTPW Approval and Capital Budget						

Goal	Current Situation	Describe Action & TimeFrame	Resources	-		•		Risk Assessme Opportunities		Project Dependencies	Cross Ref#
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	Etc)	Who can help us do it?		What would help us?	What could go wrong?	Does this depend on any other project or initiative?			

Goal	Current Situation	Describe Action & TimeFrame	Resources	Implementation Partners		Risk Assessment Opportunities / Challenges		Project Dependencies	
Who	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Offer residents a way to get around Fall River and to surrounding communities without a car	One bus travels to the community at very infrequent times	• Develop inter- community transit system ¹⁷	Phase II Transit Study following the Express Bus Service Study						

Goal	Current Situation	Describe Action & TimeFrame	Resources		Implementation Partners		ent s / Challenges	Project Dependencies	Cross Ref #
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs		Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Offer commuters an alternative to the automobile		 Develop express bus service¹⁸ Establish park-and-ride venues (see commercial development map) Encourage multimodal commuting with bike racks Explore feasibility of commuter rail from Windsor Jct to Dartmouth¹⁹ 							

Goal	Current Situation	Describe Action & TimeFrame	Resources			Risk Assessment Opportunities / Challenges		Project Dependencies ges	
	What is the situation now?	What needs to be done? When? Immediate-up to 2 yrs, Short term-up to 5 yrs, Medium term-6-12yrs, Long term-13-30 yrs	What tools are needed? (Finances, Staff, Information. Etc)	Who can help us do it?	What can the community do?	What would help us?	What could go wrong?	Does this depend on any other project or initiative?	
Promote a unique Fall River Village aesthetic		 Protect heritage buildings Use trees, greenery, and lighting to beautify roads²⁰ Create design guidelines for signs²¹ 							

Endnotes

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.