



**Town of Amherst
Committee of the Whole**

Date: **Monday, March 27, 2017**
Time: **4:00 pm**
Location: **Council Chambers, Town Hall**

	Pages
1. Call to Order	
1.1 Approval of Agenda	
2. Presentations	
2.1 CAST - Janice Melanson (4556)	
3. Information Items	
3.1 Regional Economic Development Strategy Review (4934)	1 - 58
3.2 Review Active Transportation Plan (5023)	59 - 87
3.3 Review Municipal Planning Strategy (5024)	88 - 156
3.4 Correspondence from Glen Hudson re Off Highway Vehicle Act - Petition (5132)	157 - 158
4. Adjournment	

MEMORANDUM

To: Mayor Kogon and Council
From: Andrew Fisher, Senior Planner & Business Development Officer
Date: March 21, 2017
Subject: Information only – 2014 Community Economic Development Strategy

The purpose of this memo is to provide an overview of the above noted strategy. In the wake of the CRDA ceasing operations in 2013, the Town and County signed a MOU to work collaboratively on Community and Economic Development (CED). Consequently, in 2014 both Councils adopted the enclosed strategy that identifies the following four pillars and goals:

1. **Business Support:**
 - a) Increase business retention
 - b) Increase new business entrants and investment
 - c) Support & strengthen retail sector
 - d) Improve employment readiness of youth
2. **Tourism:** Increase impact of tourism on local economy by improving:
 - a) quality and quantity of market-ready tourism product
 - b) effectiveness of local tourism marketing
 - c) exposure of County in tourism marketing initiatives
 - d) facilitate coordination of festival events
3. **Demographics:**
 - a) Stop population decline by focusing on working age population
 - b) Increase immigration by a margin of 3 times above prov. average
4. **Community Capacity:**
 - a) Increase/improve capacity to be sustainable
(Critical mass of people infrastructure, programs, services, opportunities)

In early 2016, the Cumberland CED Strategy Logic Model and Measurement Tools document was completed with the following scope of work:

1. Identify what tangible 2014 Strategy results can be measured.
2. Create a suite of baseline measurements.
3. Provide tools to measure changes to baselines.
4. Provide recommendations on when 2014 Strategy results should be measured and by whom.

Staff feel the 2014 CED Strategy and corresponding Logic Model and Measurement Tool document are at least a good starting point to address Council's Strategic Priority to develop an Economic Readiness Strategy. The enclosed chart attempts to organize four Pillars and Goals of the Strategy as they relate to Council's Priority Economic Readiness Strategy - Desired Outcomes and Targets. Obvious limitations of this graph are the subjectivity of the degree to which a desired outcome or target is being addressed, and by whom.

The Council of the Municipality of the County of Cumberland will be receiving a similar introduction to the 2014 CED Strategy this month. Staff will continue to review these documents with our County partners. Assuming general agreement among both Councils, Staff intend to share the strategy with and other partners identified in the chart to establish an implementation plan.

Strategic Priority Work # 4 - Economic Readiness Strategy

Pillars of 2014 CED Strategy	Desired Outcomes and Targets from Strategic Priority	Actions to Address Desired Outcomes and Targets	Responsibility
1. Business Support Business retention New business & Investment Strengthen retail	Attract & retain businesses Diversify Economy Mentor entrepreneurs Youth employment readiness Business friendly processes	Determine baseline data	Shared, CANSA, ACOA, Chamber
		Create/implement BRE program	CBC
		Liaise/meet with business orgs	All groups - biweekly meetings
		Initiate preparations for Business/Invest Ready program	Shared, CBC
		Direct support to prospective investors	TOA, CBDC, ACOA
		Support Business Park Plans	Shared, NSBI
		ID ways to promote Cumb.County through trade missions, conferences	Shared, CBC
		Develop relationships to support youth employment readiness	ARHS, NSCC, CBDC
		Determine industry/business entry level needs for employment	CANSA, NSCC, CBC
2. Tourism Increase impact on economy	Encourage tourism Marketing & promotion	Complete inventory of tourism product in Cumberland	
		Determine product development priorities	
		ID baseline info re: tourism visitation in Cumberland	
		Support festivals	TOA, County, ACOA, Chambers
		Clarify roles: municipalities, CNTA, NSTA	
		Branding for Cumberland tourism and preferred marketing methods in coordination with regional and provincial initiatives	
		Produce and/or support local tourism marketing and advertising materials	
3. Demographics Turn around population decline Increase immigration	Job creation	Develop a better understanding of, and relationships with provincial and federal immigration programs	Cumb Multicultural Society, Rotary, YMCA
	Increase tax base		
4. Community Capacity Sustainability- critical mass of people, infrastructure, programs, services, opportunities	Downtown revitalization	Increase resident's understanding of CED and its importance to encourage engagement	All groups - biweekly meetings
	Increase tax base	Develop relationships with as many orgs and individuals as possible	All groups - biweekly meetings
		ID at least 5 communities where there is local readiness for locally-driven CED initiatives and provide support	

TOA - Town of Amherst

CBC - Cumberland Business Connector

Shared - Community Economic Development Strategy (TOA & County)

All Groups - TOA, County, ACOA, CBDC, NSBI, area Chambers, NSCC, CANSA, and CBC (recently started regular meetings to share information and look for ways to collaborate)



2014

Community Economic Development Strategy



Town of Amherst and
Municipality of
Cumberland

Summary

Recent changes to the system of Regional Development Associations/Agencies (RDAs) across the province have caused municipalities to review their role and responsibilities regarding Community Economic Development (CED). The proposed Regional Enterprise Networks will focus on business and will bring a regional perspective within a greatly expanded geographic area. Locally focused community initiatives and projects will still need support, as will local business initiatives. Coordination, locally and with other regional and provincial CED initiatives, will be more essential than ever. Tourism is an example.

Cumberland County demographics are cause for concern. Our population is aging and declining at a rate greater than the provincial average. Between the 2001 and 2011 census, our population declined by 3.8%. Only Amherst saw an increase (2.2%). While it is very helpful too have a stable demographic in the Amherst area, that means the rest of the County is declining at an even greater rate. If that trend were to continue, the complexion of Cumberland County will be very different in the other towns and communities outside of the Amherst area. It is becoming more and more challenging to maintain that critical mass of people, programs & services, infrastructure and economic opportunities necessary to sustain our communities. Our local economy cannot sustain itself indefinitely if our demographic trends continue. We need new investment, we need more people, and in particular, more people of employment age with skills that match our opportunities.

We also need to encourage local residents to be engaged in their communities to ensure our communities have the capacity to be sustainable. Residents need and expect quality social, health and education, and recreation programs and services; infrastructure such as libraries, community facilities, trails and parks; and also need retail options to be reasonably accessible. Community Economic Development is about the full continuum from community amenities to economic opportunities and new investment.

This CED Strategy addresses the full spectrum - community capacity to economic investment. It recognizes the importance of local citizens being engaged in their communities and it links our economic development systems to the regional and provincial business investment practices. It recognizes both the critical challenges of our demographics, as well as the opportunities we have here in Cumberland, to capitalize on our resources including tourism, agriculture, energy and our business parks. The CED Strategy is organized into four strategic pillars or focus areas: Business Support, Tourism, Demographics and Community Capacity. These four areas are closely inter-related, and that relationship is evident in the goals and strategies. Goals are presented in measurable terms and there are stated objectives and strategies for each.

Business Support

We need to increase business retention and overall success of the existing businesses in Cumberland County. We will implement the Business Retention and Expansion program (BRE) throughout the county. At the same time, we will meet regularly with businesses and business groups to identify threats and opportunities and collective responses.

We already have an environment that is among the most “investment ready” in the province, but we need to be even more aggressive in attracting new business investment. Our existing relationship with key government agencies and business organizations at the provincial and national level is a leg up. We also need to encourage entrepreneurship as a viable option. We need to focus on our resources in Cumberland, so agriculture and energy will be included in this strategy.

To summarize the business section, we will set goals to increase business retention, increase new business entrants and investment, support and strengthen the retail sector and increase the employment readiness of Cumberland youth.

Goals & Strategies

- 1. Increase business retention levels and over-all success of the businesses in Cumberland County over a five year period**
 - 1.1 Implement a BRE visitation program throughout the county
 - 1.2 Liaise with industry/business groups including Chambers, Board of Trade, NS Association of Manufacturers and Exports, etc., to identify threats and opportunities
 - 1.3 Facilitate regular round table opportunities with industry and business leaders focused on perceived threats and opportunities in the future
 - 1.4 Compile baseline data re: current retention rates in Cumberland County

- 2. Increase new business entrants and investment in Cumberland County**
 - 2.1 Develop and implement an investment-ready program
 - 2.2 Provide support directly to prospective business owners
 - 2.3 Encourage entrepreneurship as a viable option for residents in Cumberland County. (Ensure local governments support the groups that support entrepreneurship, e.g.: be navigator)
 - 2.4 Participate in trade missions, conferences, etc., in North America and abroad, facilitated through Industry Canada, NSBI, etc., to promote Cumberland to recruit new investment in the county
 - 2.5 Source marketing materials to support new business investment, including community profiles, lifestyle, education/training/skills, etc.
 - 2.6 Develop a "green industrial park" model
 - 2.7 Expand industrial park capacity in Cumberland County

3. Support and strengthen the retail sector throughout Cumberland County

3.1 Develop strategies to improve the attractiveness and appeal for main street/downtown areas with consideration of amenities for both residents and tourists

3.2 Development strategies should reflect county-wide marketing plan

4. Improve the employment readiness of Cumberland youth

4.1 Determine industry and business entry level employment needs

4.2 Initiate work readiness sessions for Cumberland youth

4.3 Encourage the NS Department of Education and Chignecto-Central Regional School Board to develop a work readiness program for high school students

4.4 Establish partnerships

Action 2014/15

- *Develop and initiate implementation of the BRE visitation program*
- *Liaise with, and regular meetings with business organizations*
- *Initiate preparations for the “business/investment-ready” program*
- *Direct support to prospective investors*
- *Initial plans for business park expansion and “green business park” model*
- *Identify opportunities to promote Cumberland County through trade missions, conferences, etc.*
- *Develop relationships in support of employment readiness for Cumberland youth*
- *Determine industry and business entry level needs for employment*
- *Complete RFP for website design with emphasis on investment readiness*

Cumberland County has great potential for tourism, but we need to maximize our resources and ensure we are presenting our tourism “product” in the best possible manner to cater to the world market. We have included strategies related to product development, marketing and advertising and coordination of festivals and events. We also address the issue of role clarity among the various government and non-government organizations and agencies. Our ultimate goal is to increase the economic impact of tourism in Cumberland County.

Goals & Strategies

1. Increase the impact of tourism on the local economy

- 1.1 Improve/increase the quality and quantity of Market-Ready Tourism product in Cumberland County***
- 1.2 Increase the effectiveness of local tourism marketing***
- 1.3 Increase the exposure of Cumberland County in provincial and regional marketing initiatives, including internet***
- 1.4 Facilitate coordination among festival organizations in Cumberland County***

Action 2014/15

- ***Complete an inventory of tourism product in Cumberland County***
- ***Determine product development priorities***
- ***Identify base line information re: tourism visitation and economic impact in Cumberland***
- ***Support festivals***
- ***Clarify roles – i.e. municipalities, CNTA, NSTA***
- ***Determine the essential elements of a “brand” for Cumberland tourism and the preferred marketing methods in coordination with regional and provincial initiatives***
- ***Produce and/or support the development of local tourism marketing and advertising materials***

Demographics

Our population is declining and aging. The percentage of residents between the age of 18 and 64 is declining at an alarming rate. We know we need to retain our young people and create opportunities to entice those of working age that have left to find employment elsewhere, to return to work in Cumberland County. It is a significant challenge and is closely inter-related with the other three focus areas (Business Support, Tourism, and Community Capacity). We also need to work closely with provincial and federal agencies to insure that a proportionate number of immigrants make Cumberland County their new permanent home.

Goals & Strategies

- 1. Turn around the decline in population in Cumberland County with a significant focus on the working age demographic in the county**
 - 1.1 Develop a “Welcoming Communities” initiative similar to CORDA initiative. Match skills and interests of prospective immigrants/inter-provincial migrants with employment opportunities / need*
 - 1.2 Attract graduating international students from maritime universities to Cumberland - e.g. internships, incentives, etc.*

- 2. Increase the number of immigrants to Cumberland County by a margin of 3 times the average, as determined in the past two census periods. (This is consistent with the recommendations in the One Nova Scotia Report)**
 - 2.1 Enlist the support of recent immigrants and immigrant associations/networks to identify potential immigrants*
 - 2.2 Connect with immigration strategies that are developed as a result of the One Nova Scotia Report*

Action 2014-15

- *Develop a better understanding of, and relationships with, the provincial and federal immigration system*

Community Capacity

Community Capacity is often overlooked in CED discussions, as it is seen as subjective and difficult to set measurable goals. The forces that contribute to the erosion of communities are complex and usually beyond the scope of the local community, leaving residents feeling powerless. Sustaining our communities is challenging, and we won't succeed in all cases. However, by looking at community capacity as a critical mass of people, infrastructure, reasonable availability of programs & services, and economic opportunities from a **strategic** perspective, we can focus attention on those elements that are most critical and valued. More importantly, we can encourage and support local citizens to be engaged in the critical issues that impact their communities. This CED Strategy will identify those communities where there is a readiness for local residents to be involved in the future of their communities and to support them to do so.

Goals & Strategies

1. Increase / improve the capacity of our communities to be sustainable

- 1.1 Increase the understanding of "Community Economic Development" by county residents and the role they can, and do play in support of CED*
- 1.2 Assist communities to determine and develop their readiness to address CED issues*
- 1.3 Facilitate the development of community/area-specific plans and initiatives*
- 1.4 Support local development plans*
- 1.5 Coordinate county-wide initiatives in support of local plans. (e.g. workshops in the wake of the OneNS report, coordination with other government agencies and NGOs, municipal policy and planning)*

Action 2014/15

- *Meet and develop relationships with as many organizations and individuals throughout the county as possible*
- *Identify at least 5 communities where there is a readiness for locally-driven CED initiatives and provide support as needed*

Information & Data Collection

Throughout this strategy, every effort has been made to set results-oriented, measurable goals and to articulate measures to determine progress. To do that, requires the availability of information, including initial base-line data as well as processes to obtain it on an ongoing basis. This presents a challenge in virtually all four pillars of this strategy as the required information is not readily available in most instances. In some cases the “raw” data is there, but there may be no process for gathering it. In others, it may be available as part of a larger data set, but may be difficult or ineffective to extract it. In some cases it may be necessary to identify specific measures, design new instruments, and develop a process to obtain the information.

As in any planning process, data collection is not a strategic “result”, but it is critical to measuring incremental progress toward stated results, or goals, and for this reason, we have chosen to highlight the importance of building a data collection process into all pillars of the strategy as follows:

	Measure(s) (Need to Know)	Method	Action Required	Date for Completion
Business Support	1. Base line data re current retention rates 2. Retention rates – ongoing 3. Value of new investment	Conduct survey	Develop and conduct survey	March 2015
		Same Building/DevelopmentPermits	Arrange with RJS Arrange with Dev. Office	March 2015 March 2015
Tourism	1. Number of visitors to Cumberland County 2. Accommodation occupancy rates 2. Tourism economic impact 3. Accommodation occupancy rates	Exit surveys – NS Tourism Agency	Refine process for Cumberland data set	March 2015
		NS Tourism Agency Survey - NSTA	None Refine process for Cumberland Data set	March 2015
Demographics	1. Rate of population change 2. # and % of residents in 18-64 demographic 3. # of immigrants to Cumberland County Annually	Stats Can Data	Contract agency to “mine” data	March 2015
		Stats Can Data	Same	
		NS Office of Immigration	None	
Community Capacity	1.# of communities with active citizen-led initiatives linked to CED strategy 2. Year over year average rating on four point capacity scale	Staff – led annual inventory	Design inventory tool (staff)	March 2015
		Annual self-assessment by selected organizations throughout the County	Design self-assessment instrument and present initially to select organizations (staff)	March 2015

Appendix A – Implementation Summary

Implementation 2014-15

The worksheets in Appendix B include measures for each goal, as well as objectives which serve as milestones to describe progress targets. Detailed action plans have also been developed, which will serve as work plans and will be up-dated annually. Implementation of the strategy will begin in fiscal year 2014-15 and activities are summarized in point form below. This initial year can be characterized as a “start-up” period, with emphasis on creating readiness across most areas of the CED Strategy, including baseline data collection, role clarity, relationship building, program development, and planning.

Business Support:

- Determine baseline data re current business rates
- Develop and initiate implementation of the BRE visitation program
- Liaise with, and regular meetings with, business organizations
- Initiate preparations for the “business/investment-ready” program
- Direct support to prospective investors
- Support plans for business park expansion and “green business park” model
- Identify opportunities to promote Cumberland County through trade missions, conferences, etc.
- Develop relationships in support of employment readiness for Cumberland youth
- Determine industry and business entry level needs for employment

Tourism

- Complete inventory of tourism product in Cumberland County
- Determine product development priorities
- Identify base line information re: tourism visitation in Cumberland County
- Support festivals
- Clarify roles – i.e. municipalities, CNTA, NSTA
- Determine the essential elements of a “brand” for Cumberland tourism and the preferred marketing methods in coordination with regional and provincial initiatives
- Produce and/or support the development of local tourism marketing and advertising materials

Demographics

- Develop a better understand of, and relationships with the provincial and federal immigration system

Community Capacity

- Increase residents’ understanding of CED and its importance to our communities and encourage community engagement
- Meet and develop relationships with as many organizations and individuals throughout the county as possible
- Identify at least 5 communities where there is a readiness for locally-driven CED initiatives and provide support as needed

Appendix B – Year 1 Budget

Implementation 2014-15

Business Support:

- Workshops/Training/Conferences \$2,500
- Support for Capacity Building Business Groups \$3,000
- Trade/Investment Missions \$7,000
- Website Development \$20,000

Tourism

- Product Development \$5,000
- Cumberland Brand \$5,000
- Regional Marketing/Promotion \$10,000

Demographics

- Nil

Community Capacity

- Nil

Information and Data Collection

- Cost for Data Gathering (Measurement) \$25,000

Total Costs **\$77,500**

Appendix C - Worksheets

Focus Area: Business Support

Goals	Measures	Objectives	Strategies
<p>1. Increase business retention levels and over-all success of the businesses in Cumberland County over a five year period.</p>	<p>Business Retention rate based on a sampling of existing and new business entrants and response to a predetermine questionnaire</p>	<p>Have a sound knowledge on the current retention rates of business and industry in Cumberland County</p>	<p>1.1 Implement a BRE visitation program throughout the County</p>
			<p>1.2 Liaise with Industry/Business groups including Chambers, Board of Trade, NS Association of Manufactures and Exports, etc. to identify threats and opportunities.</p>
			<p>1.3 Facilitate regular round table opportunities with industry, business and community leaders focused on perceived threats and opportunities in the future.</p>
<p>2. Increase new business entrants and investment in Cumberland County.</p>	<p>Number of start-ups (based on # of new business registrations with Registry of Joint Stocks)</p>	<p>By substantially investment ready by November 2014</p>	<p>2.1 Develop and implement an investment-ready program.</p>
	<p>Value of new investment in Building Permits issued</p>	<p>Ongoing support in place by Fall 2014</p>	
			<p>2.2 Provide support directly to prospective business owners</p>
			<p>2.3 Encourage entrepreneurship as a viable option for residents in Cumberland County. (Ensure local governments support the groups that support entrepreneurship, i.e.: be navigator)</p>
			<p>2.4 Participate in trade missions, conferences, etc. in North America and abroad, facilitated through Industry Canada, NSBI, etc. to promote Cumberland to recruit new investment in the County.</p>

Focus Area: Business Support - Continued

Goals	Measures	Objectives	Strategies
			2.5 Develop Agriculture Industry in Cumberland County.
			2.6 Source marketing materials to support ne business investment, including community profiles, lifestyle, education/training/skills, etc.
			2.7 Develop Energy Industry Opportunities in Cumberland County
			2.8 Expand Industrial park capacity in Cumberland County
3. Support and strengthen the retail sector throughout Cumberland County		Model complete by March 2016	3.1 Develop strategies to improve the attractiveness and appeal for main street/downtown areas with consideration of amenities for both residents and tourists
			3.2 Development strategies should reflect County-wide marketing plan.
4. Increase readiness for Cumberland youth			4.1 Support entrepreneurship in support programs like Jr Achievement

Focus Area: Tourism

Goals	Measures	Objectives	Strategies
1. Increase the impact of tourism on the local economy	# of visitors to Cumberland County's per exit surveys and/or sampling of businesses / attractions	Complete inventory of tourism product in Cumberland County by December 2014	1. Improve/increase the quality and quantity of Market-Ready Tourism product in Cumberland County.
	Sampling of accommodation rates - year to year (fixed roof and campgrounds)	#of market-ready products (e.g.: # of new experiences) to increase by 5% by December 2017	
		# of visitors as per visitor exit surveys or surveys of business/attractions to increase by 5% by December 2017	
			2. Increase the effectiveness of local tourism marketing.
			3. Increase the exposure of Cumberland county in provincial and regional marketing initiatives, including internet.
			4. Facilitate coordination among festival organizations in Cumberland County

Focus Area: Demographics

Goals	Measures	Objectives	Strategies
<p>1. Turn around the decline in population in Cumberland County with a significant focus on the working age demographic in the County (age 18-64)</p>	<p>Rate of Population decline</p> <p># of residents in 18-64 demographic</p>	<p>TBD</p>	<p>1.1 Develop a Welcoming Communities initiative similar to CORDA initiative. Match skills and interests of prospective immigrants/inter-provincial migrants with employment opportunities / needs</p>
			<p>1.2 Attract graduating international students from maritime universities to Cumberland - e.g. internships, incentives, etc.</p>
<p>2. Increase the number of immigrants to Cumberland County by a margin of 3 times the average as determined in the past two census periods. (This is consistent with the recommendations in the One Nova Scotia Report)</p>	<p># of immigrants to Cumberland County annually</p>	<p>TBD</p>	<p>2.1 Enlist the support of recent immigrants and immigrant associations/networks to identify potential immigrants.</p>
			<p>2.2 Connect with immigration strategies that are developed as a result of the One Nova Scotia Report</p>

Focus Area: Community Capacity

<u>Goals</u>	<u>Measures</u>	<u>Objectives</u>	<u>Strategies</u>
<p>1. Increase / improve the capacity of our communities to be sustainable.</p>	<p>1.1 Year over year rating on a four-component capacity scale</p>	<p>1.1 Identify 5 potential planning-ready communities within defined geographic areas by October 2014</p>	<p>1.1 Increase the understanding of Community Economic Development by County residents and what role they play</p>
		<p>1.2 Complete community plans in 5 communities and identify 5 additional potential planning-ready communities by May 2015</p>	<p>1.2 Preliminary assistance in communities to determine readiness to address capacity issues.</p>
		<p>1.3 Develop at least one community capacity plan in each Municipal Council district and all participating Towns by September 2016.</p>	<p>1.3 Facilitate development of community/area-specific plans.</p>
			<p>1.4 Support local development plans.</p>
			<p>1.5 Coordinate county-wide initiatives in support of local plans. (e.g. leadership development, coordination with other government agencies and NGO's, Municipal policy and planning</p>

Cumberland CED Strategy Logic Model and Measurement Tools

Prepared For:

Town of Amherst & Municipality of the County of Cumberland



Submitted By:

JOZSA MANAGEMENT & ECONOMICS

FEBRUARY, 2016

February 22, 2016

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Attn: Michelle Byers

Ms. Byers and Mr. MacIsaac:

Re: Final Report; Cumberland CED Strategy Logic Model and Measurement Tools

The attached is final report for the CED Strategy Logic Model and Measurement Tools study for your review.

We completed the edits discussed during our meeting on February 12, 2016.

We have truly enjoyed this work because we believe, unlike many strategies we have seen, your plan focuses on the forces over which you have reasonable control, can be implemented with the time and resources you have available and should be able to effect the changes intended.

However, as we have pointed out in the report, Cumberland County does not have control over all forces that drive an economy. The external forces that are not in the control of Cumberland can favour or work against Cumberland and hence if the strategy performs as expected Cumberland could overshoot or undershoot its goals. As a 'worst case', undershooting in the face of strong external headwinds will likely be less severe than if the strategy had not been implemented.

Sincerely;

JOZSA MANAGEMENT & ECONOMICS



John Jozsa, MA, MPA

Incl.: Cumb County indicators data.xlsx

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EXECUTIVE SUMMARY

THE PLANNING CONTEXTS

COMMUNITY ECONOMIC DEVELOPMENT PLANNING CONTEXT

The Town of Amherst and the Municipality of Cumberland organized its 2014 Community Economic Development Strategy (2014 CEDS)) around four Focus Areas:

- 1 Business Support;
- 2 Tourism;
- 3 Demographics; and
- 4 Community Capacity.¹

The Focus Areas consist of eight Strategies:

- 1 Business Support Focus Area
 - o Strategy 1: Increase Business Retention Rates
 - o Strategy 2: Increase New Business Entrants and Investment
 - o Strategy 3: Support and Strengthen the Retail Sector
 - o Strategy 4: Improve the Employment Readiness of Youth
- 2 Tourism Focus Area
 - o Increase the Impact of Tourism on the Local Economy
- 3 Demographics Focus Area
 - o Strategy 1: Turn Around Decline In Population with Focus on Working Age Demographic (Migrant Emphasis)
 - o Strategy 2: Increase the Number of Immigrants to Cumberland County (Immigrant Emphasis)
- 4 Community Capacity Focus Area
 - o Improve the Capacity of Communities to be Sustainable

SOCIO-ECONOMIC CONTEXT

The socio-economic context defines the scope of the challenge the 2014 CEDS addresses.

Population. Between 2001 and 2011, the population of the Cumberland Census Division (CD) declined 3.8% from 32,605 to 31,353. The CD showed growth in the population aged 45+ and growth in its share of the total from 46% to 56%.

Net Migration. In 2001, about 1,280 migrants from the rest of Canada lived in Cumberland. In 2011, about 1,410 migrants from the rest of Canada lived in Cumberland. The shift to an older overall age structure suggests that the net number of internal migrants tended aged 45+.

In 2001, about 800 residents of the CD were immigrants. About 60% were 20+ years old at the age of immigration. In 2011, about 865 were immigrants and about 45% were 20+ years old at the age of immigration. About 24% were in the prime labour force years of 25 to 44.

Employment. At the 2001 Census, there were about 12,400 jobs located in the Cumberland CD of which Cumberland residents held 11,525. About 1,455 residents travelled to work outside the CD. Hence, the CD was a net importer of jobs.

¹ “2014 Community Economic Development Strategy”, Town of Amherst and the Municipality of Cumberland, undated, p 1.

Comparable 2011 data for the CD are not available. Data for Amherst (T) and Cumberland Subdivision C (CSD) suggest that there were about 7,000 jobs located in the two CSDs, of which residents of the two CSDs held about 6,475. About 525 travelled to work outside the CSDs. These data suggest that the CSDs were net importers of jobs.

Tourism. There are no secondary source data or studies describing the effects of tourism in Cumberland. Proxies will be used to summarize the changing economics of tourism in Cumberland. The closest available proxies are the number of room and campsite nights sold.

For the months of June to September inclusive, the number of:

- active establishments declined from 44 in 2012 to 26 in 2015; and
- room nights sold hovered around 29,000, until 2014 when they jumped to about 31,350 and dipped a bit to about 31,200 in 2015.

These data suggest:

- good growth in core season nights sold and occupancy rates;
- improved business conditions for fixed roof properties; and therefore
- an increase of the economic impact of tourism in the CD.

The data for campground occupancy are very sparse. Data from 2014 suggest that from June to September campgrounds sold about 22,531 camp nights of about 58,825 available.

THE CONSULTANTS' WORK

We created the logic model for the 2014 CEDS, which establishes the plausible connection between Outputs of Actions, Effects of the Outputs, and progress to Goals due to the Effects.

For each of the eight Strategies we:

- added to the Actions listed in the original 2014 CEDS;
- created a list of Outputs (results of what you do) that logically stem from each Action;
- created a list of Effects that logically stem from each Output; and
- described the logical linkage between Effects and Goal achievement.

The logic model makes the 2014 CEDS ready for implementation by:

- removing redundancies between the eight Strategies;
- filling gaps between Actions and Goals (a gap exists when the steps between an Action and a Goal are not clear, not measurable and/or not plausible);
- defining measurable results (Actions taken, Outputs produced, Effects caused, Goals achieved);
- specifying indicators of 2014 CEDS progress so that the progress of the CEDS can be distinguished from impacts of external forces; and
- selecting indicators of progress that can be used to evaluate the need for revisions.

We considered the resources it would take to implement the 2014 CEDS, the resources the Town and Municipality could reasonably provide and the certainty that the unpredictable will occur and will require a response. Therefore, we specified a lean set of indicators that will track the progress of the 2014 CEDS, the data for which can be collected without draining resources from implementation.

2014 CEDS LOGIC MODELS, MEASUREMENT OF INDICATORS AND EVALUATION

Sections 3.1 to 3.4 describe the measures and data sources we recommend to assess the

implementation progress and goal achievement of the 2014 CEDS.

The 2014 CEDS will affect the broader socio-economic context. It will help Cumberland build on strengths, realize opportunities and adapt to external forces.

However, broader measures of socio-economic conditions (the ones with which the public is most familiar [e.g., unemployment rate, number of jobs, population level & change, etc.]) are not suitable for the assessment of the implementation or goals-achievement. This is the case because the values of these commonly reported socio-economic indicators stem from a myriad of forces that cannot be controlled by communities (e.g., technology change, federal fiscal and monetary policy, national and inter-national recessions, environmental assets, etc.).

MEASUREMENT OF INDICATORS

The report recommends measuring two categories of indicators.

Indicators of implementation progress provide information about intermediate steps needed to evaluate the efficiency and effectiveness of the implementation of the 2014 CEDS. These indicators measure:

- Outputs created when Actions are undertaken; and
- Effects that stem from the Outputs.

Baseline indicators describe the progress towards the achievement of goals. They measure if the ultimate goals of the eight strategies are being achieved. For example, has the business retention rate been increased, has the impact of tourism on the local economy increased, has the capacity of communities to be sustainable increased, etc.

EVALUATION

EVALUATING IMPLEMENTATION PROGRESS. The forces that influence the ability to undertake Actions that produce Outputs that in turn cause desired Effects are largely within the ability of Cumberland to control. Therefore, the measures of implementation progress should be used to evaluate if the 2014 CEDS is being delivered as expected, regardless of changes in baseline indicators. (e.g., have the Actions been undertaken, were the expected Outputs produced, etc).

If the Strategies' Actions, Outputs and Effects are not realized then there is little reason to expect that the 2014 CEDS is causing progress towards the ultimate Goals.

EVALUATING GOAL ACHIEVEMENT. The achievement of the ultimate goals is not fully in the control of Cumberland because many external forces will also affect the achievement of Goals. Therefore, it will be important to separate judgements about plan's implementation from judgements about the plan's impact on baseline indicators.

For example:

- if the Strategy to "Improve the Employment Readiness of Youth" does result in the desired improvements; and
- if the Western Canada economy concurrently rebounds relative to the Nova Scotian economy;
- then Cumberland could see a decline in the employment of local youth, a decline in population as job ready youth flock westward and a forthcoming decline in the employment readiness of youth still resident in Cumberland.

In this scenario, the 2014 CEDS worked but external forces overwhelmed its beneficial effect. It would be wrong to judge the effort to improve the employment readiness of youth a failure. However, in conditions of growing disparity between Western Canada and Cumberland the Strategy to “Improve the Employment Readiness of Youth” may need to be modified to increase the take-up of local jobs vs. out-migration.

The **table below** summarizes the Strategies, Goals and the Baseline Measures we recommend to determine if the Goals are being achieved.

BUSINESS SUPPORT FOCUS AREA	
Strategy 1:	Increase Business Retention Rates
Goal:	Increase business retention rates within a 5-year window.
Baseline Measure:	The net change in the number of business establishments, by sector.
Strategy 2:	Increase New Business Entrants and Investment
Goal:	Increase new business entrants and investment.
Baseline Measure:	The net change in the number of business establishments, by sector.
Strategy 3:	Support and Strengthen the Retail Sector Throughout Cumberland County.
Goal:	Support and strengthen the retail sector.
Baseline Measure:	Change in the number of Retail establishments.
Strategy 4:	Improve the Employment Readiness of Youth
Goal:	Improve the employment readiness of youth.
Baseline Measure:	Results of issue specific questions in the BRE interview guide.
TOURISM FOCUS AREA	
Strategy:	Increase the Impact of Tourism on the Local Economy
Goal:	Increase the impact of tourism on the local economy.
Baseline Measure:	Change in the number of room nights and campsite nights sold.
DEMOGRAPHICS FOCUS AREA	
Strategy 1:	Turn Around Decline in Population with Focus on Working Age Demographic (Migrant Emphasis)
Goal:	Turn around decline in population with focus on working age demographic.
Baseline Measure:	Change in the number of residents, by ages, who are migrants from the rest of Canada.
Strategy 2:	Increase the Number of Immigrants to Cumberland County (Immigrant Emphasis).
Goal:	Increase the number of immigrants to Cumberland County.
Baseline Measure:	Change in the number of residents, by ages, who are immigrants.
COMMUNITY CAPACITY FOCUS AREA	
Strategy:	Improve Capacity of Communities to be Sustainable
Goal:	Improve capacity of communities to be sustainable.
Baseline Measure:	Number of community projects initiated and number completed. Short reports at initiation and 3 - 5 years after completion on purpose and objectives achievement.

1 THE PLANNING CONTEXTS

1.1 COMMUNITY ECONOMIC DEVELOPMENT PLANNING CONTEXT²

The Town of Amherst and the Municipality of Cumberland published the “2014 Community Economic Development Strategy”³ (2014 CEDS). It summarized the need and purpose of the 2014 CEDS as follows.

“Recent changes to the system of Regional Development Associations/Agencies (RDAs) across the province have caused municipalities to review their role and responsibilities regarding Community Economic Development (CED). The proposed Regional Enterprise Networks will focus on business and will bring a regional perspective within a greatly expanded geographic area. Locally focused community initiatives and projects will still need support, as will local business initiatives. Coordination, locally and with other regional and provincial CED initiatives, will be more essential than ever. Tourism is an example.

Cumberland County demographics are cause for concern. Our population is aging and declining at a rate greater than the provincial average. Between the 2001 and 2011 census, our population declined by 3.8%. Only Amherst saw an increase (2.2%). While it is very helpful to have a stable demographic in the Amherst area that means the rest of the County is declining at an even greater rate. If that trend were to continue, the complexion of Cumberland County will be very different in the other towns and communities outside of the Amherst area. It is becoming more and more challenging to maintain that critical mass of people, programs & services, infrastructure and economic opportunities necessary to sustain our communities. Our local economy cannot sustain itself indefinitely if our demographic trends continue. We need new investment, we need more people and in particular, more people of employment age with skills that match our opportunities.

We also need to encourage local residents to be engaged in their communities to ensure our communities have the capacity to be sustainable. Residents need and expect quality social, health and education, and recreation programs and services; infrastructure such as libraries, community facilities, trails and parks; and need retail options to be reasonably accessible. Community Economic Development is about the full continuum from community amenities to economic opportunities and new investment.

This CED Strategy addresses the full spectrum - community capacity to economic investment. It recognizes the importance of local citizens being engaged in their communities and it links our economic development systems

² We have:

- retained the nomenclature used in “2014 Community Economic Development Strategy”, Town of Amherst and Municipality of Cumberland; and
- added new terms only when absolutely necessary.

³ Town of Amherst and Municipality of Cumberland, undated.

to the regional and provincial business investment practices. It recognizes both the critical challenges of our demographics, as well as the opportunities we have here in Cumberland, to capitalize on our resources including tourism, agriculture, energy and our business parks.

The 2014 community Economic Development Strategy (2014 CEDS) is organized into four strategic pillars or focus areas:

- Business Support,
- Tourism,
- Demographics; and
- Community Capacity.

These four areas are closely inter-related, and that relationship is evident in the goals and strategies. Goals are presented in measurable terms and there are stated objectives and strategies for each.”⁴

The Focus Areas are composed of eight Strategies:

- **Business Support Focus Area**
 - Strategy 1: Increase Business Retention Rates;
 - Strategy 2: Increase New Business Entrants and Investment ;
 - Strategy 3: Support and Strengthen the Retail Sector; and
 - Strategy 4: Improve the Employment Readiness of Youth
- **Tourism Focus Area**
 - Strategy : Increase the Impact of Tourism on the Local Economy
- **Demographics Focus Area**
 - Strategy 1: Turn Around Decline In Population with Focus on Working Age Demographic (Migrant Emphasis)
 - Strategy 2: Increase the Number of Immigrants to Cumberland County (Immigrant Emphasis)
- **Community Capacity Focus Area**
 - Strategy: Improve Capacity of Communities to be Sustainable.

1.1.1 BASELINE TARGETS OF THE 2014 CEDS

The 2014 CEDS intends to move the following economic conditions away from their baseline:

- business retention rates;
- new business entrants and investment;
- strength of the retail sector;
- employment readiness of youth;
- impact of tourism;
- population (focus on working age demographic);
- number of immigrants; and
- capacity of communities to be sustainable.

⁴ “2014 Community Economic Development Strategy”, Town of Amherst and the Municipality of Cumberland, undated, p 1.

1.2 SOCIO-ECONOMIC CONTEXT

The socio-economic context defines the scope of the challenge the 2014 CEDS addresses.

Broader measures of socio-economic conditions (the ones with which the public is most familiar [e.g., unemployment rate, population level & change, etc.]) are not suitable for baseline comparisons. This is the case because the values of these commonly reported context indicators stem from a myriad of forces such as technology change, federal fiscal and monetary policy, national and inter-national recessions, resource assets, etc. are out of the control of small communities.

Using conditions over which Cumberland has little control over baselines can lead to incorrect planning and policy decisions. For example, if the employment readiness of youth occurs shortly before or concurrently with a rebound of the Western Canada economy relative to the Nova Scotian economy, Cumberland could see a decline in population as job ready youth flock west and a decline in the overall youth job readiness because the job ready will move first and leave the not-job ready behind. In this case, the 2014 CEDS is working but external forces have overwhelmed its beneficial effect. Therefore, actions to improve the employment readiness of youth should not be abandoned as failures.

It is important to understand the broader socio-economic context. This is the case because it provides the foundation needed to understand:

- where the 2014 CEDS is working as expected;
- where the 2014 CEDS is not working as expected; and
- if changes in the baseline measure of Goals are due to the Effects of the 2014 Strategy, external forces or a combination of forces.

The socio-economic context variables are discussed below.⁵

1.2.1 DEMOGRAPHICS

1.2.1.1 POPULATION

Between 2001 and 2011, the population of the Cumberland CD declined 3.8% from 32,605 to 31,353.

The population age structure changed as shown below in **Exhibit 1**. Despite a decline in the total population, the CD showed absolute growth in the population aged 45+ and a growth in its share of the total from 46% to 56%.

⁵ As pointed in the body of the report, below, a significant portion of the information on Demographics and Employment are drawn from the mandatory Long Form Census of 2001 and 2006 and the voluntary National Household Survey (NHS) of 2011. Most of the findings of the Long Form Censuses and NHS cannot be directly compared.

Some of the Census Subdivisions in the Cumberland CD did not provide enough responses to the NHS to enable the publication of reliable results, which further complicated inter-census comparisons.

Only data that can be compared between 2006 and 2011 is presented.

The Liberal government elected in 2015 promised to reinstate of the mandatory Long Form Census. Therefore, the Long Form Census data in 2016 will not be directly comparable to the National Household Survey data of 2011 but will likely be comparable to the Long Form Census data for 2006 and earlier.

This data point underline the emphasis of the 2014 CEDS on employment growth in the CD (to hold and attract population), work place capacity of youth (to help them find work in the CD) and in-migration targeted at graduating students and families.

Exhibit 1: Cumberland Census Division Population Age Structure				
Age Cohort	2001		2011	
	Number	Percent of Total	Number	Percent of Total
0 - 19	7,655	23%	6,150	20%
20 - 44	10,020	31%	7,850	25%
45 - 69	10,430	32%	12,457	40%
Over 69	4,495	14%	4,860	16%

1.2.1.2 MIGRATION

1.2.1.2.1 INTERNAL

In 2001, migrants from the rest of Canada made up about 4.1% of the population (about 1,280) and by 2011, migrants from the rest of Canada made up about 4.7% of the population (about 1,410).

The Cumberland CD did well in attracting in-migration from the rest of Canada, but the change in age structure suggests that the net number of internal migrants tended to be from the older age cohorts.

1.2.1.2.2 INTERNATIONAL

In 2001, about 2.5% of the population (about 800) were immigrants. About 60% were 20+ years old at the age of immigration. In 2011, about 2.8% of the population (about 865) were immigrants and about 45% were 20+ years old at the age of immigration. About 24% were in the prime labour force years of 25 to 44. (Comparable data is not available for 2001.)

Since 2001, the Cumberland CD improved its ability to attract and retain foreign migrants, with its immigrant population rising in both percentage and absolute numbers.

1.2.2 EMPLOYMENT⁶

1.2.2.1 EMPLOYMENT BY PLACE OF WORK AND PLACE OF RESIDENCE

Employment by place of work describes the number of jobs in the Cumberland Census Division (which is coincident with Cumberland County borders).

Employment by place of residence describes where the employed residents of the Cumberland Census Division work. This measure is of less importance to measuring economic progress, assuming the goal is to have more jobs located in the Cumberland CD than it is to provide options for residents to commute outside the Cumberland CD to work.

In the 2001 Census 12,980 residents of the Cumberland CD said they were employed. Travel to work data from the Long Form Census suggests that about 89% (about 11,525) worked in the Cumberland CD. Travel to jobs located in the Cumberland CD (by residents and non-residents) compared to Cumberland CD residents' travel to jobs regardless of location, suggests that there were about 12,400 jobs located in the Cumberland CD in 2001. In 2001, the Cumberland CD was a net importer of jobs.

Employment by place of residence and place of work data from the voluntary National Household Survey in 2011 were limited for the Cumberland CD because only two Census Subdivisions, Amherst (T) and Cumberland Subdivision C provided enough responses to allow for publication.⁷ The data for these two subdivisions indicated that approximately 7,400 residents of the two subdivisions were employed at the time of the 2011 NHS and about 88% (about 6,475) of employed residents worked in the Cumberland CD (compared to 89% in 2001). Travel to work into the Amherst Subdivision and Cumberland Subdivision C by residents and from other locations compared to the journey to work patterns of all employed in the two subdivisions suggests that there were about 7,000 jobs located in Amherst (T) and Cumberland Subdivision C in 2011. In 2011, the Amherst and Cumberland C Subdivisions appeared to be net importers of jobs.

1.2.3 EMPLOYMENT BY PLACE OF RESIDENCE BY AGE OF WORKER

Data from the 2001 Census and Long Form survey showed that 57.1% of the population aged 15+ years was working or looking for work. About 58.2% of those aged 15-24 were active in the labour force, compared to 56.9% of those aged 25+. About 14% of the population was aged 15-24 years and they made up 13% of the employed. About 86% of the population was

⁶ Data sources for employment related information:

2001 Census Topic-based tabulations Commuting Flow Census Subdivisions: Sex (3) for Employed Labour Force 15 Years and Over Having a Usual Place of Work, for Census Subdivisions, Flows Greater Than or Equal to 20, 2001 Census - 20% Sample Data

<http://www12.statcan.gc.ca/english/census01/products/standard/themes/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=1&DIM=0&FL=A&FREE=0&GC=0&GID=0&GK=0&GRP=1&PID=55532&PRID=0&PTYPE=55430,53293,55440,55496,71090&S=0&SHOWALL=0&SUB=0&Temporal=2001&THEME=49&VID=0&VNAMEE=&VNAMEF=>

Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

<http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/dt-td/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GK=0&GRP=1&PID=106036&PRID=0&PTYPE=105277&S=0&SHOWALL=0&SUB=0&Temporal=2013&THEME=96&VID=0&VNAMEE=&VNAMEF=>

⁷ Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011032.

aged 25+ and they made up 86% of the employed. In other words, both groups had about the same propensity to be in the labour force and to have found work.

However, the participation of those aged 15-24 is held down by the fact that a large portion are in school. Similarly, 19% of those aged 25+ were in the 70+ age cohort. This group has a much lower participation rate and would tend to lower the average for the 25+ age group's participation in the labour force.

The National Household Survey of 2011 did not collect information comparable to the 2001 Long Form Survey. The most that can be said is that the overall labour force participation rate declined to 55.1% (from 57.1% in 2001), likely due to older age profile in 2011 and the decline in the number of jobs per person aged 15+ from 0.494 in 2001 to 0.489 in 2011. Similarly as a rough measure of economic well-being the number of employed per capita rose to 0.406 in 2011 from 0.398 in 2001 for a modest improvement of 2.0%.

1.2.4 TOURISM

There are no data or economic impact studies that describe the economic role of tourism in Cumberland County. Data to describe the economics of tourism in the Cumberland CD can only be estimated by using proxies and assumptions about proportional shares of information for the Province and its tourism 'regions'. Hence, in terms of socio-economic context, the closest proxies are data that report the number of room and campsite nights sold. This data for the Cumberland CD was obtained from Tourism Nova Scotia.

The data for fixed roof accommodation in the Cumberland CD was provided for 2011 to July 2015. After eliminating months in which room nights sold could not be compared over time we find that for the months of June to September inclusive:

- the number of room nights sold hovered around 29,000 until 2014 when they jumped to about 31,350 for the four months (data for June and July 2015 suggests that four month sales could be close to 31,200);
- the number of establishments open in the four months declined from 44 in 2012 to 26 in 2015;
- the average number of rooms per establishment has increased from 12 to 17;
- the stock of rooms for rent in the four months has decreased from about 500 in 2012 to about 430 in 2015; and
- occupancy rates rose from about 47.5% in 2012 to 59.5% in 2015.

These data suggest:

- good growth in nights sold and core season occupancy rates;
- improved business conditions for properties; and
- an increase of the economic impact of tourism in the CD.

We suggest that sales of 31,200 room nights for the four months June to September be treated as the baseline sales.

The data for campground occupancy are very sparse. Data from 2014 suggest that for the four months, June to September 2014, about 22,531 camp nights were sold out of about 58,825 available. We suggest using the 2014 camp nights sold, June to September as the base from which to measure changes.

2 THE CONSULTANTS' WORK

The original terms of reference requested that consultants propose how they would:

- identify what **tangible** results of the 2014 Community Economic Development Strategy (2014 CEDS) can be measured and used to measure progress;
- develop a suite of baseline measurements as of December 31, 2014 that are relevant to the 2014 CEDS;
- provide a tool or a group of tools that can be used internally and/or by a contractor to measure changes to these baseline measurements on at least an annual basis; and
- provide recommendations for when results should be measured and who should measure these results.

Our proposal recommended a refinement of the indicators identified in the 2014 Community Economic Development Strategy (2014 CEDS) via the application of "...standard methods for creating logic models that specify inputs/resources, activities, outputs, immediate outcomes, intermediate outcomes and final outcomes (impacts) and assign measures."⁸

We made this recommendation because "...modelling the logical flow of a strategy through to its achievement of goals is helpful for on-going, consistent monitoring of the project in order to know where you stand before achieving final outcomes and taking corrective action as needed."⁹

We worked with representatives of the Town and Municipality to clarify and reclassify aspects of the Focus Areas.¹⁰ Then, for each Strategy in each Focus Area we:

- added to the Actions listed in the original 2014 CEDS;
- created a list of Outputs (results of what you do) that should logically stem from each Action;
- created a list of Effects that should logically stem from each Output; and
- described the logical linkage from Actions through to Goal achievement.

For example:

- Action: Develop and implement an investment readiness program that includes information about available land and services, government support, workforce capacity, etc.
- Output: investment readiness program in place and resourced, including support materials.
- Effect: Increased follow-ups from initial inquiries, which moves us closer to a Goal.

We created the logic model for the 2014 CEDS with the information noted in the previous paragraph. The 2014 CEDS logic model:

- establishes plausible connections between Actions and their Outputs, Outputs and their Effects, and Effects and progress toward Goals; and
- makes it ready for implementation.

It is now ready for implementation because:

- redundancies between the eight Strategies that make up the 2014 CEDS have been removed;

⁸ "Preparation of a CED Strategy Measurement Tools", 2015, Jozsa Management & Economics, p. 13.

⁹ *ibid*, p. 13-14.

¹⁰ In some cases items identified as Actions were more properly described as Outputs or Effects.

- gaps between Goals, Strategies and Actions have been filled (i.e., a gap exists when it is not clear how to, or not plausible, to get from an Action to a desired Output, or from an Output to a desired Effect or from an Effect towards a Goal);
- descriptions of measurable results (Actions completed, Outputs produced, Effects caused, movement to Goals) have been fine tuned to more accurately and precisely describe leading measures of change; and
- the indicators of progress toward Goals have been specified in a way that enables the implementation team to distinguish between success of the 2014 CEDS and the impacts of external countervailing forces; and
- the indicators of 2014 CEDS progress can be used to evaluate the need for revisions to parts of the overall 2014 CEDS or the whole plan.

Section 3 provides details for the 2014 CEDS logic model.

2.1 MAKE RECOMMENDATIONS AS IF “WE” WILL BE THE IMPLEMENTER

We are committed to making recommendations as if we would be responsible for implementation. Therefore, we considered the resources:

- it would take to implement the 2014 CEDS;
- that the Town and Municipality have to implement the 2014 CEDS; and
- that could reasonably be expected to be available for data collection to evaluate and revise the 2014 CEDS.

In consideration of these three factors, we specified a lean set of indicators that will track the progress of the 2014 CEDS and can realistically and economically be collected.

3 2014 CEDS LOGIC MODELS AND BASELINE INDICATORS

The 2014 CEDS intends to move the following economic conditions from their baseline:

- business retention rates;
- new business entrants and investment;
- strength of the retail sector;
- employment readiness for youth;
- impact of tourism;
- population (focus on working age demographic);
- number of immigrants; and
- capacity of communities to be sustainable.

The logic models presented in the tables of this chapter show that it is plausible to conclude that Strategies of the 2014 CEDS could result in improvement in these conditions and that, other things being equal, the measures of broader socio-economic conditions should also improve.

The indicators give direction of change information in terms of ‘cardinal’ points, better vs. worse. Many of the indicators can serve multiple aspects of the strategies. The baseline indicators used to judge the progress of the 2014 CEDS are crafted in a way that will help determine if changes in the socio-economic context are due to the 2014 CEDS, external forces, or both.

The indicators focus on providing information on the socio-economic conditions that the 2014 CEDS seeks to change. The forces that shape the targeted conditions are largely within the ability of Cumberland to influence. Therefore, the baseline indicators can measure if the 2014 CEDS is working (e.g., improving the employment readiness of youth) even if external forces are over-riding local hiring of youth or retention of younger residents.

We have chosen the indicators of progress of the 2014 CEDS keeping forefront in our mind that the 2014 CEDS, even though realistic and practical, will take great effort and time to implement and the unpredictable will appear and will need to be dealt with, especially in its early years. Hence, the time to collect data should be kept to the practical minimum.

The indicators and their sources are described in the **Tables** in **Sections 3.1 to 3.4**, below. The tables outline the:

- logic that supports the steps for each of the eight strategies that make up the 2014 CEDS;
- instructions for data collection, including:
 - data that should be collected during implementation; and
 - questions that should be asked, at least initially, to collect indicator data that are not available from secondary sources.

3.1 BUSINESS SUPPORT FOCUS AREA

The Business Support Focus Area is composed of four strategies:

- Strategy 1: Increase Business Retention Rates;
- Strategy 2: Increase New Business Entrants and Investment ;
- Strategy 3: Support and Strengthen the Retail Sector; and
- Strategy 4: Improve the Employment Readiness of Youth

Cumberland County intends to increase business retention and the overall success of the

existing businesses in the County. It will:

- implement the Business Retention and Expansion program (BRE); and
- meet regularly with businesses and business groups to identify threats and opportunities and collective responses.

The 2014 CEDS states that:

“We need to increase business retention and overall success of the existing businesses in Cumberland County. We will implement the Business Retention and Expansion program (BRE) throughout the county. At the same time, we will meet regularly with businesses and business groups to identify threats and opportunities and collective responses.

We already have an environment that is among the most "investment ready" in the province, but we need to be even more aggressive in attracting new business investment. Our existing relationship with key government agencies and business organizations at the provincial and national level is a leg up. We also need to encourage entrepreneurship as a viable option. We need to focus on our resources in Cumberland, so agriculture and energy will be included in this strategy.

To summarize the business section, we will set goals to increase business retention, increase new business entrants and investment, support and strengthen the retail sector and increase the employment readiness of Cumberland youth.” (2014 *Community Economic Development Strategy*, p. 2.)

Cumberland considers that it already has an environment that is among the most "investment ready" in NS. Notwithstanding, it intends to be even more aggressive in attracting new business investment and encourage entrepreneurship as a viable option. Its relationship with government agencies and business organizations provides a good base upon which to build. As well, entrepreneurship needs to be encouraged as a viable option

The County’s resource base needs continued attention and so agriculture and energy are included in the business focus area.

The 2014 CEDS sets goals to increase business retention, increase new business entrants and investment, support, strengthen the retail sector and increase the employment readiness of Cumberland youth.

3.1.1 BUSINESS FOCUS BASELINE INDICATORS

3.1.1.1 BUSINESS SUPPORT, STRATEGY 1: INCREASE BUSINESS RETENTION RATES

Goal: What big goal are you working towards?	Increase business retention rates within a 5 year window
Actions: Things you do.	<ol style="list-style-type: none"> 1. Plan and implement BRE visitation program 2. Liaise with industry/business 3. Setup and facilitate roundtables with business and industry 4. Compile baseline retention rate data
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. Market intelligence about what holds businesses back and what propels them forward + what can we do to help? <ol style="list-style-type: none"> a. Evidence of the effects of CED actions 2. Ongoing documented feedback 3. Ongoing documented feedback 4. Baseline data compiled
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. Identification of actions to increase business retention <ol style="list-style-type: none"> a. Identify potential changes to the overall 2014 CEDS. 2. Actionable market intelligence 3. Actionable market intelligence. 4. Ability to set target for retention rate improvement.

3.1.1.1.1 GOAL

Based on June 2015 business counts in the Business Register¹¹, 2014 GDP information for NS and the Halifax CMA and income information from the 2011 National Household Survey we estimate that there are in the order of 1,150 to 1,917 businesses in the Cumberland CD of which about 53% have employees and about 47% do not maintain an employee payroll, but may have a workforce which consists of contracted workers, family members or business owners.

¹¹ <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=1105>

The following tabulation from the Business Register maintained by Statistics Canada is available at a cost of about \$165.00 at the time of writing.¹² These data are published bi-annually.

<p>Number of Businesses, by Industry Sector (2 digit NAICS), without employees, with employees by number of employees:¹³</p> <ul style="list-style-type: none"> • 11 Agriculture, Forestry, Fishing and Hunting • 21 Mining, Quarrying, and Oil and Gas Extraction • 22 Utilities • 23 Construction • 31 Manufacturing 	<ul style="list-style-type: none"> • 42 Wholesale Trade • 44 Retail • 48 Transportation • 51 Information • 52 Finance and Insurance • 53 Real Estate & Rental & Leasing • 54 Professional, Scientific and Technical Services • 55 Management of Companies and Enterprises 	<ul style="list-style-type: none"> • 56 Administrative & Support & Waste Management & Remediation Services • 61 Educational Services • 62 Health Care & Social Assist. • 71 Arts, Entertain. & Recn. • 72 Accommodation and Food Services • 81 Other Services, except Public Administration • 92 Public Administration • 99 Unclassified
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The difference between the numbers of businesses in each sector will provide an approximate measure of the net change in business establishments. However, even if the number of businesses does not change it could be the result of businesses not being retained combined with new businesses opening.

The information needed to untangle the explanation will need to be collected during the BRE visitation program. The suggested questions to collect this information are described in the Outputs sub-section, below.

At the time of writing these data can be obtained from:

McKenzie Haringa
 Data Production and Dissemination Officer, Dissemination Unit
 Statistical Registers and Geography Division
 Statistics Canada / Government of Canada
McKenzie.Haringa@canada.ca
 Tel: 613-853-7803 / FAX: 613-951-0104

3.1.1.1.2 ACTIONS

The **table above** shows the Actions for this Strategy.

3.1.1.1.3 OUTPUTS

To generate the information needed to produce the Outputs for this Strategy and to help estimate business retention conditions the following questions should be made part of the BRE interview guide:

1. Over the last two years (or time since our last visit) what are the things that cause you the most concern with regard to maintaining or expanding your sales?
2. What actions could you take to deal with those concerns?

¹² The Nova Scotia government has terminated its census of business establishments and its “Community Counts” small area data portal. We judged that the time and dollar cost of a business census for the County would a) not be necessary to measure the change in economic conditions targeted by the strategy and b) not within the personnel or financial budget of the County.

¹³ Information such as business names and contact points can only be provided to Provincial and Territorial Governments according to the Official Secrets Act.

3. Regardless if an action is within your capacity what could be done to mitigate some of concerns for the health of your sales?
4. Who provides the bulk of your sales; individuals, business and government, other sources?
5. Do you have a sense of what portion of your customers come from Cumberland County?
6. What portion of your customers would you consider tourists, i.e., people on pleasure trips?
 - a. If you aren't able to estimate the portion of your customers who might be tourists would you be willing to use a simple tool we have to collect that information? It does not intrude on the privacy of customers and asks only one question,
 1. Is your shopping part of a vacation or pleasure trip? (The question can be asked in any way that is comfortable for you and the customer. The goal is simply to get a count of how many times tourists make purchases in your store. If you recognize the person, there is no need to ask. If you recognize the person as having said 'tourist' before there's no need to ask again, just record them as another purchase by a tourist.)
7. Does your business volume fluctuate during the year?
 - a. When do the ebbs and flows occur?

3.1.1.1.4 EFFECTS

The **table above** describes the expected Effects of this Strategy.

3.1.1.1.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **table below** summarizes a few of them.

External	Can be Influenced
Strength of the national economy	Provincial support for rural business
Global trends that may impact particular Cumberland lines of business.	Workforce capacity
	Population growth / decline

3.1.1.2 BUSINESS SUPPORT, STRATEGY 2; INCREASE NEW BUSINESS ENTRANTS AND INVESTMENT

<p>Goal: What big goal are you working towards?</p>	<p>Increased New Business Entrants and Investment</p>
<p>Actions: Things you do.</p>	<ol style="list-style-type: none"> 1. Develop and implement an investment ready program that includes information about available land and services, government support, workforce capacity, etc. 2. Provide support directly to prospective business owners with respect to investment, business planning, hiring, zoning, etc 3. Encourage entrepreneurship via seminars, access to a pool of mentors, etc 4. Participate in trade missions 5. Source marketing materials (web site) <ol style="list-style-type: none"> a. Complete RFP for website design with emphasis on investment readiness 6. Develop "green industrial" park model 7. Develop plans for increased industrial park capacity
<p>Outputs: Results of what you do.</p>	<ol style="list-style-type: none"> 1. investment ready program in place and resourced, including support materials 2. Support materials and programs in place 3. Pool of mentors constituted, seminars planned and resourced 4. Pre-qualified lead opportunities 5. Web site and supporting marketing materials implemented according to spec 6. High level plan in place for green industrial park 7. Feasibility study completed for expansion of existing business parks
<p>Effects: What effects do the outputs have?</p>	<ol style="list-style-type: none"> 1. Increased follow-ups from initial inquiries 2. Increased serious inquires for investment or starting businesses 3. Increased business competence 4. Follow-up from lead opportunities 5. Increased hits, time on site, click-throughs, request info 6. Knowledge of feasibility and costs/benefits of green industrial park 7. Knowledge of feasibility and costs/benefits of expansion

3.1.1.2.1 GOAL

There are no readily available or economical secondary sources that describe the number and type of businesses located in Cumberland County. However, if the data request for a special tabulation of the Business Registry is practical it will be possible to annually update the count of businesses by type and size.

The net change in businesses will provide an approximation of the net business creation rate. If the rate is positive and increasing over time it is safe to assume that the number new business entrants is increasing and business investment is increasing. However, even if the Strategy is having a positive effect on the intentions of entrepreneurs external forces, such a recession or rebound of the western Canada economy that draws population out of Nova Scotia could confound the positive effects of this Strategy.

Historical data combined with population measures from the 2011 Census suggest that the change in the number of businesses ranges between holding constant to declining by about 45

businesses every five years.

3.1.1.2.2 ACTIONS

Regarding Action 4, Attending Trade Missions: Re: 4. Utilize Outputs from BRE. This could be augmented by tapping into the existing value networks of people in the community

3.1.1.2.3 OUTPUTS

The **table above** describes the Outputs expected of this Strategy.

3.1.1.2.4 EFFECTS

The **table above** describes the Effects expected of this Strategy. We recommend that the number and nature of Effects be tracked. The tracking will help determine if there is sufficient activity being caused by the Actions to lead to a net increase in businesses and business investment. The suggested method to track Effects 1 to 5, as described in the **table above** is as follows.

1. Record the:
 - a. number of leads for expansion investment and new start-up information
 - b. number of follow-ups
 - c. number of follow-ups that lead to request for 2nd contact
 - d. number of contacts that lead to investment/business start-up plan
2. Record the number of web site hits, time on site, number of click-throughs, number of requests for information
 - a. record change in hit rate each quarter
 - b. record change in time per hit each quarter
 - c. record types of requests for information not immediately available on the web site

To establish the feasibility and costs/benefits of green industrial park a business case study should be completed. The case study should include an assessment of the potential for inter-municipal revenue and cost sharing, even with municipal units outside of Cumberland County.

A business case study similar to that for a ‘green industrial park’ should be conducted for a potential expansion of the industrial park.

3.1.1.2.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **table below** summarizes a few of them.

External	Can be Influenced
Strength of the national and NS economy	Provincial support for rural business
Global trends that may impact particular lines of business for which Cumberland has a competitive advantage.	Workforce capacity
	Population growth / decline

3.1.1.3 BUSINESS SUPPORT, STRATEGY 3; SUPPORT AND STRENGTHEN THE RETAIL SECTOR

Goal: What big goal are you working towards?	Support and strengthen the retail sector throughout Cumberland County
Actions: Things you do.	<ol style="list-style-type: none"> 1. Develop strategies to improve the attractiveness and consumer appeal (residents and visitors) of main street/downtown areas. 2. Identify the Cumberland County retail product value proposition. <ol style="list-style-type: none"> a. Package the Cumberland County retail product.
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. 1.'Masterplan' for presentation of the retail sector in Cumberland County. <ol style="list-style-type: none"> a. Increased and improved amenities (e.g. washrooms, info boards, maps) 2. . Brand identify and value proposition
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. Improved visitor comfort and satisfaction 2. More customers and chances to sell

3.1.1.3.1 GOAL

This Strategy indicates that the Effects of improved visitor comfort and satisfaction and the generation of more traffic (potential customers) will help strengthen the retail sector.

As noted above, there are no readily available or economical secondary sources that describe the number and type of businesses located in Cumberland County. Historical data and the 2011 Census of population suggest that there are in the order of 141 to 191 retail businesses in the Cumberland CD.

The data from the Statistics Canada Business Registry will provide a count of the number of retail establishments in Cumberland.

If this Strategy is successful we would expect the number of retail businesses, other things being equal, to remain constant or increase.

3.1.1.3.2 ACTIONS

In order to effectively implement the Actions of this Strategy information about the current state of the retail sector is needed. The following questions should be included in the BRE interview guide for visits to retail businesses.

1. Among your customers,
 - a. What three things are most often mentioned as falling below expectations for the retail / service experience?
 - b. What three things are most mentioned as exceeding expectations?
2. What would most help you to bring more value to your customers? (e.g., easier to get to, easier to find, more advertising, affinity program to reward repeat customers, other things?)
 - a. What might be the best ways to implement the things that would help you bring more value to your customers?
3. What do you do to attract new customers?
 - a. How do you look for new customers?
 - b. Where do you look for new customers?
4. What are the things you think make it difficult to find new customers?

3.1.1.3.3 OUTPUTS

The **table above** describes the expected Outputs of this Strategy.

3.1.1.3.4 EFFECTS

The **table above** describes the expected Effects of this Strategy that should lead to the Goal of a stronger retail sector in Cumberland County.

3.1.1.3.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them.

External	Can be Influenced
Strength of the national economy	Provincial support for rural business.
Global trends that may impact particular lines of retail business for which Cumberland has a competitive advantage.	Capacity of the investor class in Cumberland County.
Overall effectiveness of NS tourism marketing.	Workforce capacity.
	Population growth / decline

3.1.1.4 BUSINESS SUPPORT, STRATEGY 4; IMPROVE THE EMPLOYMENT READINESS OF YOUTH

Goal: What big goal are you working towards?	Improve the employment readiness of youth
Actions: Things you do.	<ol style="list-style-type: none"> 1. Determine industry and business entry-level employment skills gaps. 2. Initiate work readiness sessions. 3. Encourage the NS Department of Education and Chignecto-Central Regional School Board to develop a work readiness program focusing on skill needs gaps. 4. Establish partnerships with NGOs and orgs for skills training, school boards, community colleges
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. List of: <ol style="list-style-type: none"> a. labour force related reasons why local businesses have not hired local people; b. occurrences of foregone hiring that are skill gap related; c. consequences of foregone hiring; and d. occurrences of second-best hiring and consequences. 2. Work readiness sessions developed, resourced and initiated. 3. Work readiness programs developed for high school students. 4. Formalized partnerships with defined roles and responsibilities.
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. Programs more focused on entry level employment needs gaps 2. Improved participation of youth in labour force 3. Reduced hiring time and more effective training/integrating new employees 4. Partners accountable for their responsibilities

3.1.1.4.1 GOAL

There are no baseline data that describe the current employment readiness of youth in Cumberland County. The baseline information will need to be created during the

implementation of this Strategy.

We recommend that the questions shown in subsection **3.1.1.4.3 Outputs** be included in BRE interviews. Answers to these questions will provide:

- in the first year of the BRE process, a baseline measure of youth employment readiness; and
- in succeeding years, information to determine if readiness levels have changed.

The measures of youth job readiness will be subjective and will likely vary depending on the nature of the business and expectations of employers. However, over time success in achieving this goal should be reflected in an increasing portion of employers be satisfied with the basic education and skill set of new hires.

3.1.1.4.2 ACTIONS

The Actions for this Strategy are provided in the **table above**.

3.1.1.4.3 OUTPUTS

The following questions should be included in the interview guide used for BRE visits. The answers will provide information for Output 1. This information will inform the remaining three Outputs and guide the implementation of the four Actions. Questions to be included in BRE visit interviews include:

1. How many people work at this establishment?
 - a. If you have multiple work sites how many work at the other sites?
2. How many people have you hired over the last five years?
 - a. Were they residents of Cumberland County?
 - b. How many of those still work for you?
 - c. Of those that no longer work for you why, did they leave?
3. Did the younger aged new hires (say aged 15 to 30) come with the basic knowledge and skills they needed to start work at this establishment?
 - a. If they didn't have the basics, why did you hire them instead of continuing to find better equipped candidates?
 - b. If you hired people who had less than the basics you expected, what were they lacking? How did you go about filling in what was lacking in the new hires?
4. Did the older aged new hires (say over 30 years) come with the basic knowledge and skills they needed to start work at this establishment?
 - a. If they didn't have the basics, why did you hire them instead of continuing to find better equipped candidates?
 - b. If you hired people who had less than the basics you expected, what were they lacking?
 - c. How did you go about filling in what was lacking in the new hires?
5. Are they types of knowledge and skills needed at this establishment that you prefer to educate and train for in-house?
 - a. If there are areas of knowledge and skills that you prefer to train for in-house why is that the case?
 - b. Would it be practical for the public education system to engage in those areas of educations and skills?
 - c. Would some form of partnership with the public system be practical?

3.1.1.4.4 EFFECTS

The **table above** shows the expected Effects of this Strategy.

3.1.1.4.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them

External	Can be Influenced
Strength of the national economy	Provincial support for rural business.
Global trends that may impact particular lines of business for which Cumberland has a competitive advantage.	Capacity of the investor / business owner class in Cumberland County.
Strength of regional Canadian economies that affect out-migration of the labour force age group.	Capacity of the regional school board to deliver workplace skills gap remediation programs.

3.2 TOURISM FOCUS AREA

The Tourism Focus Area has one Strategy, which is to Increase the Impact of Tourism on the Local Economy.

The 2014 CEDS says:

“Cumberland County has great potential for tourism, but we need to maximize our resources and ensure we are presenting our tourism "product" in the best possible manner to cater to the world market. We have included strategies related to product development, marketing and advertising and coordination of festivals and events. We also address the issue of role clarity among the various government and non-government organizations and agencies. Our ultimate goal is to increase the economic impact of tourism in Cumberland County.” (2014 *Community Economic Development Strategy*, p. 2)

3.2.1 TOURISM FOCUS BASELINE INDICATORS

3.2.1.1 STRATEGY; INCREASE THE IMPACT OF TOURISM ON THE LOCAL ECONOMY

<p>Goal: What big goal are you working towards?</p>	<p>Increase the impact of tourism on the local economy</p>
<p>Actions: Things you do.</p>	<ol style="list-style-type: none"> 1. measure baseline values of indicators 2. inventory of tourism product in Cumberland County 3. Determine product market match to meet current customer expectations and determine product development priorities <ol style="list-style-type: none"> a. Determine current customer expectations and satisfaction 4. Determine essential brand and marketing methods <ol style="list-style-type: none"> a. Establish synergy with regional and provincial initiatives 5. Produce/support tourism advertising materials 6. Facilitate coordination among festival organizations in Cumberland County 7. Clarify roles — i.e. municipalities, CNTA, NSTA
<p>Outputs: Results of what you do.</p>	<ol style="list-style-type: none"> 1. baseline values of indicators accepted 2. quantity (capacity, days open per year, etc.), relative quality, location and variety of assets are known 3. need for new / improved / expanded products is known and priorities set for development <ol style="list-style-type: none"> a. overage / gap between current expectations and satisfaction is known 4. The Cumberland tourism brand and value proposition are known and supporting marketing methods can be developed <ol style="list-style-type: none"> a. Methods to build synergy with regional / provincial initiatives can be specified 5. High quality advertising materials 6. Better scheduling, cross promotion, staff sharing, etc. 7. Agreed upon role definitions
<p>Effects: What effects do the outputs have?</p>	<ol style="list-style-type: none"> 1. Improve/increase the quality and quantity of market-ready tourism product in Cumberland County (Outputs: 1-7) 2. Increase the effectiveness of local tourism marketing (Outputs: 4-7) 3. Increase the exposure of Cumberland County in provincial and regional marketing initiatives (Output 4) 4. Increased attendance and revenue, longer festivals (Outputs 5 – 7)

3.2.1.1.1 GOAL

The Goal of this Strategy is to increase the impact of tourism on the local economy.

There are no secondary sources that provide an accurate description of the tourism portion of the economic base of the Cumberland CD.¹⁴

We recommend that progress toward the Goal be measured by a proxy; that is, changes in room and campground nights. Changes in room and campground nights are sufficient as

¹⁴ Calculations of the number of jobs created; direct and multiplier could be completed for the Cumberland CD but the time and cost to collect the direct effect data and calculate the impacts would be excessive.

proxies for changes in length of stay, jobs and income, traveller satisfaction, etc. because more room and campground nights indicate that visitors are choosing to stay for a while vs. a stop and go visit. Staying longer means more local spending. However, the change in spending and change in jobs and household income are not a one to one relationship. Firms can usually absorb modest changes in sales without changing the number of employees.

Occupancy information was provided by Tourism Nova Scotia. These data are provided in the Excel file "Cumberland County indicators data.xlsx" on the worksheets titled "Fixed Roof" and "Campground".

Future information requests should be directed to:

Coordinator of Tourism Survey

Tourism Nova Scotia

8 Water Street, PO Box 667

Windsor, NS B0N 2T0

Tel: 902.798.6775 Fax1: 902.798.6600 Fax 2: 902.798.6610

www.tourismns.ca

The occupancy data show that for the months of June to September inclusive:

- the number of room nights sold hovered around 29,000 until 2014 when they jumped to about 31,350 for the four months (data for June and July 2015 suggests that four month sales could be close to 31,200);
- the number of establishments open in the four months declined from 44 in 2012 to 26 in 2015;
- the average number of rooms per establishment has increased from 12 to 17; and
- the stock of rooms for rent in the four months has decreased from about 500 in 2012 to about 430 in 2015.

For baseline purposes changes in room nights sold should be measured against the estimate of 31,200 for the four months, June to September. At the time of writing fixed roof occupancy data were not yet available for August to December 2015.

The data for campground occupancy are very sparse. Data from 2014 suggest that for the four months, June to September 2014, about 22,531 camp nights were sold. We suggest using the 2014 camp nights sold, June to September, as the base from which to measure changes.

3.2.1.1.2 ACTIONS

Actions required are described in the **table above**.

3.2.1.1.3 OUTPUTS

Outputs expected are described in the **table above**.

3.2.1.1.4 EFFECTS

The logic model of the 2014 CEDS suggests that the following Effects should stem from the Strategy's Actions and the Outputs of those Actions:

1. increase in the quality and quantity of market-ready tourism product in Cumberland County;
2. increased effectiveness of local tourism marketing;
3. increased exposure of Cumberland County in provincial and regional marketing

- initiatives; and
4. increased attendance and revenue, longer festivals.

Quality and Quantity. Data describing the tourism assets in the Cumberland CD were provided by Tourism Nova Scotia. These data are provided in the Excel file “Cumberland County indicators data.xlsx” on the worksheet titled “2015 Tourism Assets Cumb CD” provided to the client. Future requests should be directed to:

Digital Marketing Assistant
Tourism Nova Scotia
8 Water Street, P.O. Box 667
Windsor, NS B0N 2T0
Tel: 902-798-6921
www.tourismns.ca

In terms of the number of products the data for 2015 show:

- 71 fixed roof accommodation properties of which 42 were active in 2015;
- 27 attractions of which 24 were active in 2015¹⁵;
- 11 campgrounds of which 8 were active;
- 11 fine arts and fine food operations of which 10 were active;
- 47 outdoors activity and recreation operations of which 42 were active;
- 13 restaurants of which 5 were active;
- 5 tour operators of which 5 were active;
- 16 trail sites of which 14 were open for use; and
- 2 transportation providers of which 1 was active.

These data do describe the type of assets and quantity as known to the Tourism Nova Scotia but they do not attest to their quality. They will be the baseline against which progress to increasing the number and variety of tourism assets can be judged. The absence/lack of awareness of Festivals and Events in Cumberland is notable.

Quality is generally judged based on meeting the need and expectations of the consumer.

The quality of fixed roof accommodations and campgrounds can be judged according to their Canada Select and CAA ratings shown for each listing in <http://www.novascotia.com/about-nova-scotia/download-eguide>.

The quality of other assets will need to be interpreted from postings on social media, comments on the websites of each asset and comments provided in commonly used tour guides such as those provided by the CAA.

Effectiveness of Local Tourism Marketing. Effects related to tourism marketing are best measured in terms of the intended result of marketing, i.e., sales. The progress measures for the Goal provide a good proxy for overall sales.

Exposure can be tracked by:

¹⁵ Attractions include Archives, Breweries/Distilleries, Casino/Gaming, Collections (Private), Eco-museums, Farmers' Markets, Fun Parks, Gardens, History/Heritage Sites, Interpretive Centres, Lighthouses, Memorial/Monuments/Museums/Collections, Parks, Science Centres, Speciality Food Shops, Theatre, Wineries/Vineyards, Zoo/Wildlife/Farms.

- the number of mentions of Cumberland County in the publications at the following link: <http://www.novascotia.com/about-nova-scotia/download-eguide>;
- tourism trade shows participated in;
- number of follow-ups from visitors to trade shows;
- mentions in widely used travel guides, such as the guides provided by the CAA, etc.

Festivals. Festivals in Cumberland County are off the radar of Tourism Nova Scotia. Hence there is no secondary source generally available to the travelling public that would present them to the marketplace. The festivals that do occur must be at least documented in the various guides of Tourism Nova Scotia.

Once the existence of festivals has been confirmed by the County tracking the changes in number of festivals and festival dates are sufficient as proxies for changes in attendance, revenue, etc

The following links lead to lists (by tourism region) of tourism assets recognized by Tourism Nova Scotia:

- <http://www.novascotia.com/places-to-stay/accommodations>;
- <http://www.novascotia.com/places-to-stay/campgrounds>;
- <http://www.novascotia.com/see-do/attractions>;
- <http://www.novascotia.com/see-do/tours>;
- <http://www.novascotia.com/see-do/fine-arts> (galleries, shops and artisans);
- <http://www.novascotia.com/see-do/outdoor-activities>)
- <http://www.novascotia.com/eat-drink>; and
- <http://www.novascotia.com/events/festivals-and-events#Region=0&Community=0&Filters=Festivals&View=Grid&Start=&End=&IncludeArea=1>.

3.2.1.1.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them.

External	Can be Influenced
Canadian economic conditions Strength of Canadian dollar Weather	senior government policy and programs municipal government policy (e.g., signage, regulations for sidewalk food and beverage service, noise bylaws, traffic management to allow for pedestrian malls, etc.)

3.3 DEMOGRAPHICS FOCUS AREA

The Demographics Focus Area is composed of two Strategies:

- Strategy 1: Turn Around Decline In Population With Focus On Working Age Demographic (Migrant Emphasis); and
- Strategy 2: Increase The Number Of Immigrants To Cumberland County (Immigrant Emphasis)

The 2014 CEDS points out that the population of the Cumberland CD\ “is declining and aging. The percentage of residents between the age of 18 and 64 is declining at an alarming rate. We know we need to retain our young

people and create opportunities to entice those of working age that have left to find employment elsewhere, to return to work in Cumberland County. It is a significant challenge and is closely inter-related with the other three focus areas (Business Support, Tourism and Community Capacity). We also need to work closely with provincial and federal agencies to insure that a proportionate number of immigrants make Cumberland County their new permanent home.” (2014 Community Economic Development Strategy, p. 5)

3.3.1 DEMOGRAPHICS FOCUS BASELINE INDICATORS

3.3.1.1 DEMOGRAPHICS, STRATEGY 1; TURN AROUND DECLINE IN POPULATION WITH FOCUS ON WORKING AGE DEMOGRAPHIC (MIGRANT EMPHASIS)

Goal: What big goal are you working towards?	Turn around decline in population with focus on working age demographic
Actions: Things you do.	<ol style="list-style-type: none"> 1. Develop "Welcoming Communities" initiatives that will both identify new <u>migrants</u> along with ensuring that they become engaged in Cumberland Community Life. 2. Establish networks with NSCC and Mount Allison University to identify strategies related to retaining non-Cumberland-resident graduating students in the Community.
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. Welcoming Communities program established and resourced 2. More contact with graduating students
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. Skills/interests of working age migrants (any type) matched with labour needs <ol style="list-style-type: none"> a. Expressed sense of being welcomed 2. Partners fulfill roles and responsibilities 3. Graduating students settle in Cumberland County

3.3.1.1.1 GOAL

The Goal of this Strategy is to turn around decline in population with focus on working age demographic.

Population and Age Structure. The baseline population and age structure is shown below in **Exhibit 1** (repeated from 1.2.1.1 Population).

Age Cohort	2001		2011	
	Number	Percent of Total	Number	Percent of Total
0 - 19	7,655	23%	6,150	20%
20 - 44	10020	31%	7,850	25%
45 - 69	10,430	32%	12,457	40%
Over 69	4,495	14%	4,860	16%

Despite a decline in the total population, the CD showed absolute growth in the population aged 45+ and a growth in its share of the total from 46% to 56%.

This data points to emphasis of the 2014 CEDS on employment growth in the CD (to hold and attract population), work place capacity of youth (to help them find work in the CD) and

in-migration targeted at graduating students and families.

The Cumberland CD Census community profiles for 1996 to 2011 inclusive are contained in the Excel file “Cumb County indicators data.xlsx” on the worksheets titled “Cumberland CD 2011 Census”, “Cumberland CD 2011 NHS”, “Cumb CD 2006 Census”, “Cumb CD 2001 Census” and “Cumb CD 1996 Census” that accompanies this report.

Census data from previous census can be found at the following web addresses:

- 2011 Census: <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm?HPA>
- 2006 Census: <http://www12.statcan.gc.ca/census-recensement/2006/index-eng.cfm>
- 2001 Census: <http://www12.statcan.gc.ca/english/census01/index.cfm>

The 2016 Census will provide the data needed to update the baseline.

Migrants. In 2001, migrants from the rest of Canada made up about 4.1% of the population (about 1,280) and by 2011, migrants from the rest of Canada made up about 4.7% of the population (about 1,410).

The Cumberland CD did well in attracting in-migration from the rest of Canada, but the change in age structure suggests that the net number of internal migrants tended to be from the older age cohorts.

The data for these baseline measures can be found at:

- (National Housing survey profiles, mobility data) <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E>
- (2001 Census Profiles including mobility data) http://www12.statcan.gc.ca/english/profil01/CP01/Search/SearchForm_Results.cfm?Lang=E

The data for these baseline measures is provided in the accompanying Excel file “Cumb County indicators data.xlsx” on the worksheets titled “Cumberland CD 2011 Census”, “Cumberland CD 2011 NHS”, “Cumb CD 2006 Census”, “Cumb CD 2001 Census” and “Cumb CD 1996 Census”.

3.3.1.1.2 ACTIONS

The Actions anticipate initiatives similar to those employed by the former Colchester Regional Development Agency (CoRDA) that help match the skills and interests of migrants and immigrants with employment opportunities and related labour force needs of Colchester County.

The basis of ‘CoRDA-approach’ is to market the area to potential in-migrants whose stage of life and career cycles were suited to the labour force needs and quality of offered in the area. The objective is to target marketing for in-migrants to population segments most likely to value a move to the area.

3.3.1.1.3 OUTPUTS

Required outputs are described in the **table above**.

3.3.1.1.4 EFFECTS

BRE visits will provide information on labour needs that can be used to help ‘market’ to potential in-migrants to demonstrate the availability of work in Cumberland County.

The Outputs of “Business Support Focus Area: Strategy 4: Improve the Employment

Readiness of Youth” will provide data on education and skills gaps. These data will help match marketing to potential in-migrants to local employment requirements.

3.3.1.1.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them.

External	Can be Influenced
Federal government policies and programs.	NS Government policy and programs
Strength of the Canadian and NS economy	NSCC and NS universities internship placement programs
Changes in the structure of the Canadian economy.	

3.3.1.2 DEMOGRAPHICS, STRATEGY 2; INCREASE THE NUMBER OF IMMIGRANTS TO CUMBERLAND COUNTY (IMMIGRANT EMPHASIS)

Goal: What big goal are you working towards?	Increase the number of immigrants to Cumberland County
Actions: Things you do.	<ol style="list-style-type: none"> 1. Develop "Welcoming Communities" initiatives that will identify new <u>immigrants</u> along with ensuring that they become engaged in Cumberland Community Life. 2. Establish networks with NSCC and Mount Allison University to identify strategies related to retaining <u>international</u> graduating students in the Community. 3. Enlist support of recent immigrants 4. Connect with other immigration strategies 5. Determine need and role of strategic partnerships and relationships with agencies and groups such as the NS Office of Immigration and the Cumberland YMCA. 6. Develop a better understanding of, and relationship with, the provincial and federal immigration system.
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. Potential immigrants identified 2. Role definitions for strategic partnerships. 3. Knowledge of other immigration strategies
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. Larger pool of qualified immigrants 2. Co-ordination with other strategies (needs greater definition)

3.3.1.2.1 GOAL

The goal of this Strategy is to increase the number of immigrants to Cumberland County.

The 2014 CEDS set a target to increase the number of immigrants to Cumberland County by a margin of three times the average, as determined in the past two census periods. This is consistent with the recommendations in the One Nova Scotia Report.

In 2001, about 2.5% of the population (about 800) were immigrants. About 60% were 20+ years old at the age of immigration. In 2011, about 2.8% of the population (about 865) were immigrants and about 45% were 20+ years old at the age of immigration. About 24% were in the prime labour force years of 25 to 44. (Comparable data are not available for 2001.)

Since 2001, the Cumberland CD has increased its immigrant population by about 65. Hence, the target for the 2014 CEDS is to increase the immigrant population by about 175 every 10 years.

The data for these baseline measures can be found at:

- (National Housing survey profiles, mobility data) <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E>
- (2001 Census Profiles including mobility data) http://www12.statcan.gc.ca/english/profil01/CP01/Search/SearchForm_Results.cfm?Lang=E

The data for these baseline measures is provided in the accompanying Excel file “Cumb County indicators data.xlsx” on the worksheets titled “Cumberland CD 2011 Census”, “Cumberland CD 2011 NHS”, “Cumb CD 2006 Census”, “Cumb CD 2001 Census” and “Cumb CD 1996 Census”.

3.3.1.2.2 ACTIONS

The Actions anticipate initiatives similar to those employed by the former Colchester Regional Development Agency (CoRDA) that help match the skills and interests of migrants and immigrants with employment opportunities and related labour force needs of Colchester County.

The basis of initiatives is to market the area to potential in-migrants whose stage of life and career cycles were suited to the labour force needs and quality of offered in the area. The objective is to target marketing for in-migrants to population segments most likely to value a move to the area.

In addition, we suggest that:

- recent immigrant be included in planning and implementing the Actions;
- special attention be paid to ensure that the Actions of the “Business Support Focus Area: Strategy 2: Increase New Business Entrants and Investment” be targeted to assist immigrants who are entrepreneurs.

3.3.1.2.3 OUTPUTS

Required outputs are described in the **table above**.

3.3.1.2.4 EFFECTS

BRE visits will provide information on labour needs that can be used to help ‘market’ to potential immigrants to demonstrate the availability of work in Cumberland County.

The Outputs of “Business Support Focus Area: Strategy 4: Improve the Employment Readiness of Youth” will provide data on education and skills gaps. These data will help match immigrants to local employment requirements.

3.3.1.2.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them.

External	Can be Influenced
Federal government policies and programs.	NS Government policy and programs
Strength of the Canadian and NS economy	NSCC and NS universities internship placement
Changes in the structure of the Canadian economy.	programs

3.4 COMMUNITY CAPACITY FOCUS AREA

The Community Capacity Focus Area is composed of one Strategy, which is to improve capacity of communities to be sustainable.

The 2014 CEDS states that:

“Community Capacity is often overlooked in CED discussions, as it is seen as subjective and difficult to set measurable goals. The forces that contribute to the erosion of communities are complex and usually beyond the scope of the local community, leaving residents feeling powerless. Sustaining our communities is challenging, and we won’t succeed in all cases. However, by looking at community capacity as a critical mass of people, infrastructure, reasonable availability of programs & services, and economic opportunities from a strategic perspective, we can focus attention on those elements that are most critical and valued. More importantly, we can encourage and support local citizens to be engaged in the critical issues that impact their communities. This CED Strategy will identify those communities where there is a readiness for local residents to be involved in the future of their communities and to support them to do so.” (2014 *Community Economic Development Strategy*, p. 6.)

3.4.1 COMMUNITY CAPACITY FOCUS BASELINE INDICATORS

3.4.1.1 STRATEGY; IMPROVE CAPACITY OF COMMUNITIES TO BE SUSTAINABLE

Goal: What big goal are you working towards?	Improve capacity of communities to be sustainable
Actions: Things you do.	<ol style="list-style-type: none"> 1. Assist communities to: <ol style="list-style-type: none"> a. understand what is meant (and not meant) by CED in the Cumberland context b. determine what is their role in economic development in Cumberland 2. Provide support to bring communities to be ready to take action. 3. Facilitate development of plans and initiatives 4. Support local development plans 5. Coordinate county-wide initiatives
Outputs: Results of what you do.	<ol style="list-style-type: none"> 1. Clarity of their role in Cumberland (e.g., emphasis on being a service centre? home for commuters?) and how this meshes with other communities <ol style="list-style-type: none"> a. Communities understand what they are 'getting into' by participating in CED work. 2. Communities' capacities match their desire to engage in CED projects. 3. Well focused and targeted plans developed 4. Resources provided to implement local development plans for 5 communities 5. Workshops conducted with community groups, meetings held with other government agencies and NGOs
Effects: What effects do the outputs have?	<ol style="list-style-type: none"> 1. More finely tuned and targeted CED plan for the community 2. Greater success of successful plan implementation 3. Plans implemented successfully 4. Visible coordination on plans and initiatives

3.4.1.1.1 GOAL

The Goal is to improve the capacity of communities to be sustainable. We recommend that the following information be collected annually:

- number of projects undertaken; and
- number of projects completed.

Short reports should be prepared for each project at inception and three to five years after completion. The short reports should describe each project at inception and after sufficient time has passed for the purpose and objectives to be achieved under the following headings:

- The Project (at inception)
 - Purpose
 - 'Fit' within the overall 2014 CEDS
 - Objectives
 - Activities
 - Outputs
 - Expected Impacts and Effects
 - Resources Required
- The Project (post implementation)

- Purpose (if different from inception)
- Was the ‘Fit’ in the overall 2014 CEDS demonstrated?
- Objectives, change in objectives if applicable and achieved or not achieved
- Changes to Activities(if different from inception)
- Outputs, actual vs. intended
- Impacts and Effects, actual vs. expected
- Resources, actual vs. expected
- Alternatives (Were there better ways to implement the project? What lessons were learned and could they be applied to other community projects?)

3.4.1.1.2 ACTIONS

The Actions are described in the **table above**.

We suggest that the assistance to communities include resources to help communities:

- understand what CED is, and what it is not, in the context of the 2014 CEDS;
- understand what the 2014 CEDS for Cumberland consists of;
- understand how their projects fit into the overall plan; and
- share experiences and resources (e.g., one community may have a person who is particular adept at managing work flow and this person could be shared with other communities who don’t have the same capacity).

3.4.1.1.3 OUTPUTS

The Outputs are described in the **table above**.

3.4.1.1.4 EFFECTS

There are no secondary sources available to describe the capacity of communities to be sustainable. The 2014 CEDS describes a community with improved capacity as showing the following outward signs:

1. more finely tuned and targeted CED plan for the community;
2. greater achievement of the objectives of plans;
3. plans implemented successfully; and
4. visible coordination on plans and initiatives.

The 2014 CEDS has set a target of five or more communities that have the capacity and readiness to act and a plan with projects to implement. This effect would be achieved due to the Actions of this Strategy and the anticipated Outputs.

3.4.1.1.5 SUPPORTING AND COUNTERVAILING FORCES

Other forces can impact the effectiveness of this Strategy and only some of them can be significantly directed by Cumberland County. The **following table** summarizes a few of them.

External	Can be Influenced
Federal government policies and programs NS and Canadian economic conditions.	NS Government policy and programs Capacity of community volunteers. Community burn-out.

MEMORANDUM

To: Mayor Kogon and Members of Amherst Town Council
From: Jason MacDonald, Deputy CAO
Date: March 20, 2017
Subject: Active Transportation Plan

One of the new Corporate Strategic Priorities is a review of the Active Transportation Plan. The Plan was written in 2011 however was never officially adopted by Council. Staff have referred to the plan when required over the last six years.

The plan is generally sound, however some updating and refinement is required. Generally speaking Section 1 Introduction and Section 2 Background are fine.

Section 3 The Plan, Section 4 Design Guidelines, and Section 5 Implementation require further work. For the most part identification of gaps and opportunities to improve the existing sidewalk and trail network is sound. However the plan illustrates a number of options for the design of new trails and bike lanes without indicating which design is most appropriate for the Town. Staff feel that the Plan should provide specific direction on the design of this type of infrastructure. In this way, proper planning, design and budgeting can take place.

Furthermore, given that the Plan is six years old, and the level of interest in active transportation seems to have increased during this time, staff have included in our work plan for this strategic priority additional public engagement to take place, including a review of the plan with the Engage trails group. The public engagement will help determine the design standards for the new infrastructure, as well as the community's priorities.

This public engagement will take place in April, with recommendations to Council scheduled for May.



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1.0 Introduction:

1.1 Plan Orientation:

Active transportation (AT) is recognized nationally and internationally as a positive and desirable component of a community. Based on considerable interest and support from academia, the public sector, and others with a vested interest in health and active lifestyles, as well as sustainability, demonstrated by recent AT research, plans, and infrastructure upgrades, reducing vehicle dependence by providing AT opportunities has transcended as a contemporary planning principle.

Influenced by the strong presence of AT and in an effort to foster a healthy and active Amherst, the Town has prioritized development of an Active Transportation Plan, referred to herein as “the Plan.”

The Plan is designed to guide physical infrastructure improvements for walking and cycling for both utilitarian and recreation use within Town boundaries. A system of routes, design guidelines, and implementation recommendations make up what is referred to as *the Plan*. A background study is also included. The Plan is based on an eleven year initiative and key sources of information used in development of the Plan are Canadian municipal Active Transportation Plans, AT literature, public participation, and consultation with interested departments and agencies.

For effective implementation of the Plan, significant collaboration among stakeholders is strongly recommended. All Town departments, executive staff, other interested organizations, and members of the public should be included in the review and formulation of the Plan's policies, and any other component necessary for generating support and interest in implementing this Plan.

A common theme in AT literature is the need for a comprehensive promotion plan to support physical improvements. The conclusion is that a community can have excellent AT facilities but without support on the use and benefits of these facilities, the facilities could go unused. The Plan includes a few recommendations but generally promotion of AT is outside the scope of this plan. As the literature suggests, it is highly recommended that a comprehensive promotional plan be developed to accompany this Plan.

It should be noted that safe pedestrian road crossings and safe routes to School are often discussed in terms of AT but generally not included in AT plans. A network concept plan and facility design guidelines typically define an AT plan and these provided the opportunity for additional components.

It should also be noted that aesthetic standards and higher density regulations for new development to encourage AT is also a well documented topic. This land use planning issue is outside the scope of the Plan. Further study is recommended to clearly articulate the relationship between AT and the built environment, to encourage supporting amendments to Town planning policy and regulations.

1.2 Active Transportation Defined

According to Transport Canada “Active Transportation is human powered travel. The term refers primarily to walking and cycling, but also to wheel chairing, in-line skating, skateboarding, cross-country skiing and even kayaking or canoeing.”

AT plans are typically designed for a combination of cycling and walking activities such as in the case of Bridgewater and HRM, or for cycling only, as demonstrated by Fredericton, Vancouver, Victoria, and Ottawa.

1.3 Goal and Objectives

How the Plan was developed:

To ensure the Plan was designed to meet the defined goal and objectives, the goal and objectives were directly applied at different points of the Plan development process. The goal and objectives of the Plan were used as a reference for selecting background topics and used to devise implications from background data to design the network plan, guidelines, and policy recommendations. Implications applied to the Plan are not documented separately but represented in the Plan itself.



The goal and objectives were defined based on the Town's vision for an active and healthy Amherst and an economically efficient plan, combined with a review of Canadian municipal AT plans and the need to coordinate past Town cycling and walking plans.

Goal:

The goal of the plan is to promote cycling and walking for living, working, and playing by providing an efficient and effective network of interconnected and continuous cycling and pedestrian routes which link neighbourhoods and major destinations.

Objectives:

The Plan objectives are as follows:

- to develop a connected and continuous town-wide cycling and pedestrian network with safe, comfortable, and direct routes.
- make efficient use of existing infrastructure by avoiding retrofits, using the existing road network, and incorporating existing trails and plans that meet the Plan goal.

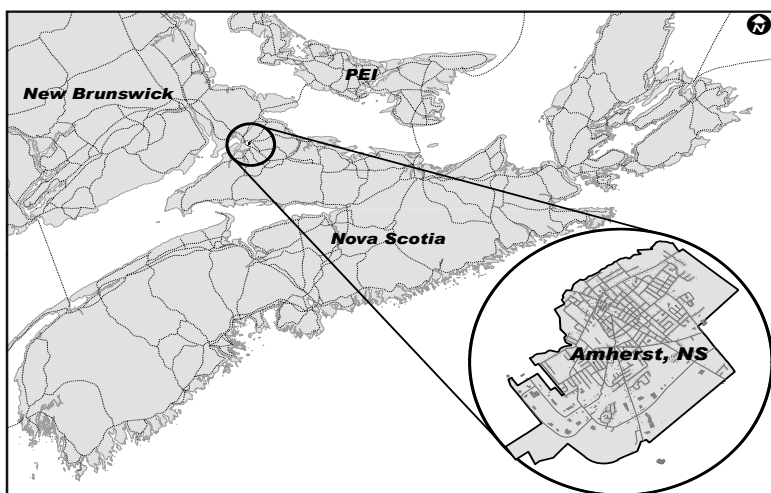
1.4 Benefits

Benefits transcend environmental, economic, and social issues. The benefits are extensive and well documented. Below are only a few examples of the benefits associated with AT:

- including off-road multi-use trails is recognized as one of the factors frequently cited as defining a high quality of life within a community.
- improves public health by fighting obesity and chronic illness like heart disease and Type 2 Diabetes.
- offers independent mobility to children, youth, seniors, low-income families and persons with disabilities.
- reduces the cost of transportation and attracts tourists.
- enhances street life, increasing citizen interaction, and improves personal security.
- It is emission-free, making it a mechanism for minimizing effects of climate change and reducing air pollution.

1.5 Local Context:

Amherst is located in the northwestern Cumberland County of Nova Scotia, Canada. Amherst is the first town in Nova Scotia when traveling from New Brunswick on the TransCanada Highway. It is seen from midway across the Cape of Chignecto, a predominantly marsh land area. Amherst is the largest town in the Cumberland County and incorporated in 1889. Amherst to mark the career of Jeffery, Baron Amherst (1717 – 1797), a prominent military figure for the British Forces of North America.



2.0 Background

The background is a summary of results from a study of issues related to the Plan goal and objectives. The information will form the design implication used in development of the network plan, design guidelines, and policy components.

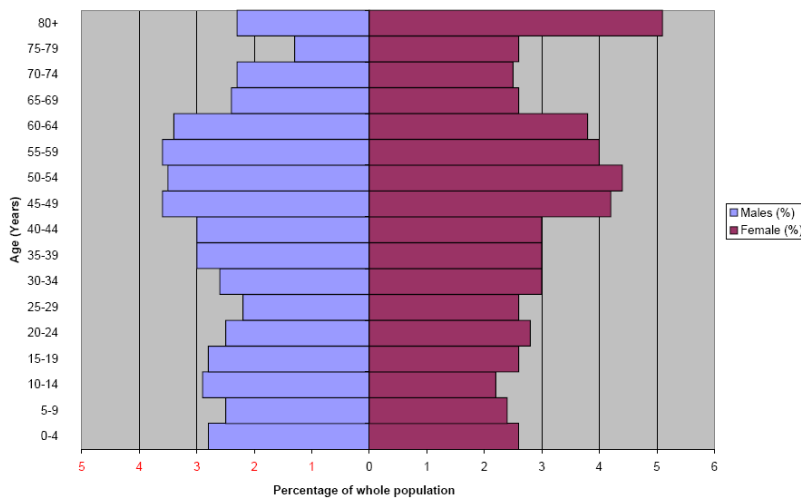
2.1 Population Structure:

This section provides insight into “who do we plan for.”

The Town with a population of 9, 505 has experienced generally no population growth, only a small decline in population since 1966 in which the population was 10, 788.

Many small Nova Scotia communities are faced with significant population decline which is not the case for Amherst. Based on 2011 Statistics Canada data, the population pyramid below illustrates an absence of any significant disproportion in the Town's population. The pyramid displays the distribution of the population by age (the cohorts) and by gender. The population pyramid describes the Town on the basis of age and gender distributions. The cohorts are broken into equal intervals of five years with an open ended top category. The line down the centre indicates the proportion of the cohort that is male or female. The population of each cohort illustrates the proportion of total population. Youth (10 to 19) and elders (75 +) represent approximately 21.3 % of the total population. Based on general mobility data and this population data, an AT implication is that just over a quarter of the Town's population is most likely to not rely on vehicle use for transportation.

Population Profile of Amherst, NS



2.2 Past Trail Plans

This section reports existing and planned trails and includes results of a consultation with the County.

Centennial Trail Program:

Consists of a series of six loops, on-road and off-road, for both recreation biking and walking. Some sections exist and developed annually as funding comes available. Funding, priorities, and land availability are barriers to carrying out trail construction. For example, more complex trail ideas which include sections extending beyond Town boundaries and located in environmentally sensitive marsh lands require land acquisition and multiple partnerships with the Town including Ducks Unlimited, the Canadian Wildlife Services, and the County.

Tantramar Marsh Trail – Center First: Downtown Amherst Action Strategy:

The Tantramar Marsh Trail is a recommendation from the Center First: Downtown Amherst Action Strategy and a sub-set Public Realm Beautification, Infill, and Open Space Strategy. The recommendation is for a multi-use trail loop around a section of the marsh with direct connection to the downtown. This is also an idea proposed by staff previous to the Center First Strategy, which demonstrates the appeal of integrating the natural asset with the Town. The completed north section of the Centennial Trail provides scenic views of the marsh and is located adjacent to the Downtown. Implementing the “marsh loop” will only duplicate an existing trail which is currently underutilized. Instead better connection from the Centennial Trail to the Downtown should be made.

Eddie Road Route:

The Eddie Road Route is a staff envisioned future connection. The proposed multi-use trail runs along Eddie Road to Mount Whatley Road, the route of the Cross Border Challenge, a 10 Km race and part of Run Nova Scotia Series. Also proposed by Town staff is a route along Eddie Road and West along Mount Whatley Road to the Provincial Visitor Centre. This route is envisioned as providing cycling enthusiasts with a scenic connection from the Centre to Town.



The County

The County has direction to undertake a county-wide trail network plan. A system of multi-use trails which include connections to the Town was envisioned as being part of the plan. Potential points of connection with the Town are South Albion St., Robert Angus Drive, East Victoria St., and West Victoria St. To create a safe and accessible route to the hospital, the South Albion link would be high priority. This route is viewed as dangerous and infrastructure upgrades have previously been considered by the Town and County. High costs will be associated with overcoming physical barriers on this route.

2.3 Public Participation

The following data is a summary of results from public input collected during two public consultation sessions. A concept map visually summarizes suggested key destinations and connections. Three pre-defined issues guided discussion and feedback during the sessions:

1. Cycling and walking routes to connect key destinations.
2. Opportunities for cycling, sidewalk, and trail extensions.
3. Physical barriers and solutions to effective cycling and walking routes.



Key destinations:

The Industrial Park, a key employment area, should connect to a cycling route to encourage cycling to work. Tupper Street and Chandler Street, the main roads of the Industrial Park, have existing design elements for safe cycling and walking such as lighting, a wide road, and low traffic volume.

Other key destinations identified include the downtown, Town parks, Dickey Brook Road, schools, the highway commercial area, and medical clinics. Low income areas should be well connected to the network to provide an affordable transportation option.

Opportunities for extensions - utilitarian trips:

- Make Downtown more accessible especially for seniors with cycling routes and sidewalk extensions to adjacent neighbourhoods.
- Connect seniors to shopping and connect seniors to seniors.
- Connect residential areas to shopping on Robert Angus Drive and South Albion.
- Link the Hospital to Robert Angus Drive.
- Link soccer fields to Robert Angus Drive.
- Connect new subdivisions to schools.

Opportunities for extensions - recreation:

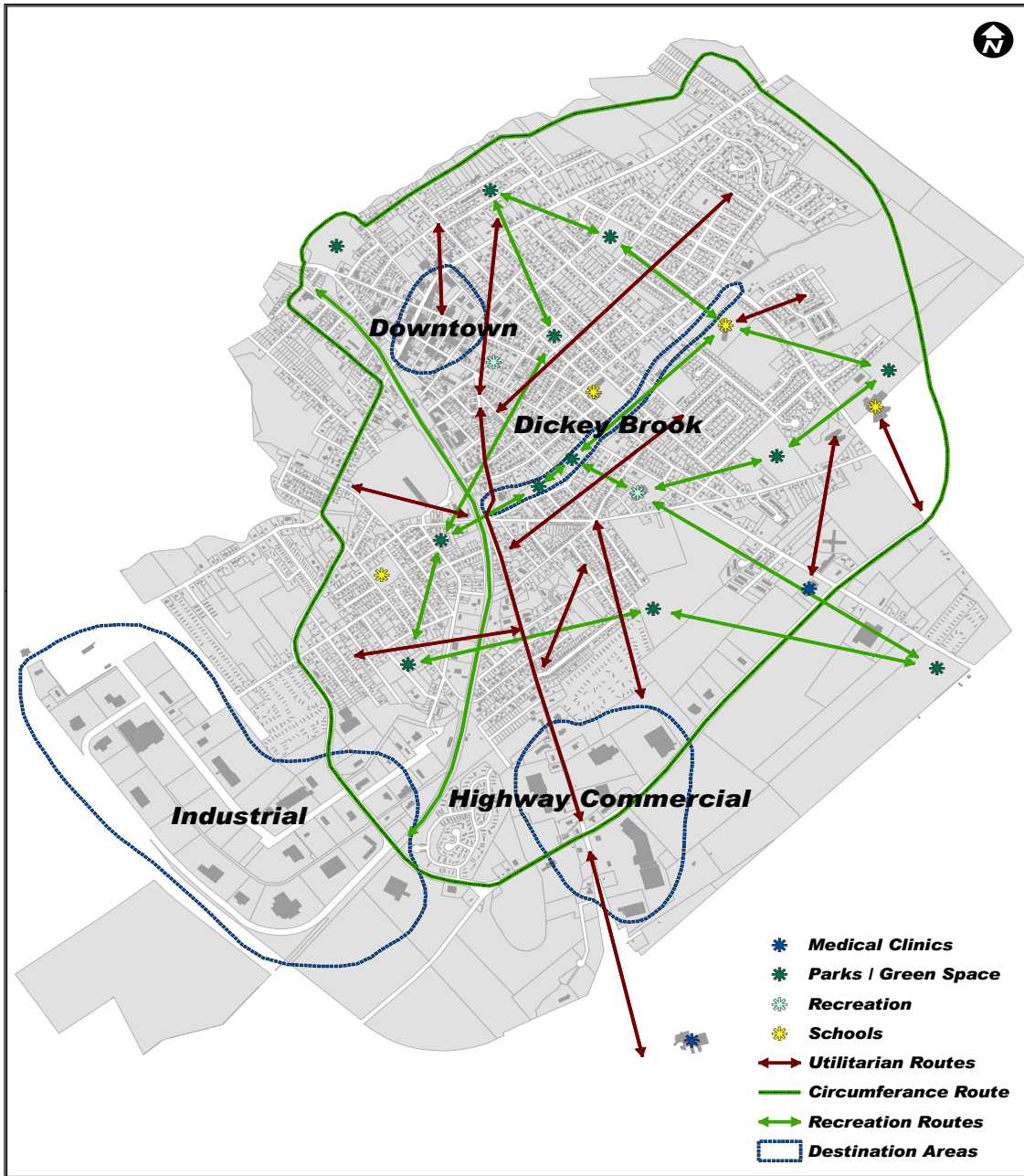
- Connect multi-use trails to parks for pleasant resting and play areas, an aesthetically pleasing route, and better access to parks.
- Create a route for cycling and walking around the circumference of the Town connecting the industrial Park, the existing Centennial Trail in the north, and Robert Angus Drive. The continuous Town perimeter route would connect to neighborhoods less traffic and fewer crossings.
- Most dedicated recreation cyclists want to follow continuous routes that extend beyond the Town boundary.
- The Amherst Point Bird Sanctuary has significant recreation potential and is currently underutilized. This site offers walking, skating, cycling, and cross country skiing, and is a natural amenity and recreation area that should be made more accessible.

Physical barriers and solutions to effective routes:

- ATV use on Centennial Trail between Motor Street and Freeman Street requires RCMP enforcement. A partnership with the RCMP will lead to effective enforcement.
- Poor snow clearing results in inaccessibility to sidewalks, a significant concern for pedestrians and scooters who are made to share the road with vehicles during winter conditions.
- Route and site design should reflect Amherst's high senior population and should be designed appropriately to accommodate seniors' needs.



Concept Map: Publicly Defined Key Destinations and Future Connections



2.4 Best Practice Principles:

Safety, connectivity, accessibility, and aesthetics are commonly used principles in AT plans and the basis of discussion in AT literature. The following section summarizes principles in terms of design solutions.

Safety:

A well designed safety focused transportation network is a top priority in AT design and key to maximizing facility use. AT safety is generally discussed in terms of criminal activity and sharing the road with vehicles. Below is a summary of the design solutions related to crime prevention. This summary does not report safety related to sharing the road with vehicles. Recommended facility types are based on Canadian municipal AT plans. This area of AT has varying perspectives and no consensus on best safe design solutions. The Toronto Cycling Strategy recommends documenting accidents or public safety concerns to guide physical improvements for enhanced safety as information comes available.

Crime Prevention Through Environmental Design (CPTED), is a design solution approach for minimizing risk to safety. CPTED is a concept rooted in Criminological theory. It is an idea which has evolved over time with variations and refinements to the original concept. Preventing opportunity for criminal activity through environmental design techniques remains the primary idea.

CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts by affecting the built, social, and administrative environment. Common CPTED principles and techniques that have physical design implications for this Plan are documented below. Further review of CPTED will demonstrate the full list of principles.

Natural Surveillance:

The idea is to 'see and be seen' by maximizing sight lines in and out of a space. Barriers are lack of people and reduction of sight lines.

Territorial Reinforcement:

Distinguishes public and private space and fosters residents' interaction, vigilance, and control over the neighborhood. Places that are seen as being owned by someone sends out a message that this place has guard-

ianship. This can be achieved by signage, flower beds, regular lawn and garden care, and avoiding large physical barriers.

Maintenance:

A poorly maintained place projects an image of disorder and neglect. A cared for space is maintained by regular maintenance and by keeping areas clean and graffiti-free.

Connectivity:

Connectivity optimizes proximity for convenience and achieved by integrating many linkages. An example of this is the fused grid, a street network design of continuous and discontinuous streets with discontinuous streets supplemented by pedestrian links. Similarly, a continuous ring connecting key destinations is an alternative design documented in the Victoria Cycling Plan. Furthermore, a well documented strategy for maximum connectivity is reducing the effect of intersections as barriers to the network.

Aesthetics & Accessibility:

This principle refers to promoting use and optimizing the users experience by establishing inviting and convenient facilities. Where possible, facilities should take advantage of natural geography such as water courses and parks which create pleasant environments. User comfort and convenience is also an important consideration. Facilities must be wide enough to accommodate intended users, and vertical clearance must be adequate, especially in areas with significant tree canopy. Furthermore, cycling and walking must be able to compete with other modes of transportation in terms of efficiency (time, money, and space), and be designed to accommodate all types of competencies and abilities.

2.5 Rails with Trails

Trails located along active railbeds and within the rail right-of-way is a sought after solution to integrating trail systems within a community. Limited space, existing design, and land acquisition issues combined with centrally located and wide railroad span, makes rail right-of-ways an ideal location for trails. Furthermore, trails are recognized as an important part of a network as it provides a comfortable learning environment for begin-



ner cyclists and is a safe and scenic route option. The following is the results of a review of municipal experiences of Rails with Trails.

A review of Rails with trails In Canada show that municipal efforts to implement Rails with Trails is being challenged by the private sectors concern for safety. For example, continuation of Rails with Trails in BC is currently being stalled by CN's recent safety concerns and unwillingness to continue agreements for further trail development. In response, the Union of British Columbia Municipalities, through a 2010 resolution, has endorsed Rails with Trails and is calling for legislative amendments to the Canadian Transportation Act to authorize provincial and local governments to place trails within rail right-of-ways. This would give municipalities the authority to develop trails within the rail right of way regardless of CN's position.

HRM is well experienced in dealing with CN for its ongoing AT network initiative. HRM reports that a sound plan will benefit a case for sale of land by CN.



2.6 Network Concept

AT plans generally include a network plan. Network plans are typically a system of routes consisting of a hierarchy of two different systems, a primary and secondary system. Primary system is "the spine," which are direct links from individual neighborhoods to key commercial and employment destinations. The secondary system is the "Neighborhood" or "local" routes, which are links within individual neighborhoods connecting neighbourhood destinations such as parks and schools, and which also feed into the larger "spine" route.

The two systems typically follow a community's existing road network and development pattern and includes a combination of on-road and off-road facility types. The location of off-road routes, is limited to parks, railroad corridors, or redeveloping properties.

3.0 Network Plan

3.1 Network Plan

The network plan is designed based on a set of network development application tools. Tools applied in developing the network include a *Network Development Approach* and a *Cycling Selection Model*. Both tools are detailed in the following section.



Cycling Network Plan



Walking/Pedestrian Network Plan



3.2 Network Development Approach

The network development approach is designed based on implications drawn from background data and the goals and objectives of the plan. Implications are applied through a set of iterative steps used to develop the network.

Step 1: Prepare a Cycling Route Selection Model* using key AT principles and establish detailed evaluation criteria.

Step 2: Prepare candidate routes, including multi-use trails, using general insight developed from background data.

Step 3: Evaluate each cycling route for inclusion in the network based on the *Cycling Route Selection Model* and the following steps:

- travel all segments of each candidate route (ground proof by driving)
- asses each route using the selection criteria
- accept or reject each candidate route

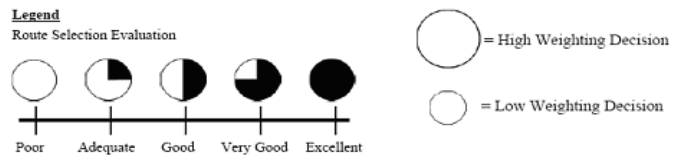
Step 4: Following identification of the cycling route, identify and include missing connections in the Town's existing sidewalk system on arterial and collector streets. Roads in the industrial park are collector roads but excluded from adding connections to the sidewalk network due to low density and road conditions suitable for walking.

Cycling Route Selection Model

As illustrated in the table below, a point scale ranking system was a screening-decision making tool used during assessment of candidate routes to determine routes for inclusion in the network plan.

Each evaluation factor is equally weighed. A point scale ranking (poor to excellent) was applied to information gathered for each evaluation factor and criteria. Potential routes less desirable compared to similar routes were eliminated from inclusion.

FACTOR	EVALUATION CRITERIA	ROUTE ASSESSMENT	
		A	B
Safety	<ul style="list-style-type: none"> - Are there numerous mid-block crossings? - Is there a high volume of automobiles? - Is there sufficient right of way width to accomodate cycling facilities? - Does the route provide a safe crossing of major barriers? - Are there poor site-lines? - Will the route maximize visiblility in and out of the space. 		
Connectivity	<ul style="list-style-type: none"> - Does the route provide a vital connection to existing routes and paths? - Does the route provide direct access to major destinations and does the route connect major nodes? 		
Aesthetics	<ul style="list-style-type: none"> - Does the route provide access to Amherst's scenic routes, vistas, and destinations? - Does the route provide diversity of experience? 		
Accessibility	<ul style="list-style-type: none"> - Is the route impeded by numerous stop signs? - Is the route impeded by numerous closely spaced traffic control signals? - Does the route provide a direct path to the destination? 		
DECISION		 Route Recommended	 Route Not Recommended



4.0 Design Guidelines for Cycling Facility Design

A cycling facility is any physical facility that provides for the exclusive or semi-exclusive use of bicycles. The guidelines are meant to guide construction of cycling facilities within the identified cycling network. The guidelines presented in this section cover a variety of facility components ranging from facility types to physical barriers and bike parking facilities.

Aside from multi-use trails pedestrian facilities are typically sidewalks, a commonly constructed facility type which is not included in the design guidelines. The barriers, signage, and rest area guidelines do related to pedestrian facilities and should be applied in the construction of the walking network plan.

4.1 Facility Types:

This section outlines common facilities types used for cycling networks and the appropriate location for each type within the existing road network.

Bike Lane:

A bike lane is a designated space on the road, separated from vehicle traffic and designed for one-way cycling. A bike lane is delineated by visual road treatments including a painted line, texturing, colouring, a physical barrier such as a curb, or raised lanes known as "cycle tracks". To separate vehicle traffic from the cycle lane, on-street parking can be used in addition to the above mechanisms. The bike lane is generally identified with signs or bike stencils painted directly on the lane.



Typically located on curb and gutter roads, and most appropriate for arterial and collector roads, main sections of the network connections expected to experience higher cyclist and or motor vehicle volumes.

Furthermore, raised pavement markings (e.g., reflectors and truncated domes), can cause steering difficulty for bicyclists, and should not be used to delineate bicycle lanes.

Signed Only/Shared Lane:

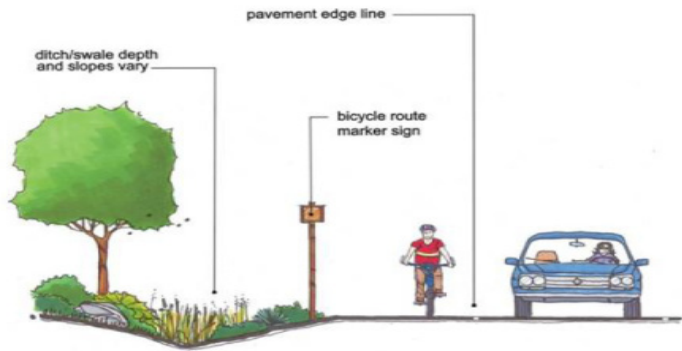
A shared lane is travel lane shared by vehicles and cyclists. There is no visual or physical barrier between cyclists and vehicles. Traffic calming measures such as roundabouts at intersections are used to reduce vehicle traffic and favor bicycle movements.

Generally located on a quiet side street where motor vehicle traffic volume and speed is low such as quieter residential streets, or where volume is high and speeds are low such as streets locate din the downtown. On these roads, due to traffic conditions, there is no need to build a designated bike lane. Signed only routes can be located on roads with standard and wide curb lane widths.



Paved Shoulder

A paved shoulder facility type is a marked edge line, typically a painted line, on an existing road with no curbs. Signs should be used to indicate the presence of cyclists. Typically located on rural roads with no curb.



Multi-use Trails

A multi-use trail is a separate facility from which all motorized traffic is excluded and generally designed for slow recreation riding. Two lanes wide enough for walking and cycling in either direction may take the form of a path in open space areas, parks, or rail corridors.

Paved multi-use trails is the best option for encouraging widespread use. A paved surface opens a facility up for wheelchair, rollerblader, stroller, and novice cyclist use. Off-road paved multi use trails are excellent conditions for learning how to cycle.



Providing a space for beginners to become confident cyclists encourages network use, as reported in the Victoria Master Cycling Plan.

4.2 Width Range Standards:

Transportation Association of Canada (TAC) standards and standards common to AT plans are included below.

Cycling Facility	Width Range
Motor Vehicle travel lane (not including gutter dimensions)	3.0 to 3.7 m
On street parking	2.5 to 2.8 m
Marked bicycle lane width	1.5 to 2 m
Shared lane and no parking	≥ 4.25 m
Shared lane with parking	6.6 to 7.1 m
Paved Shoulder	2.5 m (≥ 60 km/hr with adjacent 0.5 granular shoulder)
Multi-Use Trail	4 m

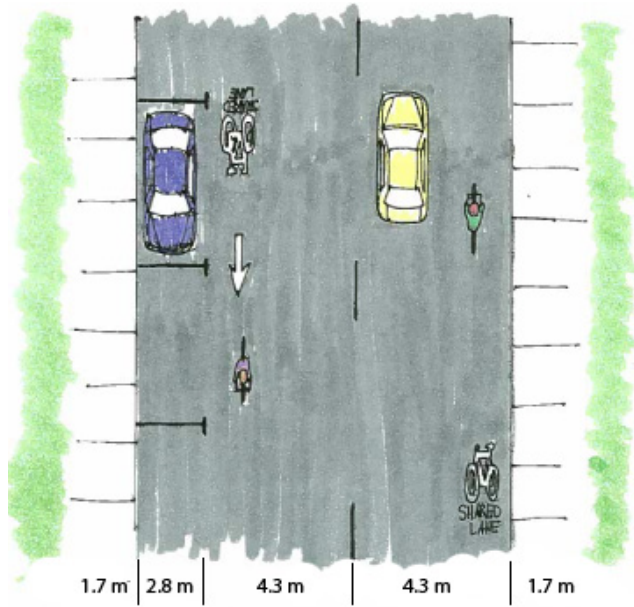
4.2 Cycling Facility Scenarios

To further demonstrate facility types and standards, various road right of way scenarios with applied facility type and standard measurements are illustrated below.

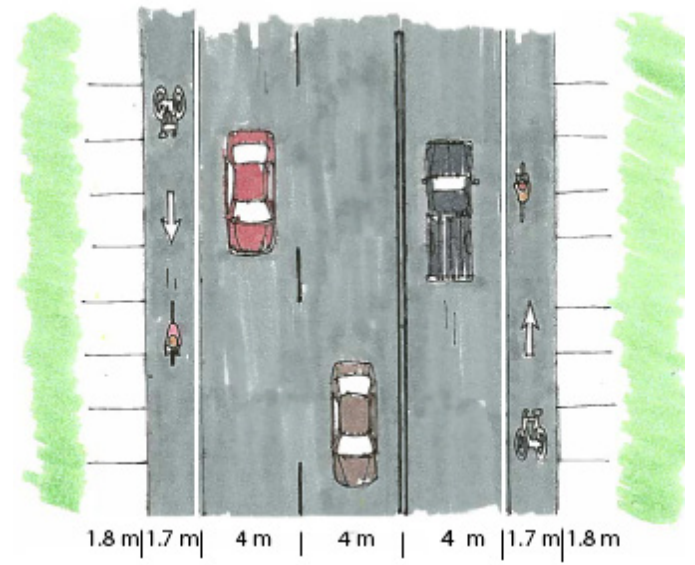
When it comes time to constructing Amherst's cycling facilities, the plans, similar to the illustrations below, will be designed by applying the appropriate facility type to the existing road network, while considering facility standard width ranges. This can be done on a phase by phase basis.



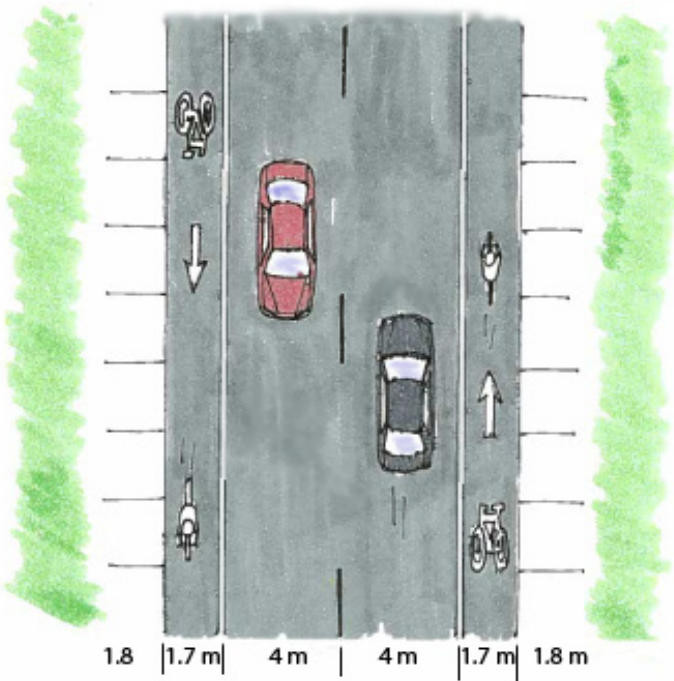
Shared lane with parking on ≥ 15 m Right of Way



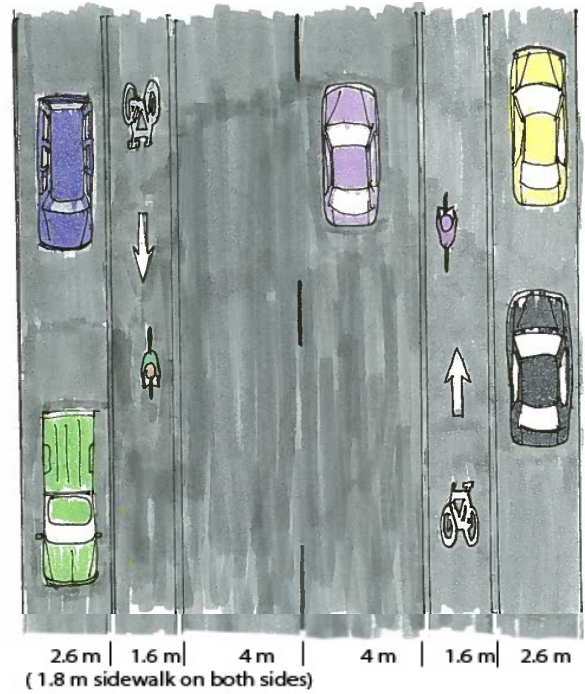
Bicycle Lane on ≥ 20 m Right-of-Way with three motor vehicle traffic lanes



Bicycle lane on ≥ 15 m Right of Way



Bicycle lane with parking on both sides on ≥ 20 m Right of Way



4.3 Intersections

Intersections are significant points of danger and motorists and cyclist education is necessary to improve safety at intersections. Appropriate signage should be carefully incorporated into intersections.

Additional standards apply to standard width range for bicycle facilities at intersections. The *Transportation Association of Canada's (TAC) Geometric Design Guide for Canadian Roads*, section 3.4.7.2, *Intersections with Bike Lanes*, should be reviewed for right and left turn standards. This document is available at the Transportation and Public Works Department. Section 3.4.7.2, *Mid-Block Bike Path Crossing* should also be reviewed where necessary, as well as 3.4.7.7 *Railway and Streetcar Crossings*.

4.4 Lighting:

For safety and security lighting is an important feature for walking and cycling facilities, however, due to costs, off-road trails are rarely lit. The estimated up front cost of an underground lighting fixture, the preferred option for maintaining the natural environment, is \$ 2000 and \$40,000 per km.

To avoid high costs and ensure safety, facilities should be located close to street lights where possible. If lighting fixtures are considered, solar powered lighting fixtures may save on long term energy costs.



4.5 Snow Clearing:

The high cost of snow clearing means a primarily seasonal Network is recommended with:

- Clearing only multi-use Trails that are part of the spine network and link to sidewalks.
- Posting seasonal use signs to avoid liability.
- Extend system use by an annual well-timed early spring clearing to clean up snow mounds in areas with minimal sun exposure.



4.6 Rails with Trails:

Because of an existing lack of consensus on acceptable setback distance between rail and trails, the distance should be determined on a case-by-case basis and the following factors consider:

- Type, speed, and frequency of trains in the corridor;
- Separation technique;
- Topography;
- Sight distance;
- Maintenance requirements; and
- Historical problems.

Another determining factor may be corridor ownership. Trails proposed for privately-owned property will have to comply with the railroad's own standards. The Town needs to be aware that the risk of injury should a train derail will be high, even for slow-moving trains. Discussions about liability assignment need to factor this into consideration. In many cases, adequate setback widths, typically 7.6 m (25 ft) or higher, can be achieved along the majority of a corridor. However, certain constrained areas will not allow for the desired setback width. Safety should not be compromised at these pinch points and additional barrier devices should be used, and/or additional right-of-way purchased.

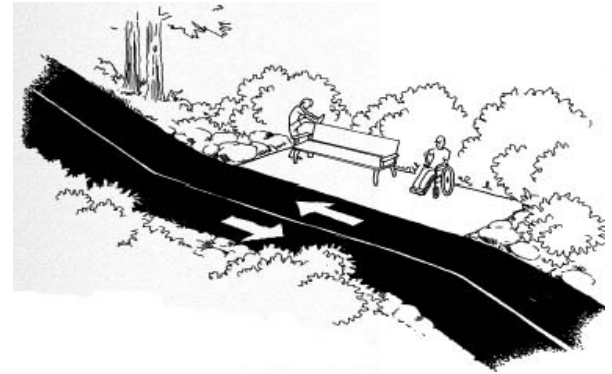
4.7 Rest Areas

Periodic shaded rest areas are beneficial for all on and off-road facility users, particularly for people with mobility impairments that expend more effort to walk than other pedestrians. The frequency of rest areas should vary depending on the terrain and intended use. For example, heavily used facilities should have more frequent opportunities for rest. Rest areas provide an opportunity for users to move off the trail, instead of remaining on the trail to stop and rest.

In general, rest areas should have the following design characteristics:

- A firm and stable surface;
- A width equal to or greater than the width of the trail segment leading to and from the rest area;
- A minimum length of 1.525 m (60 in);
- A minimal change of grade and cross slope on the segment connecting the rest area with the main pathway; and
- Accessible designs for amenities such as benches, where provided.

Benches can be particularly important for people with disabilities, who may have difficulty getting up from a seated position on the ground. Some benches should have backrests to provide support when resting, and at least one arm rest to provide support as the user resumes a standing position. Accessible seating should provide the same benefits as seating for users without disabilities. For example, providing a wheelchair space facing away from the intended view would not be appropriate. Garbage receptacles are necessary to keep routes clean.



4.8 Signage:

The goal of incorporating signage into facility design is to achieve a high level of legibility and comprehension for user safety and convenience. Typical categories of signs include: navigation, warning, connections, and points of interest. Signage should be designed according to national and provincial regulations. For national sign regulations refer to Transportation Association of Canada (TAC) *Bikeway Traffic Control Guidelines for Canada*. For provincial standards refer to *Nova Scotia Traffic Sign Regulations*.

Navigation Signs:

Displays destinations and distances. A more detailed design includes route destination and direction, simplified route map, and distances to major cross streets and neighborhood. This sign acts as a visual cue for motorist awareness, and used by cyclists for user ease and accessibility. Displayed in locations leading to and along a cycling route, and where multiple routes intersect, "decision points".



Warning Signs:

Warning signs convey the following messages to both motorists and cyclists:

- Draw driver attention to the presence of cyclists on the road.
- Warn cyclists of busy intersections where cross traffic does not stop.
- Alert drivers to a bike crossing area
- Advise motorists to "share the road"

Warning signs are typically displayed near bicycle trip generators such as schools, parks, and other activity centers, and also located at major streets approaching a route. Largest and most basic of road signs are pavement markings.

Pavement marking should be applied using appropriate materials and should be a size and colour to make them highly visible. For example Vancouver uses bright colours to mark hazardous bike lane area, such as at intersection crossings.



Connections:

Point cyclists to nearby routes and integrate individual routes into broader network.

Points of Interest:

Highlight points on or near the route of relevance to cyclists. These can include, but are not limited to libraries, post offices, restaurants, museums or tourist information offices.



All Signage:

Signs must be located so they are conspicuous, legible, and comprehensible. For example signs should be located so that trees and other signs do not block them; located in advance to allow adequate response time; and maintained to avoid saturation to maintain credibility.

Gateway Signage:

Significant signage at entrances to trails enhances safety and aesthetics. Signage is a design device for preventing opportunity for criminal activity. It is a territorial reinforcement tactic that sends a message of ownership and guardianship. Furthermore, gateway signage creates an inviting and attractive space.



4.9 Barriers:

Avoiding large physical barriers is a design device to achieve Territorial Reinforcement, a CPTED design principle to prevent criminal activity. The idea behind this principle is that a place has guardianship as its seen as being owned and maintained by someone.

Below is an example of an existing physical barrier at an entrance to the Centennial Marsh Trail on Motor Street. The gates and fencing form a large unattractive obstacle resulting in an uninviting entrance. The entrance poorly distinguishes public and private space. Upon entering the area, it is unclear as to whether or not this is a public space. Instead the area should be open with attractive gateway signage.



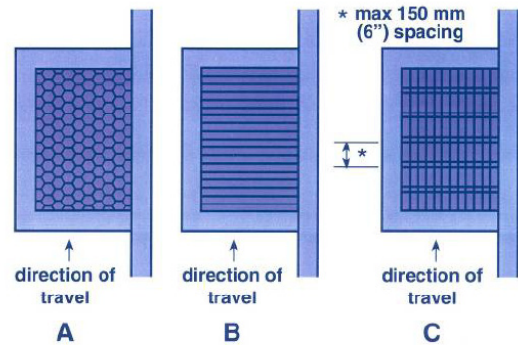
A physical barrier can be thought of as anything that discourages use. The example below demonstrates an aesthetic barrier which diminishes the aesthetic quality of a place.



4.10 Drainage Grates:

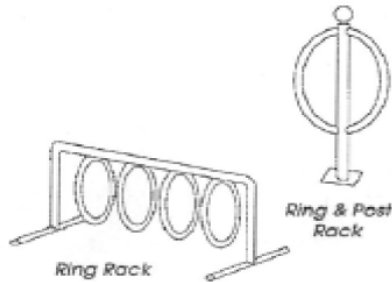
Bicycle lanes should be provided with adequate drainage to prevent ponding, washouts, debris accumulation, and other potentially hazardous situations for cyclists.

When an immediate replacement of an incompatible grate is not possible, a temporary correction of welding thin metal straps across the grate perpendicular to the drainage slots (4 to 5 inches apart, centre to centre spacing) should be considered. Bicycle lanes should also have smooth riding surface, and utility covers should be adjusted flush with the street surface.



4.11 Bike Parking:

Basic bike parking is typically a bike stand on the sidewalk, which should be no more than 10 to 15 meters from a building's main entrance. This facility supports short term 2 hour parking and is typically a ring-and-post design, a ribbon, or a ring rack.



Long term parking for employees, students, residents, and others requires a secure weather-protected location from the elements. These facilities typically include bicycle lockers and shelters.



Furthermore, the following points should be considered for optimum parking facilities.

Parking facilities should:

- Be located in areas that deter theft and vandalism such as in full public view where they can be viewed by passers-by, fellow workers, ect.
- Present no hazard to pedestrians.
- Be easily accessible from the road or bicycle route.
- Be attractive in design.
- Be as close as possible to the cyclist's destination.
- Have appropriate security lighting, where possible.
- Be located at all buildings or intervals in high density areas such as the downtown.



5.0 Implementation

This section provides recommendations for effective implementation of the Plan's network and design guidelines.

5.1 Partnerships, Education, and Promotion

As mentioned in the introduction, this Plan focuses on physical improvements and promotion is outside the scope of project work. This section was developed to emphasize the significance of promotion and education in AT planning and includes potential partnerships and courses of action.

The Town does not have to promote AT on their own. Partnerships can extend outside of Town departments and include agencies with a vested interest in health and wellness. The Town could actively consult a variety of potential partners including:

- The Cumberland Health Authority
- Canadian Cancer Society, Northern Region
- Maggie's Place
- Empowering Beyond Barriers Society
- Cumberland Early Intervention Program
- Highland View Regional Hospital
- the Municipality of the County of Cumberland
- Chignecto-Central Regional School Board

The Chignecto-Central Regional School Board is an example of how a potential partner could support the Town's AT Plan. With a focus on safety and promotion of AT, the School Board could provide students, particularly elementary students, with cycling education such as CAN-BIKE safety courses, incorporate cycling into physical education curricula, or develop targeted safety material to distribute to students.

The Town could encourage the private sector to partner with the Town to develop a Bike share program. This program is convenient and economical for anyone who makes frequent trips around the Town. Members of Bikeshare can borrow a bike up to three days. Bikeshare hubs are connected by an online database which allows members to use any one of the destination or pick up points.

The Town should set an example to encourage other agencies to take action in supporting AT and facility use by expanding internal partnerships and current AT programs. For example, the Town could provide incentive programs or application of support facilities (showers and bike racks) to motivate employees to cycle or walk to work.

Transport Canada addresses education and promotion of AT by recommending removal of non physical barriers by "addressing the attitudes, awareness, understanding or skills of potential pedestrians and cyclists" and by develop the following:

- campaigns (e.g. Bike to Work Week) that raise awareness and encourage people to try new ways of getting around
- walking or cycling maps that highlight recommended routes including sidewalks, trails, bike lanes, and roads with wide curb lanes or paved shoulders
- promotional events to mark milestones (e.g. approval of a cycling plan, opening of a new trail, publication of a walking map) and attract media attention that can raise awareness and build public support for future measures
- awards that recognize the contributions of key individuals and organizations
- cycling skills courses that teach cyclists to ride safely on the road
- educational campaigns that encourage drivers to treat cyclists and pedestrians with care and courtesy

5.2 Funding Sources

Potential funding sources offered by a variety of organizations are documented below. Program or mandate details, status of funding plans, and web site details are included for each source. It's important to note that the information in this section is relevant to the 2012 date of project development.

Green Municipal Fund (GMF) – Through GMF, the Federation of Canadian Municipalities provides funding for "development or completion of walking and cycling networks and systems planned around travel to work, school, shopping or culture, that promote safety, accessibility and viable alternatives to car travel."

(<http://gmf.fcm.ca/Funding-Opportunities/Funding-projects.asp>)



ecoMOBILITY - The program will provide financial support to municipalities and regional transportation authorities for transportation demand management (TDM) projects that reduce emissions by shifting personal automobile travel to other modes, reducing the number and length of car trips, and shifting trips to less congested times and routes. (<http://www.tc.gc.ca/eng/programs/environment-ecomobility-menu-eng-1934.htm>)

Moving On Sustainable Transportation (MOST) – “Transport Canada created the Moving On Sustainable Transportation (MOST) funding program to promote awareness of sustainable transportation issues and encourage concrete action by Canadians.” Funding associated with this program is no longer available. Transport Canada may provide similar grants in the future. (<http://www.tc.gc.ca/eng/programs/environment-most-contactandquestions-176.htm#q5>)

Age Friendly Community (AFC) – “funding is provided for projects that create or adapt structures and services to be accessible to, and inclusive of, seniors with varying needs and abilities in order to promote healthy active ageing.” (http://www.gov.ns.ca/seniors/age_friendly_program.asp)

Cumberland Health Authority, Community Health Board – “Offer representation of health and community interests for the geographic area; develop profiles of existing health care services and recommend ways of enhancing these services; develop, coordinate and support the implementation of a community health plan; identify factors that influence health and ways to make us healthier; foster community development through participation and partnerships; and support initiatives that focus on health promotion, health care prevention, and health care services.” (http://www.cha.nshealth.ca/ccha/community_partners/soar.htm)

Green Infrastructure Fund (GIF) – “Through Canada's Economic Action Plan, the federal government established the Green Infrastructure Fund. This five year program specifically targets projects that will improve the quality of the environment and lead to a more sustainable economy over the long term. The Green Infrastructure Fund supports projects that promote cleaner air, reduced green-

house gas emissions and cleaner water.” Much of the funding has been allocated at the time of AT Plan development. (<http://www.buildingcanada-chantierscanada.gc.ca/creating-creation/gif-fiv-eng.html>)

Equilibrium – a project which provides financial support to community initiatives with measurable improvements over current approaches in a variety of land and resource use areas including sustainable transportation. (www.ecoaction.gc.ca/equilibrium-eng.cfm)

Other Potential Funding Sources:

Provincial Recreation/Physical Activity Project Funding:
http://www.gov.ns.ca/hpp/publications/Project_Funding_Guidelines_and_Application.pdf

Planning Assistance Program:
<http://www.gov.ns.ca/hpp/publications/PASR-CapitalGrants-Planning-Assistance-Guidelines.pdf>

Regional Development Program:
http://www.gov.ns.ca/hpp/publications/Regional_Development_Program.pdf

5.3 Policy:

Some of the policy recommendations below are amendment ready, while most are general recommendations for drafting more detailed amendments following further review and consultation with relevant Town bodies and stakeholders.

For successful implementation of this Plan, an open participatory process should be applied. Development of policy should include a collaborative and consultative approach with affected Town departments. Furthermore, to promote and evaluate support for improved cycling and walking facilities, other interest groups and agencies should be consulted for feed back and the Plan should be subject to the existing approval process including review by the Planning Advisory Committee and public consultation before being considered by council.

New Development:

1. All subdivision development applications and Development Agreements should be subject to an



AT review as part of the approval process. The review process would gauge the suitability of proposals against the goals and objectives of the AT Plan. The Town should require developers to dedicate land for active transportation or cash in lieu of such land.

2. The Town should require new development to include bicycle parking spaces for a variety of land uses (Ottawa provides a good example of land use requirements for bicycle parking spaces).

Private Land:

3. Commence formal discussions with private land owners to secure easements, options or agreements of purchase and sale where network connections are required.

4. The Town should partner with other NS municipalities through the Union of NS Municipalities to endorse Rails with Trails by calling for legislative amendments to the Canadian Transportation Act to authorize provincial and local governments to place trails within rail right-of-ways.

Standards and Maintenance:

5. Adopt the guidelines as provided by this Plan for development and maintenance of the recommended cycling and walking network.

6. Ensure general provisions for streets are amended to incorporate the AT Plan.

7. The Town should ensure the safe and comfortable seasonal operation of the cycling and walking network through monitoring of maintenance practices.

Support, Education and Training:

8. The Town should support efforts to achieve an environmentally responsible and healthier population by encouraging residents and visitors to choose cycling or walking as part of a commuting and fitness regime.

9. Continue to support and include new cycling education programs and cycle skills training initiatives such as the Bike Rodeo to raise awareness of safe cycling practices for all road and pathway users and the public.

Cooperation, Collaboration, and Engagement:

10. The Town should recognize cycling and walking as important elements towards maximizing efficient operations of the transportation and land use system, by helping to reduce space for parking, and being supportive of more intensive land use practices.

11. Adopt the International Charter for Walking (ICW), as suggested by Transport Canada's Rural and Small Communities Guide, "several Canadian municipalities that are working to improve active transportation have adopted the ICW. This policy statement defines a community as pedestrian friendly in principle, and reinforces a sense of collaborative determination to bring about change". See International Charter for Walking. www.walk21.com

County Routes:

12. Support inter-municipal cycling tourism and travel by coordinating with the County to establish bicycle route connections.

Enforcement:

13. Request the Town Police Services build upon cycling and pedestrian safety by enhanced enforcement of ATV use on off road routes, and continued effective enforcement of motorists.



5.4 Phasing Plan

Cycling Network Prioritized Phases:

The cycling network plan should be constructed on a phased basis. Sections of the network have been assigned to phases and prioritized to focus development over an eleven year period. Each phase is assigned to a time frame. Eleven phases were identified in total.

Phases are prioritized relative to the AT Plan goal so that more functional routes which provide for living, working, and playing, and which are primary links in the network are developed first.

Regardless of phases, where road construction is proposed along the cycling and pedestrian routes, the Town should combine upgrades.

This section includes a phasing plan chart and cycling network prioritized phases map. The phasing plan chart below shows the length, suggested facility type, and time frame for each phase, while the cycling network prioritized phases map shows the street that sections of the network are assigned to in the phased priority plan. Suggested facility type should be evaluated by a detailed review of existing road conditions.

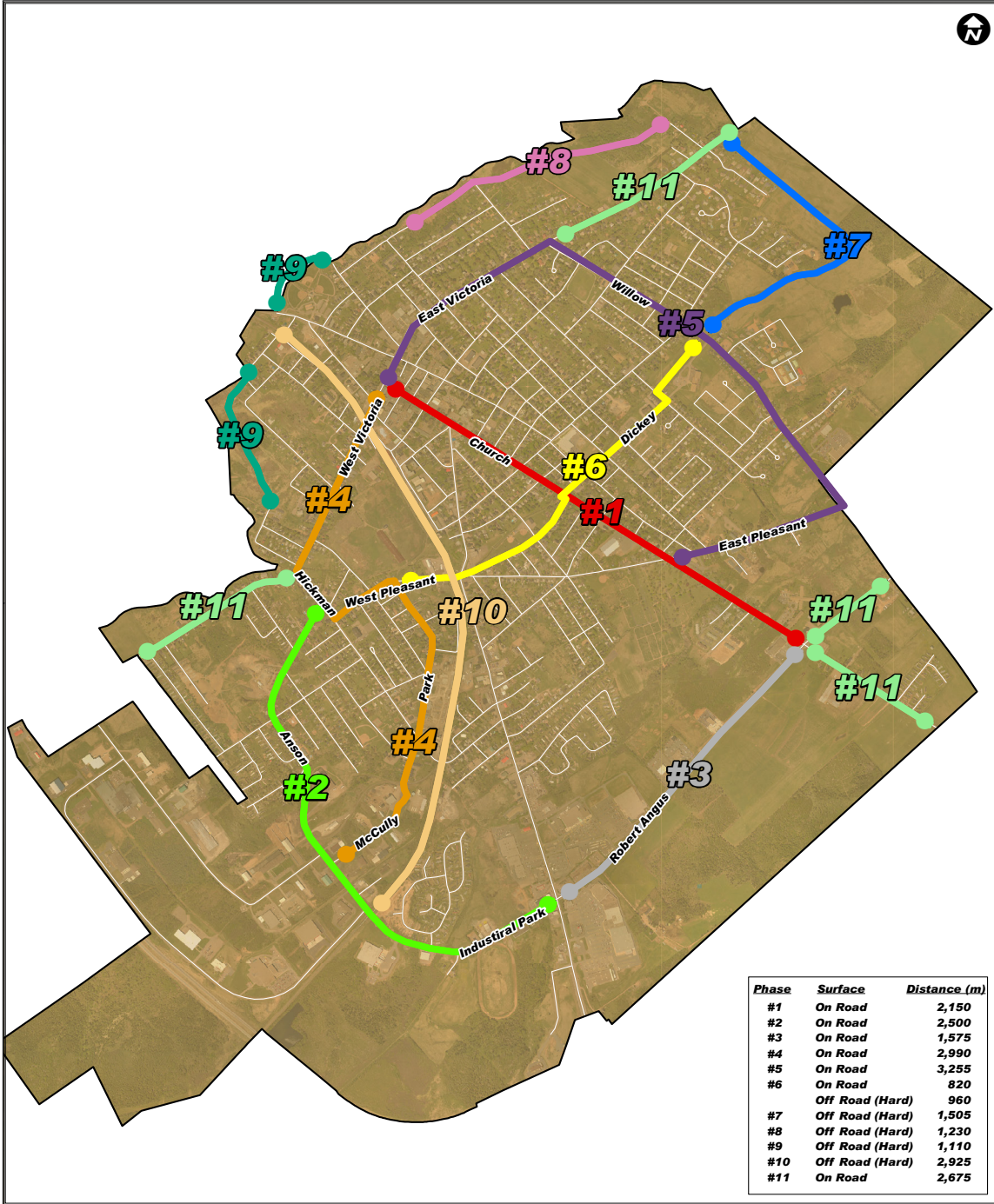
Phasing Plan Chart:

PHASE	LENGTH	FACILITY	TIME FRAME
Phase 1	2.2 km	Add bicycle lane markings & signage both directions, and or add shared lane markings & signage	1-2 years
Phase 2	2.5 km	Add multi-use trail markings to existing street*	1-2 years
Phase 3	1.6 km	Add bicycle lane markings & signage both directions, or paved shoulder and signage	2-5 years
Phase 4	3 km	Add bicycle lane markings & signage both directions, and or add shared lane markings & signage	2-5 years
Phase 5	3.3 km	Add bicycle lane markings & signage both directions, and or add shared lane markings & signage	2-5 years
Phase 6	.9 km (on-road), 1 km (off-road)	Add bicycle lane markings & signage both directions, and or add shared lane markings & signage, off-road multi-use trail	2-5 years
Phase 7	1.5 km	Off-road multi-use trail hard surface conversion & add signage	5-7 years
Phase 8		Off-road multi-use trail hard surface conversion & add signage	5-7 years
Phase 9	2.3 km	Off-road multi-use trail hard surface	5-7 years
Phase 10		Add bicycle lane markings & signage both directions	7-10 years
Phase 11	3 km	Off-road multi-use trail hard surface	10 years

*Multi-use trails are typically for off-road routes, however, to avoid constructing a long stretch of sidewalk, this facility type should be integrated into the existing street right of way for this section. In the future a strip of landscaping or raised surface, similar to a sidewalk, can be used to delineate the multi-use trail from the street.



Cycling Network Prioritized Phases



Walking Network Prioritized Phases

The walking network plan includes existing sidewalks and trails, missing sidewalk connections, and future trails.

Currently, sidewalk construction in Amherst generally follows a process of completing links in the existing sidewalk network in the order of: arterial roads, collector roads, and lastly local roads. Alternatively, to better meet local needs, sidewalks should be prioritized based firstly on providing greater accessibility to school age and senior residents. These groups are less likely to have access to vehicle use and make up a little less than quarter of the Town's total population. Missing sidewalk connections near schools and areas of high senior population, as well as a connection to the hospital would provide greater accessibility for these groups.

Secondly, sidewalk links that provide better connections to existing recreation opportunities such as trails, parks and recreation fields should be prioritized.



Walking Network Prioritized Phases



5.5 Cost Assumptions

Estimated construction costs based on incorporating cycling facilities within the existing paved street right of way has not been determined as the facility type has not been confirmed. It is highly recommended that council commit to annual cost review and funding over the eleven year implementation plan.

Estimate costs for the construction of various facility elements as reported by Town Engineering services have been provided in the table below. The table is a tool to be applied to cost estimates and a more detailed list of costs should be prepared on a phase by phase basis as facilities are determined. The complete cost list should include components from the Plan's design guidelines such as costs for removal of existing barriers, signage, including gateway signage, and rest areas. Ideally, when funds are available, streets should be retrofitted for best facility design.

Cost Guide:

ITEM	Unit Cost	COST
Bicycle lane markings (White painted line on street/trail)		\$500 /km
Painted stencil markings	\$20	
Add paved shoulder		\$ 75/m provided the existing shoulder gravels are sufficient and no widening required
Off-road multi-use trail (asphalt, 4.0 m wide)		\$200 /m (30 cm of gravel, 50mm of asphalt)
Off-road multi-use trail (soft surface)		\$31, 000
Bicycle locker (2 bikes)	\$3, 000	
Street Widening		\$1000/m (storm sewers/new street structure/ driveway adjustments)

For the walking network, each meter of sidewalk will cost \$ 93.72. This cost excludes new multi-use trail links. Council should commit \$ annually to ensure the walking network is completed with the 11 year phased cycling plan.



Town of Amherst Municipal Planning Strategy (MPS)

Strategy Review Document 1

March 20, 2017



@TownofAmherstNS



@AmherstRecreationDepartment

amherst.ca



Municipal Planning Strategy (MPS_ Introduction

Current MPS written in 2005 replaced the MPS written in 1993.

The MPS is a comprehensive document dealing with more than just land use planning matters.

There are some polices and objectives, especially pertaining to topics outside traditional planning issues, that may be due to be reviewed.



Municipal Planning Strategy (MPS)

Purpose

- * **Municipal Planning Strategy**
- * The purpose of a municipal planning strategy is to provide statements of policy to guide the development of the municipality and, to further this purpose, to establish:
 - * (a) policies which address problems and opportunities concerning the **development of land** and the effects of the development;
 - * (b) policies to provide a framework for the **environmental, social and economic development** within a municipality;
 - * (c) policies that are reasonably consistent with the intent of statements of provincial interest; and
 - * (d) specify programs and actions necessary for implementing the municipal planning strategy.



Provincial Statements of Interest

The MPS must be reasonably consistent with the 5 Statements of Provincial Interest:

1. Drinking Water (Municipal Water Supplies)
2. Flood Risk Areas (Specific Rivers)
3. Agricultural Land (Protect it – Rural)
4. Infrastructure (Efficient)
5. Housing (Mix)



May Contain Statements of Policy

- * (a) the **goals and objectives** of the municipality for its future;
- * (b) the **physical, economic and social environment** of the municipality;
- * (c) the protection, use and **development of lands** within the municipality, including the identification, protection, use and development of lands subject to flooding, ...;
- * (d) storm water management and erosion control;
- * (e) in connection with a development, the excavation or filling in of land, the placement of fill or the removal of soil...;
- * (f) in connection with a development, retention of trees and vegetation for the purposes of **landscaping**, buffering, sedimentation or erosion control;
- * (g) studies to be carried out prior to undertaking specified developments or developments in specified areas;
- * (h) the staging of development;
- * (i) the provision of **municipal services** and facilities;
- * (j) **municipal investment** for public and private development and the coordination of public programs relating to the economic, social and physical development of the municipality;
- * (k) non-conforming uses and structures;
- * (l) the **subdivision** of land;
- * (m) the use and conservation of energy, including the height and siting of developments;



MGA Requirements

217 (1) A municipality shall not act in a manner that is inconsistent with a municipal planning strategy.

(2) The adoption of a municipal planning strategy does not commit the council to undertake any of the projects suggested in it.



Plan Context

- * Two Page Vision Statement
- * 18 Broad Goals
 - * Provincial Context Goals
 - * Regional Context Goals
 - * Economic Context Goals
 - * Physical Context Goals
 - * Social Context Goals



Residential Policies

- * Require efficient, incremental development
- * Encourage mixed residential densities – up to 4 units as of right in most areas, more by development agreement (DA)
- * Mini homes have their own zone;
- * Schools, churches etc. allowed in residential areas;
- * Home occupations are permitted;
- * Group homes, garden suites, day cares permitted by DA



Commercial Policies

- * Two main commercial areas:
- * South Albion Street is zoned Highway Commercial and is vehicle orientated
- * Downtown and Albion Street is zoned Downtown and is pedestrian orientated.
- * Light industry is permitted in both commercial areas
- * Residential uses are permitted in both commercial areas (subject to rules)
- * Large developments downtown require a DA



Industrial Policies

- * Most types of industrial uses are permitted in the industrial park
- * Stand alone retail is not permitted in the industrial park
- * Policies on expansion to the south and west



Recreation Policies

- * Facilitate the delivery of recreational and cultural programs and activities by community organizations
- * Take a lead role in maintaining a database of all recreation, leisure and cultural services, programs and facilities within the town
- * Facilitate and support major sporting and community events held within the town.
- * Maintain our urban forest and gardens
- * Facility Classification System Established
- * Facilitate Trail Development



Municipal Services Policies

- * Require efficient use of services
- * Promote infill development
- * Maintenance of a Capital Plan
- * Protection of our water supply



Transportation Policies

- * Network of Arterial, Collector and Local Streets
- * Improved pedestrian connections
- * Street access from private property
- * Parking requirement
- * Snow clearing standards
- * Establishment of Street Reserves



Environmental Policies

- * Establishment of Flood Plain zone along Dickey Brook
- * Minimize impact on Blairs Lake
- * Landscaping Requirements
- * Air Quality



Sustainability Policies

- * Encourage high density and mixed use residential developments in the Downtown
- * Improved public access to parks and trails
- * Encouragement of active transportation and AT facilities.



Questions

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Town of Amherst
Municipal Planning Strategy

Bylaw P-1

Approved by Amherst Town Council July 24th, 2005

Approved by Provincial Director of Planning August 11th, 2005

Consolidated to include all amendments to June 24, 2013

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Introduction

1.1 Preface

This document is the official Municipal Planning Strategy of the Town of Amherst. This Strategy replaces the previous municipal planning strategy adopted by Town Council in 1993.

This planning strategy sets forth Council's long term policies to guide all future development and use of land within the Town. The document is written to be flexible and adaptable to changing circumstances. Amendments to the policies are possible, however they should not be required unless substantial changes are desired.

1.2 Purpose

The Town of Amherst Municipal Planning Strategy establishes the broad framework and policy guidance to manage future growth and development within the Town. The Strategy should be used as a guide when making major decisions on the provision of municipal services or the use of land within the Town.

1.3 Basis

In 2002 Town Council authorized a full review of the then current municipal planning strategy. The review was undertaken by the Town Planning Advisory Committee, which is mandated to provide advice to Council on all land use planning matters. The PAC consists of 7 voting members. The mayor, three town councilors and 3 members of the public. The PAC is aided by the Town Planning and Development Department.

This Municipal Planning Strategy consists of written text and a General Future Land Use Map. It has been prepared and enacted in accordance with the Nova Scotia Municipal Government Act, 1999.

The plan review was structured to obtain broad public consultation for the formation of the Vision Statement and Goals. Advertisements were placed in the local paper soliciting

public input. As well a number of local community leaders, business people and government agencies were specifically invited to provide input.

The development of the strategy was conducted in four phases:

- Phase 1** Development of Vision and Goals
 Public Input

- Phase 2** Preparation of Background Information

- Phase 3** Development of Draft Document

- Phase 4** Council Consideration for Adoption
 Public Input

1.4 Background Information

Throughout the development of the strategy, much information was acquired and analyzed. This information has been developed into a background report. This report contains all of the relevant information used in the development of the strategy. It is divided into a number of sections to correspond with the planning strategy elements. Copies of this document are available from the Planning Division and can be used to help interpret the background and intent of the policies contained within the planning strategy.

1.5 Organization

This Municipal Planning Strategy is organized into six sections. They are:

Section 1.0 Introduction

This section introduces the municipal planning strategy. It explains the purpose, context and methodology of the strategy.

Section 2.0 Plan Concept

This section contains the strategy goals and explains the intent and key elements of the strategy. It also contains the Vision statement describing the future image of the Town which this strategy aspires to obtain by 2020.

Section 3.0 Objectives and Policies

This section contains the specific objects and policies for each of the key elements of the planning strategy. The policies guide future council and staff decisions regarding future development of the Town. In some cases they also identify issues which require further study and action.

Section 4.0 Implementation

This section explains how the municipal planning strategy is to be implemented, monitored and revised.

Section 5.0 Generalized Future Land Use Map

This section contains the Generalized future land use map. The GFLUM identifies the desired land use pattern of the Town. It sets forth the existing and future residential, commercial, industrial and open space areas of the Town.

Section 6.0 Reference Maps

This section contains various reference maps used to interpret the intent of the policies contained within the planning strategy. Maps such as the transportation map and linear open space map should be referred to when deciding future infrastructure investments for the town. These maps do not form an official part of this planning strategy and therefore can be amended from time to time.

2.0 Plan Concept

2.1 A Future Vision for Amherst

In the year 2020 Amherst will be a prosperous community, one in which all residents will be able to fulfill their individual career aspirations. Amherst will be a town that proudly projects its role as the centre of retail and commercial trade in Cumberland County, Nova Scotia and Westmoreland County, New Brunswick. Amherst will grow to be an economically self sustaining community, while at the same time maintaining its existing small town charm and ambiance.

Population growth within the town will be moderate. The population itself will be slightly older as the existing baby boom generation continues to age. However, through its high quality of life, employment opportunities and cultural amenities, Amherst will retain its younger generation as they enter the workforce; as well, younger professional families will be attracted to live in the Town. As such, housing developments and recreational opportunities will reflect the needs and the age diversity of our community.

Amherst will be a safe community where residents of all ages feel comfortable at all times. Amherstonians will proudly reflect “Maritime hospitality and friendliness”.

Amherst will have quality municipal ‘social services’. The Town will strive to continually update and upgrade our social, recreational and cultural services, and will collaborate, where and when appropriate, with other stakeholders to support regional municipal services.

Amherstonians will be custodians of the local environment. Our waterways will be clean, our air pure and our waste minimized. Our streets will be lined with trees and our parks clean and green. Our public open spaces will be linked together by a walking trail system which will promote recreation, a healthy lifestyle and environmental sustainability.

Amherst's residential areas will be its most significant built asset. Older areas of town will proudly maintain their heritage architecture, and will receive timely infrastructure upgrades to maintain the existing high quality living environment. Newer areas of town will be well planned communities providing a diversity of housing types for all income levels. New subdivisions will include excellent infrastructure, and will be connected to our first class parks system.

The town's commercial areas will be vibrant and prosperous, offering a full array of products and services to town residents and visitors alike. The downtown area will be the focus of specialty retail, new office and government employment. It will be well accessible by vehicle and at the same time pedestrian friendly. The downtown will host various community events and as such it will be the cultural focus of the community.

The Downtown core will be complimented by the South Albion / Robert Angus Drive commercial – retail area. This area will be a regional scale full service shopping destination. It will be vehicular oriented with safe and efficient pedestrian links to the residential areas of the Town.

The Amherst and Area Industrial Park will see significant new business activity and will undergo a complete expansion, opening up new areas for industrial development. Such development will be clean and environmentally friendly and focused on exporting Amherst made products to the rest of the world.

The town corporate will be well managed, providing quality leadership and cost effective services to residents and business. Our citizens will take the initiative to ensure that we define our own destiny.

In the year 2020 Amherst will be a prosperous, progressive town, one in which all residents can achieve their lifelong goals. Like today, in the year 2020, Amherstonians will be proud to call Amherst home.

2.2 Goals

Provincial Context

1. To have a significant positive impact on the Provincial economy.
2. To be one of a number of significant growth centers in the province.
3. To capitalize on the significant tourism potential of being the first town on the Trans Canada Highway in Nova Scotia.
4. To strengthen the Town's role as a leader in the provision of efficient municipal services in N.S.

Regional Context

5. To strengthen the town's role as the centre of commercial and retail trade in Cumberland County.
6. To capture a greater share of the regional housing market.
7. To strengthen the town's role as the social, cultural and recreational centre of Cumberland County.

Economic Context

8. To continually improve and diversify the town's economy.

Physical Context

9. To support a healthy natural environment, at a local and regional level, through the cooperative stewardship of shared resources.
10. To provide diversified physical recreational facilities to the residents of the Town.
11. To provide adequate and efficient municipal services which will sustain existing development as well as facilitate new development.
12. To provide a safe, efficient and diversified transportation system.
13. To facilitate a mix of quality housing types which reflect the diversified needs, income levels, ages and lifestyles of Town residents.
14. To ensure an adequate supply of quality land exists for all land uses.
15. To encourage and facilitate a vibrant and diversified downtown core.
16. To encourage and facilitate the preservation of the historical integrity of the built environment.

Social Context

17. To provide a safe, clean living environment for the residents of the Town.
18. To provide adequate quality outdoor gathering places for public functions.

2.3 Strategy Elements

The following are considered the key elements of the municipal planning strategy. This section contains a description of each element as an introduction to the detailed objectives and policies contained in Section 3.0

2.3.1 General Land Use and Development

The general land use and development objectives of this plan strive to ensure that an adequate supply of land exists for all land uses within the Town. A Generalized Future Land Use Map has been created which identifies the desired future land uses within the Town. To a large degree this map reflects the existing land use pattern of the built up areas of the Town.

2.3.2 Housing

The housing objectives of this plan strive to facilitate a mix of quality housing types which reflect the diversified needs, income levels, ages and lifestyles of Town residents. The policies of this section will address issues such as affordability, quality urban design, alternative housing needs and density. The policies will attempt to provide for a mix of compatible land uses in all residential areas while maintaining the existing character of the diverse residential neighborhoods within the town. A final objective of the strategy is to achieve a greater proportion of the regional housing market within the Town of Amherst.

2.3.3 Commercial

The Commercial objectives of this planning strategy are to ensure that the employment, shopping and service requirements of Town residents are satisfied within the Town. Appropriate vacant land will be set aside for future commercial purposes, while existing commercial areas will be regulated to permit redevelopment and growth. New commercial development will be encouraged within the Downtown – Albion Street – Robert Angus Drive corridor in order to strengthen the long term commercial viability of that area.

Small scale commercial development will be permitted in various areas of town in order to provide convenient, short trip, retail and service opportunities.

2.3.4 Industrial

The industrial objectives of this plan will facilitate the continued development of the Amherst Industrial Park, in a manner compatible with the surrounding area. Due to the anticipated success of our economic development strategy, land for future industrial development will be set aside and serviced when appropriate. Due to the compact size of the Town and proximity of available industrial land to the built up residential area of town noxious, polluting industries will no be permitted within the town boundaries.

2.3.5 Municipal Services

The municipal services objectives of this plan are multifaceted. First, the plan will require the logical and efficient extension of municipal services into un-serviced areas of the town. Secondly, the plan will focus on the collection and treatment of all solid waste in the town; specifically the development of a north town sewage collection system and a treatment plant for all town sewage. In addition, the plan will also require the continued stewardship of the town's municipal water supply, including the development of contingency plans should the water source or transmission line(s) be compromised. Furthermore, the plan will address storm water management to ensure that proper measures are in place to control flooding during peak periods. Finally, the plan will limit development in un-serviced areas of the town in order to avoid potential environmental / health hazards, and future negative economic hardships common to such development.

2.3.6 Transportation

The transportation objectives of this Plan will strive to ensure that the town is serviced by an adequate and well maintained system of public streets. This system will focus on the efficient movement of traffic throughout the town, while at the same time ensuring safe and appropriate access to individual properties. The Plan will recognize the importance of modes of transportation other than motorized vehicles and as such will facilitate and encourage walking, bicycling and other alternative modes of transport. The Plan will also recognize the importance of barrier free access to all public buildings and require such whenever possible and practical. The plan will also ensure that adequate parking facilities are provided for all types of development in all areas of town.

2.3.7 Recreation

The recreation objectives of this plan focus mainly on the provision of public open space within the town. Specifically, the plan aims to ensure that all areas of the town are adequately serviced by the town parks system. The main tool for achieving this objective is the requirement for a public land dedication at the time of subdivision. The Plan will identify additional land required to meet the above stated goal. Furthermore, the Plan will address the development of a linear trail system within and around the town.

2.3.8 Enheat Site

The objectives for the Enheat site are to ensure that the site is used to its greatest potential for the benefit of all Amherstonians. Furthermore, Council wishes to ensure that the environmental condition of the site is rehabilitated to a level appropriate to any uses which occurs on the site.

2.3.9 Environment

The Environmental objectives for this plan are to maintain and improve the quality of the natural and manmade environment within the Town. Specifically, the quality of Dickey Brook will be improved,

3.0 Objectives and Policies

3.1 General Land Use and Development

Objectives

- (a) To facilitate the efficient growth and development of the town;
 - (b) To ensure the appropriate provision of land within the town for all land use activities;
 - (c) To regulate the re-development of non-conforming uses within the Town.
-

General Land Use Policies

- Generalized Future Land Use Map* **GP-1** It shall be the intention of Council to provide for the overall development of the Town in accordance with the Generalized Future Land Use Map which constitutes Schedule A of this document.
- GP-2** It shall be the intention of Council to designate on the Generalized Future Land Use Map areas to be predominantly used for residential, commercial, industrial and other purposes.
- GP-3** It shall be the intention of Council to allow a limited range of compatible uses in each designation, subject to the policies of this document.
- Efficient Development* **GP-4** It shall be the intention of Council to ensure that growth and development within the Town is efficient and cost effective by:
- (a) facilitating the contiguous expansion of the built up areas of the Town;
 - (b) limiting development in un-serviced areas of the Town;
 - (c) concentrating new development in adequately serviced and properly planned areas;
 - (d) encouraging and facilitating infill development on underutilized properties within the built up area of town.
- Facilitate Development* **GP-5** It shall be the intention of Council to facilitate the future development of the Town by making necessary improvements to the Town's infrastructure in conjunction with, or advance of future development.
- Compatibility* **GP-6** It shall be the intention of Council to ensure a compatible mix of development and land uses in all areas of the Town by:
- (a) locating intense commercial and industrial development away from low density residential areas;
 - (b) situating high traffic streets and major electrical transmission lines and other above ground utilities so as to minimize their impact on surrounding land uses, especially residential land uses.
-

- Compatibility* **GP-7** It shall be the intention of Council to allow a mix of compatible land uses and to minimize their impacts by:
- (a) requiring adequate buffering and setbacks;
 - (b) screening development by the use of visual barriers;
 - (c) regulating the location of parking, storage buildings or other accessory uses or facilities.
- Density* **GP-8** It shall be the intention of Council to allow development at a density appropriate to the overall desired character of the town.
- Non-conforming Uses* **GP-9** It shall be the intention of Council to encourage the re-location of non-conforming uses to appropriately designated areas of the Town.
- GP-10** It shall be the intention of Council to permit, in all designations, any non-conforming use a period of up to 12 month to re-open after a closure, as apposed to the 6 month minimum permitted in the MGA.
- GP-11** It shall be the intention of Council to permit, in all designations, a non-conforming use to change to another use not normally permitted on the property by way of Development Agreement. In considering such a development agreement, Council shall consider the following:
- (a) that the proposed use exerts a similar or less of an impact on the surrounding neighbourhood;
 - (b) the use of buffering, landscaping or fencing to reduce possible impacts or otherwise improve the property;
 - (c) that adequate parking is provided for the new use; or the existing parking situation is improved by virtue of the development agreement;
 - (d) the proposal will not involve any expansion of the use onto a lot not originally occupied by the use except for the provision of parking;
 - (e) signage on the property;
 - (f) hours of operation;
 - (g) the adequacy of the transportation network to accommodate the proposed use.
- General Quality Controls* **GP-12** It shall be the intention of Council to include in the land use bylaw a full range of provisions to ensure a high quality urban environment in all land use designations. Such provisions shall include, but not be limited to regulations concerning signage, landscaping and buffering, accessory buildings, separation distances, and obnoxious uses.

3.2 Residential

Objectives

- (a) To encourage an variety of housing types and densities to meet the diverse residential needs of the town;
 - (b) To ensure that the design and development of residential areas provides for a quality living environment;
 - (c) To encourage residential infill development on appropriate under-utilized lands;
 - (d) To ensure that future residential development occurs in suitable locations with adequate water, sanitary sewer, storm sewer, transportation and recreational services available;
 - (e) To ensure that specific residential development is not premature by means of servicing, transportation, schools, recreational facilities and the like;
 - (f) To actively promote and facilitate the development of housing within the town in order to attract a greater proportion of the regional housing market;
 - (g) To encourage the conservation, retention and improvement of the existing housing stock;
 - (h) To encourage the conservation, retention and improvement of the historically and / or architecturally significant residential buildings and streetscapes.
-

RESIDENTIAL POLICIES

<i>Generalized Future Land Use Map</i>	RP-1 It shall be the intention of Council to designate all areas of the Town which are predominately residential in character as Residential on the Generalized Future Land Use Map.
	RP-2 It shall be the intention of Council to apply the Residential designation to sufficient vacant land in order to satisfy the estimated demand for all residential development within the 20 year planning horizon.

<i>General Residential Zone</i>	RP-3 It shall be the intention of Council to include in the Land Use Bylaw a General Residential zone. This zone shall permit a range and density of residential development subject to the policies of this Plan and regulations of the Land Use Bylaw. Council shall zone all areas designated Residential to the General Residential Zone, except where other specific zones are applied.
<i>Low Density Residential Zone</i>	RP-4 It shall be the intention of Council to include in the Land Use Bylaw a Low Density Residential Zone. This zone shall permit low density residential development subject to the policies of this Plan and regulations of the Land Use Bylaw. This zone will be applied to areas designated Residential where Council feels medium and high density residential development is inappropriate.
<i>Mini Home Zone</i>	RP-5 It shall be the intention of Council to include in the Land Use Bylaw a R-3 Mini Home Zone. This zone shall permit both conventional and mini-homes as well as a range of other uses appropriate to a residential area. This zone will be applied to areas designated Residential where a lesser degree of architectural control is desired.
<i>Institutional Zone</i>	RP-6 It shall be the intention of Council to include in the Land Use Bylaw an Institutional Zone. This zone shall permit schools, churches and other institutional uses appropriate to a residential area. This zone shall be applied to all such existing uses in the Residential Designation. In considering re-zoning from a Residential zone to the Institutional zone Council shall have regard to Policy A-5.
<i>Other Uses in Residential Areas</i>	RP-7 It shall be the intention of Council to ensure that areas designated Residential are used primarily for residential purposes. However, the following additional uses may be permitted in the Residential Designation subject to the relevant policies of this Plan and the provisions of the Land Use Bylaw: <ul style="list-style-type: none"> (a) Public and private schools; (b) Parks, open spaces and linear trails; (c) Churches and church halls; (d) Groups homes and homes for special care; (e) Neighbourhood day care centres; (f) Existing local commercial centres; (g) Home occupations; (h) Bed and breakfasts; (i) Utilities required to serve surrounding residential uses.
<i>Housing Mix</i>	RP-8 It shall be the intention of Council to encourage a mix of housing densities in all residential areas of town to encourage a mix of housing types and income groups in all residential areas.

<p><i>Medium and High Density By Development Agreement</i></p>	<p>RP-9 Within the Residential Designation, it shall be the intention of Council to ensure medium and high density residential development occur in a manner compatible with a low density residential neighbourhood. Specifically, Council shall require that all residential developments greater than 4 dwelling units per property, be subject to a Development Agreement. In negotiating such an agreement Council shall:</p> <ul style="list-style-type: none"> (a) ensure that the structure is located on the lot in such a manner as to limit potential impacts on surrounding low density residential developments; (b) ensure that the development provides sufficient on-site parking, and appropriate access to, and egress from the street; (c) ensure that the location of parking facilities does not dominate the surrounding area, including the utilization of vegetation and fences to mitigate the aesthetic impacts of parking lots; (d) ensure that any on site outdoor lighting does not negatively impact the surrounding properties; (e) ensure that any signage on the property is sympathetic to the surrounding residential properties; (f) require the use of vegetation to improve the aesthetic quality of the development; (g) ensure that the architecture of the building is sympathetic to any existing development in the surrounding area.
<p><i>Neighbourhood Stabilization</i></p>	<p>RP-10 It shall be the intention of Council to provide for the stabilization of existing residential neighborhoods by:</p> <ul style="list-style-type: none"> (a) encouraging the maintenance and rehabilitation of the existing housing stock; (b) discouraging the encroachment of non-compatible land uses; (c) avoiding ‘spot zoning’ amendments to the Land Use Bylaw; (d) encouraging the re-location of existing non-compatible land uses; (e) enforcing the “Dangerous and Unsightly Premises” section of the MGA.
<p><i>Affordable Housing</i></p>	<p>RP-11 It shall be the intention of Council to encourage and promote the provision of affordable housing units within all residential areas of the Town by:</p> <ul style="list-style-type: none"> (a) encouraging a mix of housing types and densities; (b) permitting secondary apartments in all dwelling units; (c) permitting a secondary residential structure (Garden Suite) on a lot; (d) cooperating with Federal and Provincial Governments to facilitate affordable housing within the Town.

<i>Residential Area Design</i>	<p>RP-12 It shall be the intention of Council to ensure that new residential areas:</p> <ul style="list-style-type: none"> (a) provide for the efficient use of land; (b) provide for the efficient and economic extension of existing water, storm sewer and sanitary sewer systems and other utilities; (c) incorporates a hierarchy of streets that efficiently and safely accommodates traffic flows and proper access to other areas of Town; (d) provides for the efficient and safe movement of pedestrians and cyclists; (e) minimizes adverse effects on the environment; (f) provides for parks and other community uses in safe and central locations.
<i>Group Homes and Boarding Houses by DA</i>	<p>RP-13 It shall be the intention of Council to permit Group Homes and Boarding Houses in all residential areas of the Town by development agreement. In doing so Council shall ensure that:</p> <ul style="list-style-type: none"> (a) adequate land exists on the property to provide recreational opportunities for residents; (b) adequate on site parking is provided for staff of the facility; (c) vegetation is used to mitigate the impacts of parking facilities on adjacent residents.
<i>Garden Suites</i>	<p>RP-14 It shall be the intention of Council to permit Garden Suites in all Residential areas by Development Agreement. In negotiating such an agreement Council shall have regard for the following:</p> <ul style="list-style-type: none"> (a) the garden suite be secondary to the main dwelling on the lot; (b) water and sewer services be provided independent from the main dwelling; (c) two off street parking spaces be provided on the property; (d) the garden suite be a minimum of 1.2 metres from the side property lines; (e) the garden suite be a minimum of 6 metres from the rear property line; (f) the garden suite be a minimum of 1.2 metres from the main dwelling; (g) the garden suite not be located in the front yard of the property; (h) no home occupation, group home, boarding house, day care or other such secondary use be permitted on the property; (i) the development agreement be discharged should the garden suite be removed from the property.

<i>Home Occupations</i>	<p>RP-15 It shall be the intention of Council to permit Home Occupations in all residential areas and shall prescribe regulations in the Land Use Bylaw that:</p> <ul style="list-style-type: none"> (a) ensure the use in secondary to the main residential use on the lot; (b) ensure that the type of home occupation is compatible with residential neighborhoods; (c) specifically regulate such things as floor area, number of employees, hours of operation, accessory buildings, parking, exterior alterations, outdoor storage, signage, and obnoxious uses.
<i>Bed And Breakfasts</i>	<p>RP-16 It shall be the intention of Council to permit Bed and Breakfast Operations in all residential areas and shall prescribe regulations in the Land Use Bylaw that:</p> <ul style="list-style-type: none"> (a) ensure the use in secondary to the main residential use on the lot; (b) ensure the use is compatible with residential neighborhoods. <p>It shall further be the intention of Council to permit a licensed restaurant open to the public as part of a bed and breakfast establishment by development agreement. In negotiating such an agreement Council shall have regard for the following criteria:</p> <ul style="list-style-type: none"> (a) the proposed development is sympathetic to any designated heritage property with 25 metres of the subject property; (b) adequate parking facilities are provided on site, including safe access and egress to a street; (c) the use of vegetation to limit the impact on adjacent property as well as the street; (d) the hours of operation; (e) the square footage of the seating area; (f) any outdoor seating, parking, lighting, signage or other elements be visually screened and / or sympathetic to adjacent property and the streetscape.
<i>Residential Day Cares</i>	<p>RP-17 It shall be the intention of Council to permit Residential Day Care Operations in all residential areas and shall prescribe regulations in the Land Use Bylaw that:</p> <ul style="list-style-type: none"> (a) ensure the use in secondary to the main residential use on the lot; (b) ensure the use is compatible with residential neighborhoods.

<i>Local Commercial Centres</i>	<p>RP-18 It shall be the intention of Council to provide convenient local commercial centres in all residential areas of town. Council shall, in the Land Use Bylaw create the Local Commercial Centre Zone and apply the zone to all existing local convenience stores, or other property Council feels should be so zoned in order to provide a local commercial convenience function to the surrounding area. The Local Commercial Centre Zone shall contain regulations to ensure that the use of the property does not pose a negative impact on the local neighbourhood by:</p> <ul style="list-style-type: none"> (a) permitting uses that mainly serve the local area such as retail, daycares, take out restaurants or other similar uses; (b) the utilization of vegetation to improve the aesthetic quality of the development; (c) ensuring that adequate parking facilities are provided on site; (d) not permitting a drive-thru component to the development. <p>It shall further be the intention of Council not to rezone any property in town to the Local Commercial Centre Zone as of the date of the passing of this bylaw.</p>
<i>Long Term Care Facilities</i>	<p>RP-19 Within the Residential Designation, it shall be the intention of Council to ensure Long Term Care Facilities and Homes for Special Care occur in a manner compatible with a low density residential neighborhood. Specifically, Council shall require that all Long Term Care Facilities and Homes for Special Care be subject to a Development Agreement. In negotiating such an agreement Council shall:</p> <ul style="list-style-type: none"> (a) ensure that the structure(s) is located on the lot in such a manner as to limit potential impacts on surrounding low density residential developments; (b) ensure that the development provides sufficient on-site parking, and appropriate access to, and egress from the street; (c) ensure that the location of parking facilities does not dominate the surrounding area, including the utilization of vegetation and fences to mitigate the aesthetic impacts of parking lots; (d) ensure that any on site outdoor lighting does not negatively impact the surrounding properties; (e) ensure that any signage on the property is sympathetic to the surrounding residential properties; (f) require the use of vegetation to improve the aesthetic quality of the development; (g) ensure that the architecture of the building is sympathetic to any existing development in the surrounding area.

3.3 Commercial

Objectives

- (a) To facilitate commercial development within the town to ensure that the employment, shopping and service requirements of Town residents are satisfied within the Town;
 - (b) To encourage commercial development that improves the town’s role as the ‘regional service centre’ of northern Nova Scotia and southeastern New Brunswick;
 - (c) To foster the development of the Downtown commercial core as the focus of specialty retail, new office, government employment and cultural amenities;
 - (d) To ensure that commercial development is compatible with surrounding land uses;
 - (e) To ensure that commercial development is adequately serviced with various transportation facilities, including parking facilities;
 - (f) To encourage the conservation, retention and improvement of the historically and / or architecturally significant commercial buildings and streetscapes.
 - (g) To transform the Downtown into a vibrant commercial, civic, cultural and shopping destination for Town residents and visitors through beautification, enhancement, and creation of a comfortable, safe and vital pedestrian environment.
-

COMMERCIAL POLICIES

<i>Generalized Future Land Use Map</i>	CP-1 It shall be the intention of Council to designate all areas of the Town which are predominately commercial in character as Commercial on the Generalized Future Land Use Map.
	CP-2 It shall be the intention of Council to apply the Commercial designation to sufficient vacant land in order to satisfy the estimated demand for all commercial development within a 20 year planning horizon.

<i>Downtown Zone and Core Area District</i>	<p>CP-3 It shall be the intention of Council to include in the Land Use Bylaw a Downtown zone. This zone shall be applied to the downtown commercial core and permit a range of commercial and residential uses appropriate to the unique character of the area. The Downtown zone shall include an overlay Core Area District where a development permit shall be required for new developments, and exterior renovations that alter the architectural features of a building. Issuance of a development permit shall be contingent on compliance with both the Downtown zone and Core Area District requirements.</p> <p>It shall further be the intention of Council to include in the Land Use Bylaw provisions to regulate: signage, setbacks, building height, bulk, architectural features, building materials, and parking within the Downtown zone and Core Area District.</p>
<i>Highway Commercial Zone</i>	<p>CP-4 It shall be the intention of Council to include in the land use bylaw a Highway Commercial Zone. This zone shall be applied to all areas predominantly commercial in character, exclusive of the downtown commercial area. This zone shall permit a range of commercial uses as appropriate to a vehicular oriented commercial area.</p> <p>It shall further be the intention of Council to include in the Land Use Bylaw provisions to regulate signage, setbacks, building height and bulk and parking, within the Highway Commercial zone.</p>
<i>Limited Commercial Zone</i>	<p>CP-5 It shall be the intention of Council to include in the land use bylaw a Limited Commercial Zone. This zone shall be applied when a transition from commercial to residential uses is desired. This zone shall permit a lesser range of commercial uses, with greater aesthetic and buffering requirements than the Highway Commercial zone.</p> <p>It shall further be the intention of Council to include in the Land Use Bylaw provisions to regulate signage, setbacks, building height and bulk, parking, within the Limited Commercial zone.</p>
<i>Compatible Uses</i>	<p>CP-6 It shall be the intention of Council to ensure that areas designated Commercial are primarily used for commercial purposes. Within designated commercial areas other uses which may be permitted include:</p> <ul style="list-style-type: none"> (a) residential uses; (b) light industry; (c) parks and open spaces; (d) recreation facilities; (e) institutional uses and public buildings; (f) utilities and other such uses deemed to be compatible and desirable within a commercial area.

<p><i>Commercial Area Aesthetics</i></p>	<p>CP-7 It shall be the intention of Council to promote a high degree of aesthetics in all commercial areas. Provisions within the Land Use Bylaw for various commercial zones will include measures to regulate the following items to a degree appropriate to each zone:</p> <ul style="list-style-type: none"> (a) signage; (b) landscaping; (c) location of buildings on a lot; (d) setbacks and yards; (e) parking and access and egress from a street.
<p><i>Office Development</i></p>	<p>CP-8 It shall be the intention of Council that the downtown core be the primary focus of new office development. The Land Use Bylaw will contain provisions to encourage new office development to locate in the Downtown Zone.</p>
<p><i>Downtown and Uptown cooperation</i></p>	<p>CP-9 It shall be the intention of Council, to encourage cooperation between the downtown and uptown commercial areas so as to allow each area to benefit the other and work together to enhance the overall commercial viability of the entire town.</p>
<p><i>Downtown Development by Development Agreement (Heritage)</i></p>	<p>CP-10 It shall be the intention of Council to consider applications for new commercial development within the Downtown Zone which shares a property line more or less perpendicular to the street with a heritage property designated under any relevant legislation by development agreement.</p> <p>In negotiating such a development agreement, Council shall ensure that:</p> <ul style="list-style-type: none"> (a) the facades of any proposed development are architecturally sympathetic to the next door heritage property; (b) that the ground floor of the proposed development be designed to promote pedestrian convenience and interest.
<p><i>Downtown Development by Development Agreement (Area)</i></p>	<p>CP-11 It shall be the intention of Council to consider applications for new commercial development within the Downtown Zone which has a ground floor area in excess of 1,500 square metres by development agreement.</p> <p>In negotiating such a development agreement, Council shall ensure that:</p> <ul style="list-style-type: none"> (a) the ground floor of the proposed development be designed to promote pedestrian convenience and interest; (b) any parking facilities provided on the site be designed and located to promote pedestrian convenience and interest, and generally be at the back of the property; (c) the location, height, bulk and design of the building takes into account the surrounding streetscape and building designs.

<i>Industrial Uses in Commercial Areas</i>	CP-12 It shall be the intention of Council to permit existing Industrial uses located within the Commercial Designation to continue as permitted uses. Such uses will be permitted to expand, subject to the relevant commercial zone standards. These specific properties and uses will be listed in a schedule to the Land Use Bylaw. Council may alter this schedule from time to time as appropriate.
<i>DA Automobile Uses in Downtown Zone</i>	CP-13 Within the Downtown zone, it shall be the intention of Council, in areas where automobile uses are permitted , to require that all motor vehicle related uses, including but not limited to, motor vehicle repair, sales and fueling stations, as well as any drive thru establishment, be subject to a Development Agreement. In negotiating such an agreement Council shall: <ul style="list-style-type: none"> (a) ensure that the development provides sufficient on-site parking, and appropriate access to, and egress from the street; (b) ensure that the location of parking facilities does not dominate the surrounding area, including the utilization of vegetation and fences to mitigate the aesthetic impacts of parking lots; (c) ensure that any on site outdoor lighting does not negatively impact the surrounding properties; (d) require the use of vegetation to improve the aesthetic quality of the development.
<i>Site Plan Sidewalk Patios in Downtown Zone</i>	CP-14 Within the Downtown Zone , it shall be the intention of Council to require that all sidewalk patios, be subject to a Site Plan Agreement. In negotiating such an agreement the Development Officer shall: <ul style="list-style-type: none"> (a) ensure that the patio area does not extend beyond the frontage of the associated building; (b) ensure that an area at least 1.2 metres in width shall be maintained to permit the unhindered passage of pedestrians; (c) ensure that the sidewalk patio is not installed prior to May 1st and removed no later than October 31st each year; (d) ensure that the owner / occupant keep and maintain the allocated portion of the sidewalk in a clean and sanitary state; (e) ensure that all other relevant Town Bylaws are satisfied; (f) obtain input and comment from the Town Engineer and Traffic Authority where appropriate.

<p><i>Ground Floor Residential</i></p>	<p>CP-15 It shall be the intention of Council to consider applications for ground floor residential uses in the Downtown Zone by Development Agreement excluding that portion of a building that abuts Church, Victoria and Havelock Streets. Outside said streets, applications for new residential buildings or ground floor conversion of existing commercial and institutional buildings will not be considered for residential uses unless it can be shown that such a conversion will not detract from the commercial character of the surrounding streetscape.</p> <p>In negotiating such a development agreement, Council shall take into account:</p> <ul style="list-style-type: none"> (a) the location, height, bulk of the building; (b) the architecture of the building; (c) signage; (d) parking facilities; (e) landscaping; (f) pedestrian access; (g) the unique characteristics of the property and its relationship to the surrounding streetscape; (h) that the ground floor frontage of any building fronting on Church, Havelock or Victoria Streets shall be used for commercial purposes.
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3.4 Industrial

Objectives

- (a) To facilitate industrial development within the town to diversify our economy and ensure that the employment requirements of Town residents are satisfied within the Town;
 - (b) To facilitate the continued development of the Amherst Industrial Park, in a manner compatible with the surrounding area;
 - (c) To set aside future industrial lands to satisfy the anticipated industrial requirements for the 20 year planning horizon;
 - (d) To concentrate all industrial development in adequately planned and serviced industrial areas.
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INDUSTRIAL POLICIES

<i>Generalized Future Land Use Map</i>	IP-1 It shall be the intention of Council to designate all areas of the Town which are predominately industrial in character as Industrial on the Generalized Future Land Use Map.
	IP-2 It shall be the intention of Council to apply the Industrial designation to sufficient vacant land in order to satisfy the estimated demand for all industrial development within a 20 year planning horizon.
<i>Industrial Park Zone</i>	IP-3 It shall be the intention of Council to include in the Land Use Bylaw an Industrial Park zone. This zone shall be applied to all lands owned by the Amherst and Area Industrial Park. This zone will permit a range of industrial uses appropriate to a fully serviced, modern industrial park area. Specifically, no heavy, polluting industry will be permitted within the Industrial Park Zone. It shall further be the intention of Council to include in the Land Use Bylaw provisions to regulate signage, setbacks, building height and bulk, parking, landscaping within the Industrial Park zone.

<i>Compatible Uses</i>	<p>IP-4 It shall be the intention of Council to ensure that areas designated Industrial are primarily used for industrial purposes. Within designated Industrial areas other uses which may be permitted include:</p> <ul style="list-style-type: none"> (a) parks and open spaces; (b) recreation facilities; (c) utilities and other such uses deemed to be compatible and desirable within a industrial area; (d) retail uses accessory to the main use on the lot.
<i>Expanded Industrial Park</i>	<p>IP-5 It shall be the intention of Council, in partnership with industry and other levels of government, to extend water, sanitary sewer and storm sewer, and to re-construct Race Track Road to industrial park standards.</p>
<i>Expanded Industrial Park South of TCH</i>	<p>IP-6 It shall be the intention of Council, in partnership with local land owners and other levels government, to secure a road access to the area of the Amherst and Area Industrial Park on the south side of the Trans-Canada Highway. It shall further be the intention of Council to provide municipal water, sanitary sewer and storm sewer to this area when the land is required for industrial development.</p>

3.5 Municipal Services

Objectives

- (a) To require and facilitate logical, timely, and efficient extensions of all piped municipal services to un-serviced areas of town;
 - (b) To work towards the eventual collection and treatment of all town sewage;
 - (c) To continue to ensure the long term viability of the town’s municipal water supply and distribution system;
 - (d) To ensure that a long term capital works program is in place to address the timely upgrading and replacement of the existing town water, sanitary sewer and storm sewer systems;
 - (e) To ensure an efficient solid waste collection system is in place.
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MUNICIPAL SERVICES POLICIES

<i>Service Extensions</i>	MS-1 It shall be the intention of Council to ensure that new development be located on incremental extensions of existing services, and that such existing services can handle the additional capacity generated by the new development.
<i>Service Capacity</i>	MS-2 It shall be the intention of Council to require that new municipal water, sanitary sewer and storm sewer services be built to a capacity capable of providing service to undeveloped lands beyond the immediate development area, when the development of such an area is dependant upon use of said services. It shall further be in the intention of Council to pay the incremental cost of such excess capacity and to recoup such costs upon development of the undeveloped lands outside the immediate development.
<i>Financing Responsibilities</i>	MS-3 It shall be the intention of Council to require that the developer / land owner pay the costs of municipal service extensions; excluding the incremental costs of ‘over sizing’ services required to provide services to adjacent property.

<i>Service Standards</i>	MS-4 It shall be the intention of Council to maintain a ‘Development Standards Bylaw’ in order to establish the required servicing standards for development within the town; and a ‘Local Improvement Bylaw’ in order to establish the financial responsibility of municipal service extensions / improvements.
<i>Capital Works Program</i>	MS-5 It shall be the intention of Council to ensure that a long term capital works program is established and updated in order to ensure a plan is in place to improve and maintain the towns municipal services infrastructure.
<i>Sewage Treatment Plant</i>	MS-6 It shall be the intention of Council to work towards the development of a sewage treatment plant to be located on the Town owned property on the marsh.
<i>Municipal Water Supply</i>	MS-7 It shall be the intention of Council to continue to take the lead role in the protection of the long term viability of the North Tyndal Wellfield.
<i>MWS Cooperation</i>	MS-8 It shall be the intention of Council to continue to cooperate with the Municipality of the County of Cumberland regarding the protection of the North Tyndal Wellfield where appropriate.
<i>MWS Land Acquisition</i>	MS-9 It shall be the intention of Council to continue to acquire land within the North Tyndal wellfield as ownership opportunities present themselves.
<i>Backup MWS</i>	MS-10 It shall be the intention of Council to secure and protect an appropriate short term backup water supply(s) in the event that transmission from the North Tyndal Wellfield is interrupted or the supply compromised.
<i>In-fill Development</i>	MS-11 It shall be the intention of Council to encourage and facilitate the development of vacant land located on existing municipal services in order to make more efficient use of such services.
<i>Government Financing</i>	MS-12 It shall be the intention of Council to seek any available Provincial, Federal or other potential financial assistance when extending or upgrading the municipal sanitary sewer, storm sewer or water system.
<i>Fire Flows</i>	MS-13 It shall be the intention of Council to require that all new development be located within 150 metres of a fire hydrant.

<i>Unserviced Development</i>	MS-14 It shall be the intention of Council to limit unserviced development within the town; specifically, no development should be permitted north of Victoria Street and east of Willow Street until municipal sanitary sewer services can be provided.

3.6 Transportation

Objectives

- (a) To establish and maintain an efficient system of public streets in order to facilitate traffic flow throughout the town.
- (b) To promote and facilitate pedestrian access to and within all new developments.
- (c) To require an adequate supply of parking for all new developments.
- (d) To provide an adequate supply of parking in the downtown commercial area.
- (e) To require safe and efficient access to individual properties in all areas of town.
- (f) To facilitate all weather emergency access to all areas of town.

TRANSPORTATION POLICIES

<p><i>Street Network</i></p>	<p>T-1 It shall be the policy of Council to establish a street network classification to meet the transportation requirements of the Town. Such a classification will determine the standards of construction, maintenance priorities, emergency access priorities etc. for all streets within Town. The street network classification is outlined on Map 1 of this Plan. For the purposes of this plan, all streets will fall into one of the following classifications.</p> <p>Arterial: A high volume street which connects different parts of the town to each other as well as to the provincial highway network; traffic movement is of primary importance, however access to individual properties is also provided.</p> <p>Collector: A street whose function is to provide land access to individual properties and move traffic to and from arterial streets.</p> <p>Local: A street whose main function is to provide direct land access to individual properties. The efficient movement of traffic is of secondary importance.</p>
<p><i>Capital Works Program</i></p>	<p>T-2 It shall be the intention of Council to ensure that a long term capital works program is established and updated in order to ensure a plan is in place to improve and maintain the towns streets and transportation network.</p>

<i>Sidewalks</i>	T-3 It shall be the intention of Council to improve pedestrian connections in the Town through the construction of new sidewalks, and the improvement of existing sidewalks.
<i>Barrier Free Access</i>	T-4 It shall be the intention of Council to ensure that all aspects of the transportation system incorporate barrier free access where appropriate.
<i>Traffic Monitoring</i>	T-5 It shall be the intention of Council to develop a system to monitor traffic flow in order to recognize requirements for changes or upgrading throughout the system.
<i>Street Access</i>	T-6 It shall be the intention of Council to control and regulate access from individual properties to the street network.
<i>Street Access Improvements</i>	T-7 It shall be the intention of Council to work with owners of property, particularly along South Albion Street, to improve the existing street access and appearance of the area.
<i>Pedestrian Access</i>	T-8 It shall be the intention of Council to require connecting pedestrian pathways from cul-de-sacs and other residential streets where appropriate or order to increase the safety and convenience of pedestrians.
<i>Parking</i>	T-9 It shall be the intention of Council to regulate requirements for parking in order to ensure that adequate, safe and efficient parking facilities are provided for all land uses.
<i>Downtown Parking</i>	T-10 It shall be the intention of Council to work with local property owners in order to provide safe, efficient and adequate parking facilities in the downtown commercial area.
<i>Snow Clearing</i>	T-11 It shall be the intention of Council to develop and maintain snow clearing policies in order to maximize the effectiveness of our snow clearing efforts, particularly in regards to emergency vehicle access.
<i>Street Reserves</i>	T-12 It shall be the policy of Council to illustrate the approximate locations of future street reserves in undeveloped areas of Town (Map 2). These street reserves represent an approximate location of future collector and arterial streets. Where such reserves are shown, a concept plan of subdivision will not be required by the Subdivision Bylaw.

3.7 Recreation

Objectives

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- (a) To promote a healthy lifestyle for all town residents;
 - (b) To provide appropriate recreational and cultural facilities, which cater a to a broad spectrum of interests and age groups;
 - (c) To ensure that sufficient public open space is provided in all areas of town to meet the year round recreational needs of all town residents;
 - (d) To establish a recreational trail system throughout the town;
 - (e) To ensure that high density residential developments have sufficient open space to provide some recreational opportunities to residents of such developments.
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RECREATION POLICIES

<i>Participation</i>	R-1 It shall be the intention of Council to ensure that a variety of recreation programs and facilities are available to meet the diverse needs of town residents.
<i>User Fees</i>	R-2 It shall be the intention of Council to charge reasonable and justifiable user fees where appropriate to enhance service delivery.
<i>Schools</i>	R-3 It shall be the intention of Council to enter into an agreement with the Chignecto Regional School Board to ensure community access to school facilities when required for the delivery of a recreation program and they are not in direct use for school program purposes.
<i>Community Groups</i>	R-4 It shall be the intention of Council to help facilitate the delivery of recreational and cultural programs and activities by community organizations where those organizations are determined to be the best mode of service delivery and a defined benefit to the community can be recognized.
<i>Customer Service</i>	R-5 It shall be the intention of Council to provide a seamless, integrated, user-friendly, and responsive “one window” customer service system for the delivery of its recreation services.

<i>Recreation Information</i>	R-6 It shall be the intention of Council to continue to take the lead role in maintaining a database of all recreation, leisure and cultural services, programs and facilities within the town. Furthermore, Council shall continue to provide such information to residents, community groups and businesses in order to promote participation in available programs and use of available facilities.
<i>Community Events</i>	R-7 It shall be the intention of Council to continue to facilitate and support major sporting and community events held within the town.
<i>Community Aesthetics</i>	R-8 It shall be the intention of Council to promote residents and businesses to beautify their properties in order to improve the general aesthetic appearance of the town
<i>Urban Gardens</i>	R-9 It shall be the intention of Council to continue to plant and maintain floral displays on prominent town owned property.
<i>Urban Forest</i>	R-10 It shall be the intention of Council to continue to maintain significant trees on town owned land and promote the retention / planting of trees on private property.
<i>Facility Priority</i>	R-11 It shall be the intention of Council to direct resources to the upgrading of existing facilities, rather than the development of new facilities.
<i>New Facilities</i>	R-12 It shall be the intention of Council to conduct a needs assessment prior to the development of any new recreational facility. Such an assessment shall include, but not be limited to an analysis of: <ul style="list-style-type: none"> a. demographics; b. potential market; c. revenue opportunities; d. service provision partnership opportunities; e. funding partnership opportunities; f. needs of target groups; and g. benefit to the overall community.
<i>Facility Maintenance</i>	R-13 It shall be the intention of Council to adopt a regular level of maintenance services for all town recreation facilities.

<p><i>Facility Classification</i></p>	<p>R-14 It shall be the intention of Council to establish the following facility classification system for recreational facilities within town. Procedures will be adopted for the maintenance and development of each classification as appropriate to its primary function.</p> <p><u>Neighbourhood Facility</u> Primary function is to serve immediate local residents</p> <ol style="list-style-type: none"> 1) Copp Lane 2) Elmwood Park 3) Harding Avenue 4) Lion's Park 5) Northern Telecom Park 6) Strawberry Fields <p><u>Community Parks</u> Primary Function is to serve the entire town</p> <ol style="list-style-type: none"> 1) West Highlands Elementary School 2) New Elementary School on Spring Street 3) Pythian Memorial Field 4) Victoria Park 5) St. Charles Ball Diamond 6) Lion's Ball Diamond 7) Cornwall Tennis Courts 8) Church Street Tennis Courts <p><u>Regional Parks</u> Primary Function is to serve the Town and Surrounding Areas; promote growth and development in town</p> <ol style="list-style-type: none"> 1) Dickey Park 2) McDonald's/Rotary Park 3) Robb Centennial Park 4) Amherst Regional High School 5) E. B. Chandler Junior High School 6) Centennial Trail <p><u>Undeveloped Parks</u> Currently Serve no Primary Function; may be developed into one of the above classifications at a later date</p> <ol style="list-style-type: none"> 1) Blair's Lake 2) Tubby's 3) Ratchford 4) Curry 5) Winston-Fairview Soccer Pitch 6) Pumping Station
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<i>Community Facility Development</i>	<p>R-15 It shall be the intention of Council where facility development involves community organizations on town sites that:</p> <ul style="list-style-type: none"> a) the project must meet a demonstrated need in the community and must receive written approval from the Town before fundraising begins; b) the community organization be responsible for fundraising from all sources, including town funding programs; c) the community organization, design the facility and that equipment meet CSA standards and be approved by the Town; d) the community organization construct the facility in accordance with CSA standards; e) the Town will be responsible for inspection, maintenance and governance of the facility
<i>Open Space Requirement</i>	<p>R-16 It shall be the intention of Council to ensure that all newly developing residential areas of town be within reasonable access of public open space.</p>
<i>Land Dedication at Subdivision</i>	<p>R-17 It shall be the intention of Council to require a public land dedication to be paid at the time of a residential subdivision. This requirement will be levied against all newly created residential lots capable of accommodating a dwelling.</p> <p>The required public land dedication shall be 5% of the area of land shown on the final plan of subdivision, exclusive of public streets and walkways.</p>
<i>Cash-in-lieu of Land</i>	<p>R-18 It shall be the intention of Council to accept cash-in-lieu of land, where, in the opinion of Council, there is no land within the limits of the proposed subdivision desirable for public open space purposes or no additional recreation land is required in that neighbourhood.</p>
<i>Land Outside Subdivision</i>	<p>R-19 It shall be the intention of Council to accept land outside the area being subdivided, where, in the opinion of Council, there is no land within the limits of the proposed subdivision desirable for public open space purposes.</p>
<i>Recreation Trail</i>	<p>R-20 It shall be the intention of Council to acquire land for the development of a walking trail as illustrated on Map 3.</p>
<i>High Density Open Space</i>	<p>R-21 It shall be the intention of Council to require multiple unit residential properties to provide usable open space for use of residents on the site.</p>

<i>Open Space Zone</i>	R-22 It shall be the intention of Council to include in the Land Use Bylaw an Open Space zone. This zone shall permit a range of recreational uses such as parks, playgrounds, trails, sports fields and passive recreational areas. All existing and future such facilities shall be zoned Open Space. The Open Space zone shall be permitted in all land use designations.

3.8 Environment

Objectives

- (i) To sustain or enhance the quality of the natural and manmade environment within the Town;
 - (ii) To limit development within or on environmentally sensitive lands, particularly Dickey Brook;
 - (iii) To limit the impact of development within the Town on the quality of Blair’s Lake;
 - (iv) To promote a high degree of landscaping in all areas of town.
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ENVIRONMENTAL POLICIES

<i>Flood Plain Zone</i>	E-1 It shall be the intention of Council to include in the land use bylaw a Flood Plain zone. Such a zone shall be permitted in all land use designations and shall be applied to the flood plain of Dickey Brook. The flood plain zone will limit development to those uses which will not be negatively impacted by any potential flooding which may occur.
<i>Storm Water Management</i>	E-2 It shall be the intention of Council to include storm water management practices in the Subdivision Bylaw to ensure that new development does not increase the peak flows of the down stream portion of Dickey Brook.
<i>Dickey Brook Rehabilitation</i>	E-3 It shall be the intention of Council to work towards the environmental rehabilitation of Dickey Brook.
<i>Air Quality</i>	E-4 It shall be the intention of Council to discourage the development of industries which could have a potential to decrease the air quality of the area.
<i>Blair Lake</i>	E-5 It shall be the intention of Council to minimize sources of pollution within that portion of the Blair Lake Watershed, which lies within the Town boundary, through appropriate development and infrastructure requirements.

<i>Tree Strategy</i>	E-6 It shall be the intention of Council to undertake an annual tree planting program to offset the impact of probable future losses of trees to disease. It shall further be the intention of Council to give priority to the following areas in the tree planting program: Church Street , East Victoria Street , West Victoria Street , Willow Street (portions with curbs) , Amherst and Area Industrial Park Town parks and green areas
<i>Landscaping</i>	E-7 It shall be the intention of Council to encourage a high degree of landscaping in all developments within the Town.

3.9 Enheat Site

Objectives

- (a) To see that the site is eventually used to the greatest benefit possible to the town and its residents;
 - (b) To ensure that the site is remediated to a standard acceptable to the eventual use.
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ENHEAT SITE POLICIES

<i>Enheat Designation</i>	EN-1 It shall be the intention of Council to Designate the lands known as the Enheat Site, Comprehensive Development District.
<i>CDD Zone</i>	EN-2 It shall be the intention of Council to include in the land use bylaw a Comprehensive Development District Zone. It shall further be the intention of Council to apply the CDD zone to the Enheat site.
<i>Site Development</i>	EN-3 It shall be the intention of Council to cooperate with the property owner in attracting a potential development for, and remediation of, the site.

<p><i>CDD Development</i></p>	<p>EN-4 It shall be the intention of Council to consider a wide range of potential uses for the site by development agreement. Specifically, Council may consider any use listed as a permitted use in any zone of the Land Use Bylaw. In negotiating the development agreement Council shall:</p> <ul style="list-style-type: none"> (a) ensure the use of the site shall not pose a negative impact on adjacent properties; (b) require that, prior to the issuance of a development permit, the proponent shall demonstrate, to the satisfaction of the Town, that the Province deems the site sufficiently remediated to support the proposed development; (c) incorporate the use of vegetation to improve the aesthetic quality of the development and its impact on adjacent properties; (d) ensure that adequate parking facilities are provided on site; (e) regulate the location of structures on the property; (g) ensure that the proposal is not premature or inappropriate by reason of: <ul style="list-style-type: none"> (i) the financial capability of the Town to absorb any costs relating to the development; (ii) the adequacy of municipal water, sanitary sewer and storm sewer services; (iii) the adequacy of road networks, in, adjacent to, or leading to the development; (g) consider any other matter of planning concern outlined in this strategy.
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3.10 Sustainability

Objectives

- (a) To promote the Downtown Zone as a place for living, working and playing.
- (b) To establish and promote a compact, walkable, mixed use core in favour of large lot sprawl development.
- (c) To encourage significant growth in Downtown residential development so that more people can work, live, learn and play within a self contained area.

SUSTAINABILITY POLICIES

<i>Residential Development</i>	SP-1 It shall be the intention of Council to encourage high density residential development in the Downtown Zone
<i>Residential Development</i>	SP-2 It shall be the intention of Council to encourage multi-unit residential on the upper floors in the Downtown Zone.
<i>Access and Connections</i>	SP-3 It shall be the intention of Council to provide public access to parks, green spaces, and trail connections in the Downtown Zone.
<i>Active Transportation</i>	SP-4 It shall be the intention of Council to encourage Active Transportation through implementation and maintenance of Active Transportation facilities

4.0 Implementation

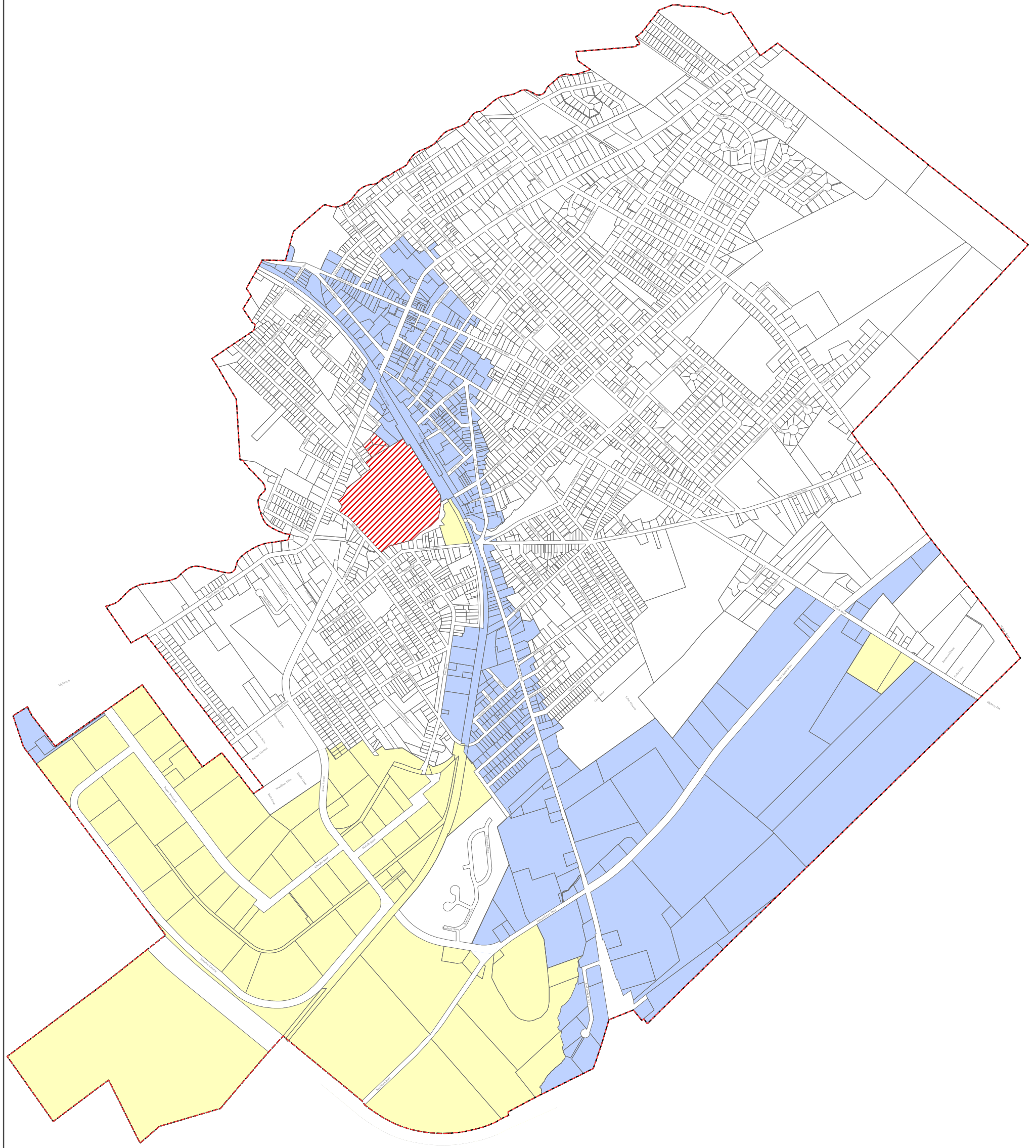
<i>Implementation</i>	A-1 It shall be the intention of Council, to implement this Municipal Planning Strategy through the powers conferred upon it by the Municipal Government Act, December 3, 1998 and any amendments thereto.
<i>Intent to Review</i>	A-2 It shall be the intention of Council, though its Planning and Development Department, to continually track development and land use trends within the town and initiate changes to the Planning Strategy when appropriate.
<i>Planning Advisory Committee</i>	A-3 It shall be the intention of Council to establish a Planning Advisory Committee as per section 200 of the MGA. The role of the PAC is to advise Council on the preparation, revision and amendment of planning documents and respecting planning matters generally.
<i>Land Use Bylaw</i>	A-4 It shall be the intention of Council to adopt a Land Use Bylaw to implement the policies of this Planning Strategy. The LUB will apply zones and appropriate regulations to all land within the municipality to carry out the goals, objectives and policies of this strategy.

<p><i>Amendment Criteria</i></p>	<p>A-5 It shall be the intention of Council, when considering an amendment to this or any other planning document, including the entering into or amendment of a development agreement, to consider the following matters, in addition to all other criteria set out in the various policies of this planning strategy:</p> <ul style="list-style-type: none"> (a) That the proposal conforms to the general intent of this plan and all other municipal bylaws and regulations. (b) That the proposal is not premature or inappropriate by reason of: <ul style="list-style-type: none"> (i) the financial capability of the Town to absorb any costs relating to the development; (ii) the adequacy of municipal water, sanitary sewer and storm sewer services; (iii) the adequacy of road networks, in, adjacent to, or leading to the development; (c) That consideration is given to the extent to which the proposed type of development might conflict with any adjacent or nearby land uses by reason of: <ul style="list-style-type: none"> (i) type of use; (ii) height, bulk and lot coverage of any proposed building; (iii) parking, traffic generation, access to and egress from the site; (iv) any other matter of planning concern outlined in this strategy.
<p><i>Variance</i></p>	<p>A-6 It shall be the intention of Council, in accordance with Section 235 of the Municipal Government Act, to permit the Development Officer to grant a variance in one or more of the following terms of a development agreement or requirements of the land use bylaw:</p> <ul style="list-style-type: none"> (a) the number of parking spaces and loading spaces; (b) ground area and height of a structure; (c) floor area occupied by a home based business; (d) height and area of a sign.
<p><i>Development Officer</i></p>	<p>A-7 It shall be the intention of Council, in accordance with Section 243 of the Municipal Government Act, to appoint a development officer(s) to administer this Planning Strategy, the Land Use Bylaw, the Subdivision Bylaw, Subdivision Regulations the granting of development permits, variances, site plans and any other such regulatory tool permitted by the MGA.</p>






<i>Site Plan</i>	<p>A-8 It shall be the intention of Council to empower the Development Officer to negotiate a site plan approval, as per Section 231 of the MGA, for the development or re-development of a lot, where the proposed development, or re-development, cannot satisfy all relevant requirements of the Land Use Bylaw. The said site plan approval may incorporate the issuance of variance(s) as per policy A-6.</p> <p>Site plan approval may be issued for all land uses, in all land use designations. The following matters may be incorporated into the site plan approval:</p> <ul style="list-style-type: none"> (a) the location of structures on a lot; (b) the location of off street loading and parking spaces; (c) the location, number, and width of driveway access to streets; (d) The type, location and height of walls, fences, hedges, trees, shrubs, ground cover or other landscaping elements necessary to protect and minimize the land use impacts on adjoining lands; (e) The retention of existing vegetation; (f) The location of walkways, including the type of surfacing material, and all other means of pedestrian access; (g) The type and location of outdoor lighting; (h) The location of facilities for the storage of solid waste; (i) The location of easements; (j) The grading or alteration in elevation or contour of the land and provision for the management of storm and surface water; (k) The type, location, number and size of signs or sign structures; (l) The provision for the maintenance of any of the items referred to in this section.
<i>Other Bylaws</i>	<p>A-9 It shall be the intention of Council to provide further controls over development by continuing to administer the following existing Bylaws within the town:</p> <ul style="list-style-type: none"> (a) The Building Bylaw; (b) The Unsightly Premises Bylaw; (c) The Sewer Bylaw; (d) The Heritage Property Bylaw; (e) The Subdivision Bylaw; (f) The Mobile Home Park Bylaw; (g) any other bylaw that may be adopted from time to time dealing with development within the town.
<i>Capital Budget</i>	<p>A-10 It shall be the intention of Council to incorporate, to the greatest extent possible, the provisions and policies of this Planning Strategy into the municipal capital budget process.</p>

<i>Subdivision with two main buildings</i>	A-11 It shall be the intention of Council to permit the subdivision of existing lots, with two or more main buildings, which cannot meet the minimum lot area, frontage, and yard requirements of the Land Use Bylaw.
<i>Temporary Uses</i>	A-12 It shall be the intention of Council to include provisions in the Land Use Bylaw to control the length of time temporary uses, such as those incidental to a construction site or those erected for special occasions, may be permitted.
<i>General Flexibility</i>	A-13 It shall be the intention of Council to consider a request for a land use bylaw amendment to zone any area immediately adjacent to a given future land use designation on the GFLUM to a zone permitted in the adjacent designation without requiring a strategy amendment, provided that all policies of the Strategy are satisfied.
<i>Repeal of Bylaw</i>	A-14 The Town of Amherst Municipal Planning Strategy passed and adopted by Council May 31, 1993 and approved by the Minister of Municipal Affairs on August 17, 1993, is repealed as of the date that this Land Use Bylaw takes affect.

Section 5.0 Generalized Future Land Use Map

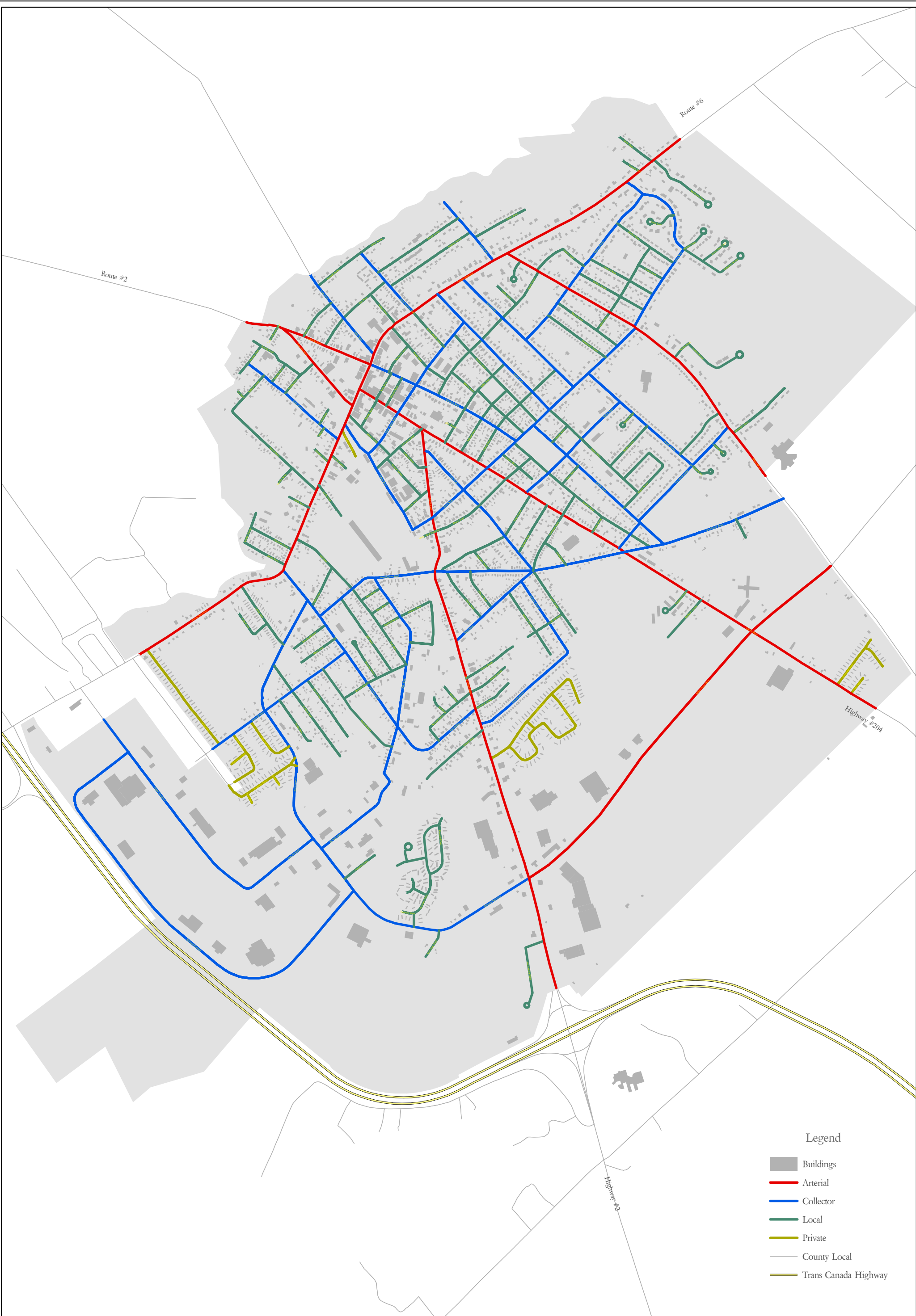


Legend

-  Town Boundary
-  Residential
-  Industrial
-  Commercial
-  CDD



6.0 Reference Maps



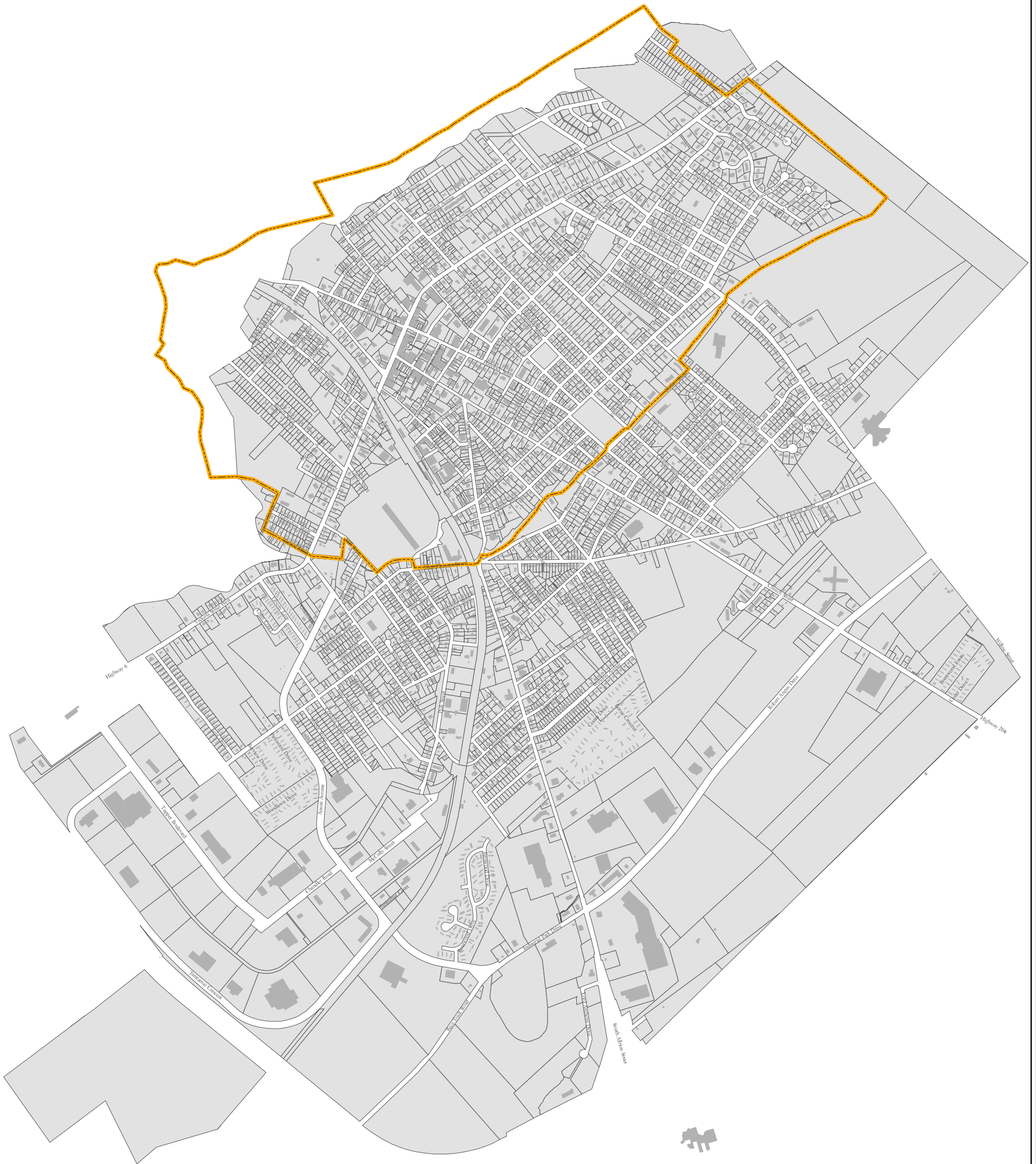
Legend



- Buildings
- Arterial
- Collector
- Local
- Private
- County Local
- Trans Canada Highway



Note: This illustration is not to scale.
 Exact locations of streets to be
 determined by Town and property
 owner.

- Legend
- Buildings
 - Properties
 - Street Improvements



- Legend
-  Trail
 -  Buildings
 -  Properties

2004 Town of Amherst Municipal Planning Strategy - Map # 3
 Potential Trail Development

Scale 1:16,500





Legend

- Buildings
- Schools
- Town Owned Facilities
- Other Recreation Areas
- Town Owned Parks
- Properties

Wednesday, March 22nd, 2017

Chief Administrative Officer: **Greg Herrett**

Town Hall

Amherst, N.S.

Dear Mr. Herrett

I would ask that you would bring this matter before Council.

Sections of the Off Highway Vehicle (OHV) Act stand in the way of promoting Economic and Tourism development in all of Nova Scotia but especially rural Nova Scotia. The use of All Terrain Vehicles has evolved as a major driver of tourism in provinces right across Canada. In 2006 this sport contributed direct and indirect spending \$2.0 billion dollars to the Canadian GDP which has increased to \$6.9 billion in 2015. (N.S. \$283,000,000)

As the OHV Act is antiquated, a group of individuals from the ATV Community have started a petition to ask the Nova Scotia Legislator to take action to update this Act. This petition focuses on two points.

1. Permit travel on the side of roadways for the purpose of trail connectivity, and for access to amenities such as food, fuel, and accommodations.

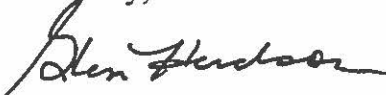
Only the provinces of Nova Scotia and Prince Edward Island do not allow some level of roadway access for All Terrain Vehicles. Access varies from province to province. Our request is to permit legal, safe access to amenities, promoting trail connectivity when other financially responsible options are not available.

2. Eliminate closed course requirement for youths 13 and under from the OHV act section 11. Along with changes to the OHV act to permit trained youth 16 and under to operate OHV supervised in view of someone who is at least 19 years on established trails.

The OHV Act permits individuals under the age of 14 to operate an ATV only on "closed courses" in the province. There are no closed courses. Dirt bikes and snowmobiles are permitted to operate in other areas. Parents who would like their child to ride ATVs are left with two choices; break the law or forbid their child from riding. We do not believe this was the intended spirit of this law.

We in the ATV Community would appreciate your support in this matter.

Sincerely;



Enclosures

