

# Cumberland County (NS) Integrated Community Sustainability Plan



**RURAL AND SMALL TOWN PROGRAMME**

2010

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*Cumberland County is a forward-thinking municipality offering a vibrant, safe and healthy rural quality of life for all ages. Our natural beauty and assets appeal to a global audience and are the foundation for our economy and culture. Our communities collaborate to provide quality and accessible services, and positive and creative leadership toward the sustainability of the whole municipality.*



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# Executive Summary

## *Purpose*

The Municipality of the County of Cumberland (hereinafter referred to as “the Municipality”) requires an Integrated Community Sustainability Plan (ICSP) in order to fulfill the New Deal for Cities and Municipalities and its subsequent Municipal Funding Agreement for Nova Scotia. In turn, the Municipality will access gas tax revenue transferred from the federal to the provincial government for distribution to municipalities for infrastructure investments that reduce environmental impact and contribute to efficiency.

Using a holistic approach and the four pillars of sustainability (Environment, Economy, Society and Culture), this ICSP outlines and describes the sustainable planning issues and topics that were brought forth through public consultation; the sustainable development goals and actions that will work toward realizing a vision for the future of the Municipality; and infrastructure investment priorities – some of which are eligible expenditures for the gas tax revenue, and others which could potentially be implemented with funding from other sources.

## *Vision Statement*

Key words identified through five focus group discussions and key informant interviews were used as the foundation for creating a vision statement for this ICSP:

“Cumberland County is a forward-thinking municipality offering a vibrant, safe and healthy rural quality of life for all ages. Our natural beauty and assets appeal to a global audience and are the foundation for our economy and culture. Our communities collaborate to provide quality and accessible services, and positive and creative leadership toward the sustainability of the whole municipality.”

## *Sustainable Planning Issues and Topics*

Although there are several diverse regions within the Municipality itself, collectively the range of priority issues appears to be fairly consistent across the Municipality. Distilling the issues identified through the various consultation processes, we have identified eight cross-cutting sustainability priorities:

1. Creating a year-round economy that contributes to sustainable livelihoods
2. Green energy needs and opportunities
3. Climate change
4. Water
5. Demographic changes
6. Development patterns
7. Transportation
8. Communication

## *Key Areas of Sustainability*

Within the four pillars of sustainability 26 key areas have been identified and will form the basis of the goals and actions:

<b>Environment</b>	<b>Economy</b>	<b>Society</b>	<b>Culture</b>
Natural Assets	Energy	Health Care	Heritage
Forests, wildlife and Habitat	Tourism	Transportation	Arts
Water Quality and Quantity	Agriculture and Community Resilience	Education	Natural History
Wastewater Management	Employment and Local Business	Welcoming Communities	Communications and Libraries
Land Use Planning		Community Governance	
Climate Change		Rural Services	
		Recreation	
		Youth	
		Seniors	
		Human Resources	
		Safety	

## *Goals and Actions*

Each sustainability area presented above has an associated goal; a general statement of attainment desired by the Municipality with respect to that theme. Action items that work toward reaching each of the goals are presented. These action items represent the holistic and integrated nature of this plan; however, all actions do not necessarily fall directly (or at all) within the mandate of the municipal government. Furthermore, while many of the action items apply across the Municipality and can be applied to specific regions and communities as need and opportunities arise, some action items identify specific regions or communities for which they are currently appropriate and of high priority.

## *Infrastructure Areas and Eligible Projects*

Environmentally Sustainable Municipal Infrastructure (ESMI):

1. Biggs Drive sewage treatment upgrade
2. Maccan sewage treatment plant
3. Water main extensions
4. Water supply installation, particularly in the Village of Pugwash
5. Sewage main extension, particularly in the Village of Pugwash
6. Sidewalk installation for existing residential clusters
7. LED streetlight replacement for existing structures
8. Geothermal resource and Green Industrial Park development
9. Active transportation infrastructure (bike and walking paths) in existing residential clusters and along secondary and tertiary highways.
10. Municipal Building Energy Retrofit
11. Community buildings GHG reduction / retrofit projects

#### Capacity Building Projects:

1. County Water Strategy, including a hydrological assessment that investigates water availability and demand
2. County Climate Change Adaptation Strategy
3. Branding, marketing, training and public interpretation and capacity building around renewable / alternative energy and energy self-sufficiency
4. Promotion of active transportation that aligns with physical activity strategy and promotion of existing public transportation services
5. County Communications Strategy to deliver more effective communication techniques and tools in order to reach and engage the diversity of residents and visitors; development of various communication media including (but not limited to) signage (for attractions and services) newsletters, Tantramar Community Radio, online social media, etc.

#### *Community Benefits*

The community benefits of long-term planning and decision-making in a holistic manner are numerous. This ICSP will provide cost-savings, an enhanced capacity to meet community needs, creation of a strong and creative community, more effective change management, more effective policy development, greater community cohesion, stronger regional linkages, and opportunities to better respond to community needs and wants.

#### *Partnerships and Collaboration*

The majority of the ESMI projects identified fall under the mandate and full responsibility of the municipal government and will be fully undertaken by the Municipality, with the exception of the geothermal resource and Green Industrial Park concept development. This project is a partnership between the Municipality, Town of Springhill and CREDA.

#### *Provincial Interest Statements*

This ICSP has taken a holistic approach to sustainability planning and is therefore consistent with all of Provincial Interest Statements regarding Drinking Water, Flood Risk Areas, Agricultural Land, Infrastructure, and Housing. Many actions in Section 4, in fact, are consistent with multiple Statements. Furthermore, though not official Statements of Provincial Interests there are also a number of other provincial initiatives being developed under the new Environmental Goals and Sustainable Prosperity Act (Province of Nova Scotia 2007) that this ICSP aligns with and supports.

#### *Implementation*

In order for this ICSP to be successful, the Municipality should develop an implementation strategy. An implementation strategy could include teams or committees based on the priority issues (Section 3) to prioritize and address the action items. A regular update, review and progress evaluation which includes reporting to Municipal Council is also recommended.

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# List of Acronyms

CBC: Canadian Broadcasting Corporation

CREDA: Cumberland Regional Economic Development Agency

CREMA: Cumberland Regional Emergency Management Association

ESMI: Environmentally sustainable municipal infrastructure

GHG: Greenhouse gas

ICSP: Integrated Community Sustainability Plan

MPS: Municipal Planning Strategy

Municipality: Municipality of the County of Cumberland

LUB: Land Use Bylaw

NRC: Natural Resources Canada

PSSC: Parent School Support Committee

RSTP: Rural and Small Town Programme

SPAR: Southampton, Parrsboro, Advocate Region

UNESCO: United Nations Educational, Scientific and Cultural Organization

YRAP: Youth retention and attraction program



# 1. Introduction

## *Purpose of Integrated Community Sustainability Planning*

The Municipality of the County of Cumberland (hereinafter referred to as “the Municipality”) requires an Integrated Community Sustainability Plan (ICSP) in order to fulfill the *New Deal for Cities and Municipalities* and its subsequent Municipal Funding Agreement for Nova Scotia (Service Nova Scotia and Municipal Relations 2007). In turn, the Municipality will access gas tax revenue transferred from the federal to the provincial government for distribution to municipalities for infrastructure investments that reduce environmental impact and contribute to efficiency.

The ICSP is an integral process and outcome that positions the Municipality to access the funds, and contributes to other development initiatives over time. In essence, the ICSP is designed to “accelerate the shift in local planning and decision-making toward a more long-term, coherent and participatory approach to achieve sustainable communities” (Planning for Sustainable Canadian Communities Roundtable 2005: 04).

In keeping with the spirit of sustainability, it is necessary to take a holistic view of issues and opportunities in terms of the environment, economy, society, and culture. The benefits to long-term planning and decision-making in a holistic manner are numerous. There are cost-savings; an enhanced capacity to meet community needs; creation of a strong and creative community; more effective change management; more effective policy development; greater community cohesion; stronger regional linkages; and opportunities to better respond to community needs and wants (Planning for Sustainable Canadian Communities Roundtable 2005).

This ICSP outlines and describes the sustainable planning issues and topics that were brought forth through public consultation; the sustainable development goals and actions that will work toward realizing a vision for the future of the Municipality; and infrastructure investment priorities – some of which are eligible expenditures for the gas tax revenue, and others which could potentially be implemented with funding from other sources.

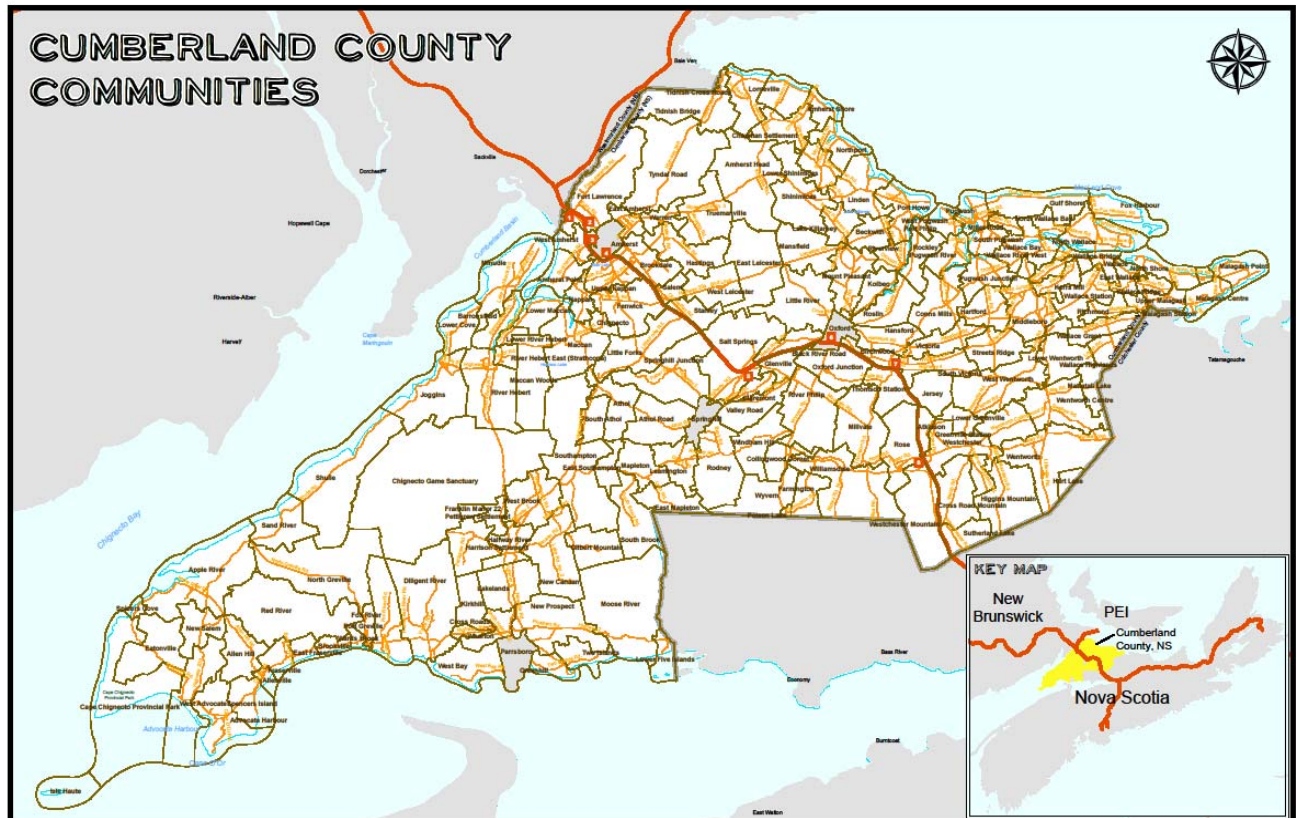
## *General Background*

The Municipality of the County of Cumberland is a large rural municipality located in the north-central portion of Nova Scotia (Figure 1). It encompasses the entire geographic boundary of the County as defined by the provincial government, but does not include the four towns of Amherst, Oxford, Parrsboro and Springhill. Settlement patterns within the Municipality include two villages (Pugwash and River Hebert), a number of settlements which serve as small service centres (including for example Joggins, Maccan, Advocate, Wallace, Malagash, Collingwood, and Wentworth), small settlements, rural agricultural development scattered throughout the countryside, and cottage development along the Northumberland Strait (The Municipality of the County of Cumberland 2005). There is also a relatively large settlement base in the immediate area surrounding the Town of Amherst. This ICSP covers only the Municipality of the County of

Cumberland, and does not include any planning priorities for the other municipalities within the County’s boundaries.

Geographically, Cumberland County is the second largest county in Nova Scotia, and has an area of approximately 4271 km<sup>2</sup> (Statistics Canada 2006). It is the only entry point when driving to Nova Scotia from New Brunswick and is the only land connection between the province of Nova Scotia and the rest of the country. Consequently, Cumberland County has become known as the “gateway.”

Figure 1. Cumberland County, Nova Scotia



Source: Municipality of the County of Cumberland

The Municipality has a population of slightly more than 16,000 persons residing in approximately 6,700 households (Statistics Canada 2010a, b, c, d). In addition, it is estimated that there are an additional 3407<sup>1</sup> to 3925<sup>2</sup> seasonal dwellings (Municipality of the County of Cumberland 2006; Statistics Canada 2010 a, b, c, d), though the exact number is hard to quantify.

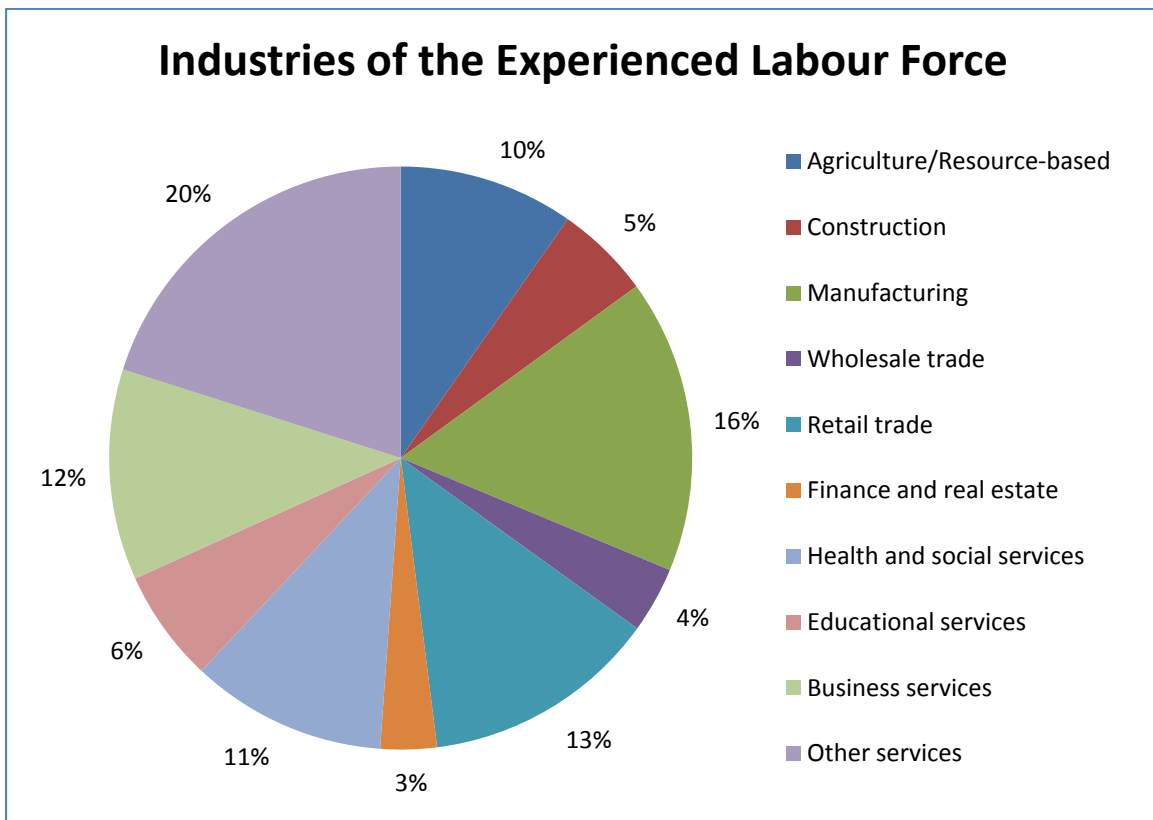
Four main sectors make up the region’s economy. Resource-based industries are still prominent and include mining, fishing, forestry and agriculture operations; the manufacturing sector

<sup>1</sup> Based on standardized land use codes captured during Nova Scotia Civic Address File (NSCAF) data capture and property descriptions found in assessment records (Municipality of the County of Cumberland 2006).

<sup>2</sup> Seasonal dwellings are estimated by subtracting the number of dwellings occupied by the usual resident from the total number of dwellings (Statistics Canada 2010a, b, c, d).

includes metal fabrication, food and beverage processing, plastics, electronics assembly, aerospace and pewter products; the tourism industry is an important and growing sector largely based on world-class natural assets; and technology and innovation has recently emerged with the establishment of sophisticated aquaculture facilities and small knowledge-based Information Technology firms (CREDA No date). Specifically, Figure 2 identifies the industry associated with the occupations of the experienced workforce (age 15 and over). While the largest employment sector is made up of various “other services”, there are a substantial number of workers in the manufacturing (16%), retail trades (13%), business services (12%), health care and social services (11%) and agricultural and other resource-based industries (10%).

**Figure 2. The Industries Associated with the Occupations of the Experienced Labour Force (aged 15 and over) in Cumberland County**



Source: Statistics Canada 2010

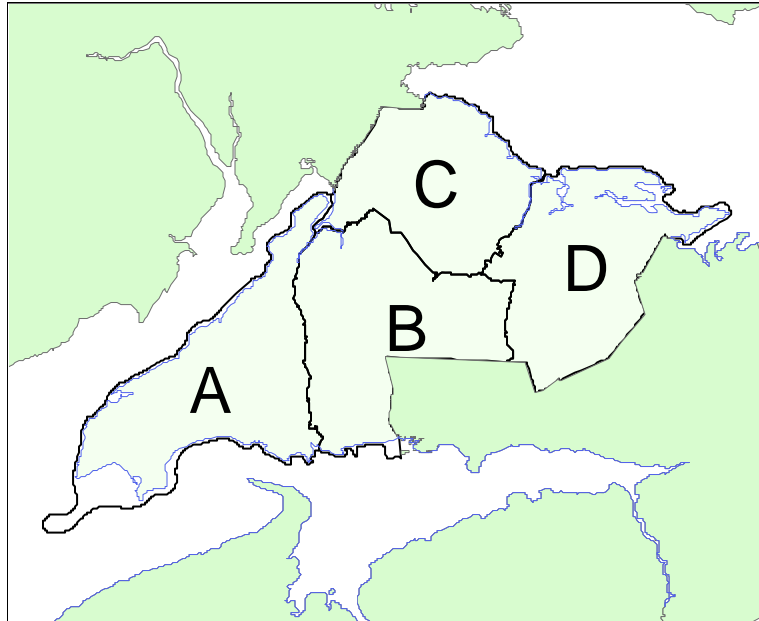
### ***Community Background Information***

This section outlines some specific trends in communities throughout the Municipality. Trends in community characteristics such as population, age distribution and dwelling counts are important aspects to consider when developing long-term plans.

For census purposes, the Municipality is divided into subdivisions (Figure 2). Subdivisions A, B, C and D make up the total area in the County outside of the four incorporated towns, and

comprises the total population of the Municipality of the County of Cumberland. Table 1 describes the geographical location of the four subdivisions.

Figure 3. Census Subdivisions of Cumberland County



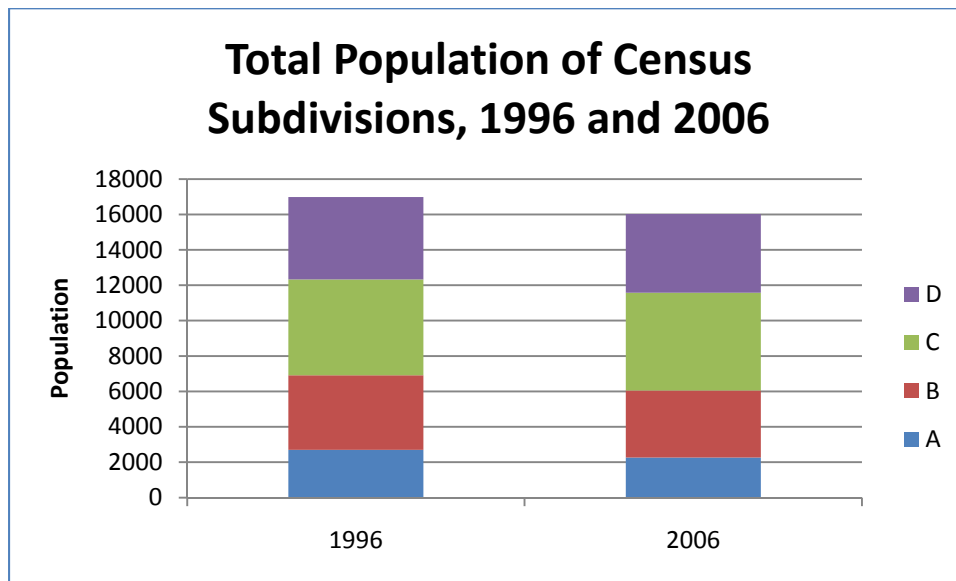
Source: Municipality of the County of Cumberland

Table 1. Description of Census Subdivisions and Geographical Boundaries

Subdivision	Boundaries
Subd. A	The far western portion of the Municipality beyond Parrsboro and south of Amherst
Subd. B	South of the TransCanada Highway between Oxford and Amherst surrounding Springhill, down to Parrsboro and bordering Colchester County
Subd. C	North of the TransCanada Highway between Oxford and the New Brunswick border
Subd. D	East and north of Oxford to the Colchester County border

Although the population of Subdivision C has increased slightly (from 5414 in 1996 to 5525 in 2006), the population of the Municipality as a whole is declining (Figure 4). The total population decreased from 16980 in 1996 to 16025 in 2006 – approximately 6%.

Figure 4. Total Population of County Census Subdivisions in 1996 and 2006

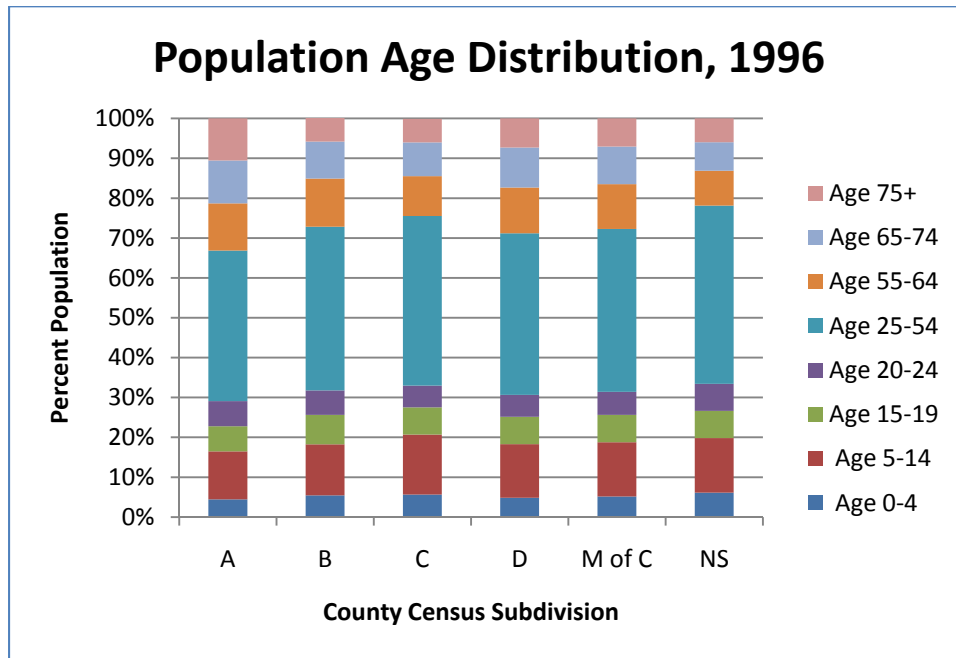


Source: Municipality of the County of Cumberland Population by Census Subdivision Summary 1991-2006

Figures 5 and 6 present the population distribution by age in each of the four subdivisions for 1996 and 2006 (respectively). As a percentage of the population 65 and over, the Municipality's population is much older than that of the whole province (17 and 13% respectively). In addition, early retirees in the 55 – 64 age bracket make up a rapidly increasing portion of the population. Meanwhile, the absolute and relative share of "youth" - the population ages 15 and under - is rapidly decreasing.

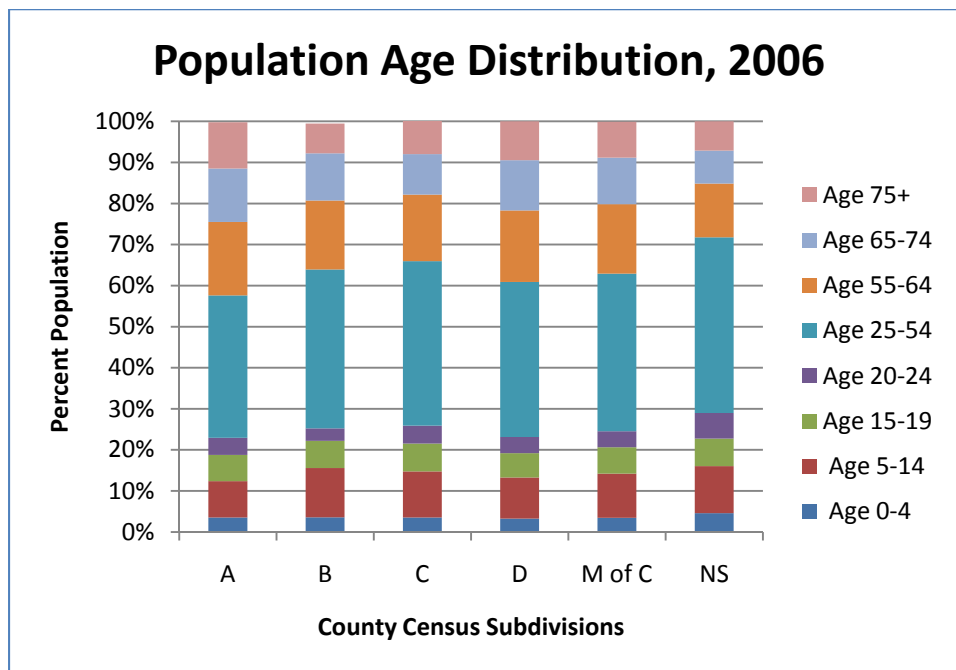
These trends all have important implications for service delivery, education, future workforce, housing needs, and infrastructure investments. As reported from focus group and key informant interview participants, there is a pressing need in the Municipality to examine the potential for repopulating the area through a strategic approach to retaining and attracting youth and young families, and to examine the possibilities for immigration to the area.

Figure 5. Population Age Distribution by County Census Subdivisions, 1996



Source: Municipality of the County of Cumberland Population by Census Subdivision Summary 1991-2006

Figure 6. Population Age Distribution by County Census Subdivisions, 2006

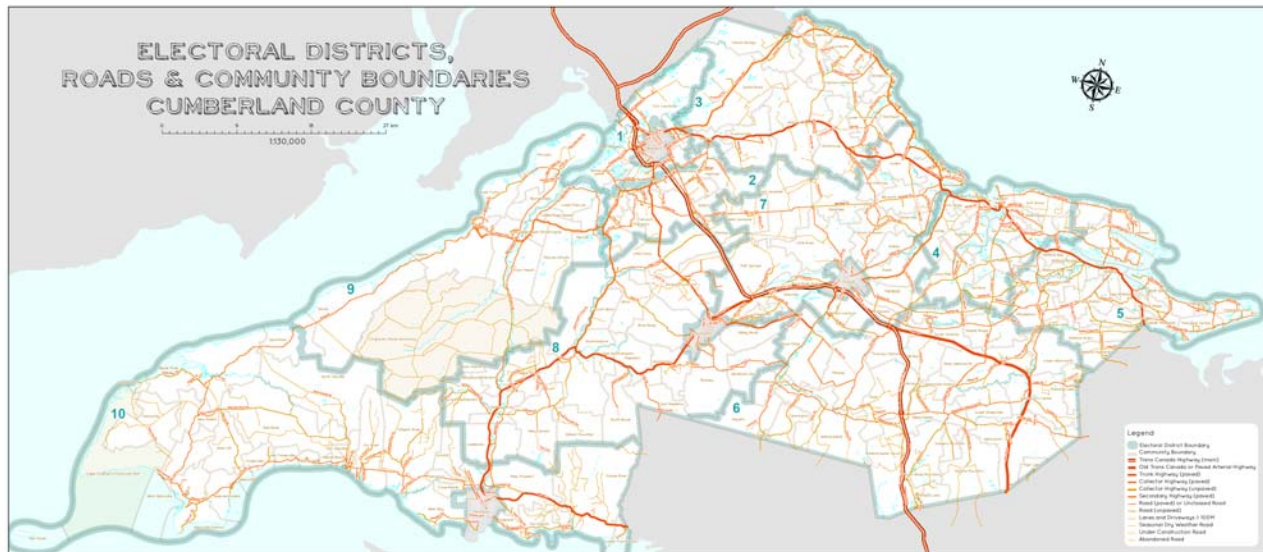


Source: Municipality of the County of Cumberland Population by Census Subdivision Summary 1991-2006

In addition to being composed of four subdivisions for census purposes, the Municipality is divided into 10 municipal electoral districts (Figure 7)<sup>3</sup>. Figure 8 shows number of dwellings, voters, and kilometres of road by municipal electoral district in 2006. Districts 1, 3, and 4 are the most densely settled. These areas are defined by geographical area surrounding the Town of Amherst; the area east of Amherst and along the Northumberland Shore; and north of Amherst and Oxford. Districts 3, 4, 5, and 6 have more dwellings units than number of voters. This corresponds with the fact that Districts 3 and 4 and 6 have the largest number of cottages in the municipality, many of which may not be owned by residents of the Municipality.

Districts 6, 7, 8, and 10 have substantially less densely populated areas but show the largest volume of public roads. District 6 includes the geographical area around Collingwood and Wentworth to the Colchester County border; District 7 covers the area around the Town of Oxford and borders on the Town of Springhill to the west; District 8 includes the inland area west and south of Springhill to the Colchester County border; and District 10 includes a large area from the western border of Colchester County along the Fundy Shore. Geographical distance in these districts dictates the necessity of more kilometres of roads; however, this puts a strain on infrastructure investments associated with service delivery such as water and sewer.

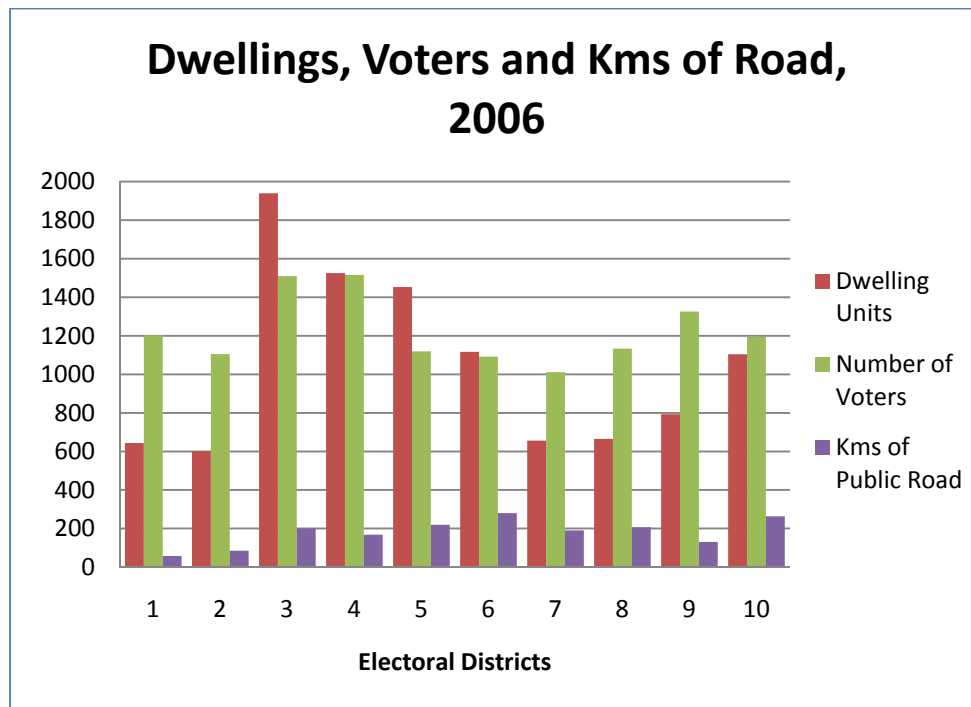
Figure 7. Municipal Electoral Districts



Source: Municipality of the County of Cumberland

<sup>3</sup> In 2004 and 2008, the municipal electoral district boundaries changed. Some of the data presented in this section spans from 2000 to 2009. All data (such as building permit data) were recorded for each municipal district by municipal staff based on the address and boundaries at the time of the data date of building permit issue, for example). No adjustments have been made to the data to reflect boundary changes. Some changes in building permit activity within each electoral district may be attributed to boundary changes; however, these changes do not affect the overall development pattern trends in the Municipality.

Figure 8. Dwellings, Voters and Kms of Road by Municipal Electoral Districts, 2006



Notes: Dwelling unites includes occupied cottages with a civic address.

In 1998, the Province reported 1892.3 km of roads in the Municipality of the County of Cumberland. This does not include the TransCanada Highway. The estimate of lengths of public roads has an overall error of 1 – 2%.

Source: Municipality of the County of Cumberland Demographic Information 2006

There are several services the Municipality is mandated to provide its citizens, including (taken from CREMA 2008):

- management of municipal financial and administrative services;
- fire protection;
- Emergency Management planning and response coordination;
- recreation funding;
- police protection (RCMP);
- community economic development (through an inter-municipal body - CREDA);
- maintenance and operation of sanitary sewer systems;
- solid waste collection and disposal;
- administration of planning regulations and policies;
- building inspection;
- street lighting (through N.S. Power);
- dangerous and unsightly property remediation;
- canine control;
- support for a variety of special projects; and
- development and enforcement of a variety of By-Laws.



In addition, other services are provided by local private sector, public sector, and provincial and federal government departments. Specifically, these include public schools, licensing and tax services, roads and highways, nursing homes, long-term care facilities and hospitals (Tables 2 and 3), amongst others.

**Table 2. Nursing Homes and Homes for the Aged Located within Cumberland County**

<b>Location</b>	<b>Facility</b>	<b>Number of Beds</b>	<b>Municipality</b>
Advocate Harbour	Bayview Memorial Health Centre	8	Cumberland County
Advocate Harbour	Chignecto Manor	15	Cumberland County
Parrsboro	South Cumberland Community Care Centre	14	Town of Parrsboro
Pugwash	East Cumberland Lodge	63	Cumberland County
Springhill	High-Crest Springhill Home for Special Care Ltd.	65	Town of Springhill
Amherst	Gables Lodge Limited	95	Town of Amherst
Amherst	Northumberland Hall (opening March 2010)	36	Town of Amherst
Amherst	Centennial Villa	43	Town of Amherst
Amherst	The While Birches Retirement Residence	24	Town of Amherst
Amherst	Victoria Manor	43	Town of Amherst

Source: NS Dept. of Health Continuing Care

**Table 3. Hospitals Located within Cumberland County**

<b>Location</b>	<b>Hospital</b>	<b>Number of Beds</b>	<b>Municipality</b>
Advocate Harbour	Bayview Memorial Health Centre	10	Cumberland County
Parrsboro	South Cumberland Memorial Hospital	16	Town of Parrsboro
Pugwash	North Cumberland Memorial Hospital	7	Cumberland County
Springhill	All Saints Hospital	20	Town of Springhill
Upper Nappan	Cumberland Regional Health Care Centre	65	Cumberland County

Source: CREMA 2008

### **Key Areas of Sustainability**

The environment, economy, society and culture of a community are interconnected – one cannot exist without the others. These four pillars of sustainability represent the holistic nature of this ICSP. Even though it is often difficult to tease apart and to compartmentalize community issues into these pillars, they often are, for organizational and clarity purposes. Within the four sustainability pillars, 26 key areas have been identified through the public consultation process

and are listed below. These sustainability areas form the basis of the goals and actions presented in Section 4.

<b>Environment</b>	<b>Economy</b>	<b>Society</b>	<b>Culture</b>
Natural Assets	Energy	Health Care	Heritage
Forests, wildlife and Habitat	Tourism	Transportation	Arts
Water Quality and Quantity	Agriculture and Community Resilience	Education	Natural History
Wastewater Management	Employment and Local Business	Welcoming Communities	Communications and Libraries
Land Use Planning		Community Governance	
Climate Change		Rural Services	
		Recreation	
		Youth	
		Seniors	
		Human Resources	
		Safety	

## 2. Information and Community Consultations

### *Existing Information*

There are many existing documents that outline the priorities for different planning scales in Cumberland County, including those for the Municipality of the County of Cumberland, for each of the four towns (Springhill, Oxford, Amherst, Parrsboro), for the Village of Pugwash, and for community organizations and associations (i.e., YMCA, CREDA). This section identifies the current and future directions in the planning priorities throughout the Municipality based on a review of available plans, strategies, and reports.

The Municipal Planning Strategy (MPS) (Municipality of the County of Cumberland 2005), in accordance with the Municipal Government Act (1999), governs how the Municipality carries out land use planning. It is the overarching document that outlines the concepts, objectives and policies focused on general land designation and municipal-wide planning issues. The current MPS focuses on maintaining the rural character and aesthetically pleasing environment of the Municipality, ensuring land use compatibility, environmental protection and promoting residential, business and tourism development. The MPS also provides a framework for Secondary Planning Strategies that include detailed planning guidelines for specific areas such as Joggins, the Central Planning Area (around the Town of Amherst), and the Village of Pugwash.

The Joggins Planning Area has a specific focus on maximizing the benefits (while minimizing the impacts) of the development of the Joggins Fossil Cliffs—a newly designated UNESCO World Heritage Site—and interpretative centre. The priorities include the “preservation and stewardship of features of natural fossil cliffs; protecting the aesthetic quality, traditional style and historic character of the community; and enhancing the quality of life for the residents of the Joggins area” (Municipality of the County of Cumberland 2008d).

Though the population is fairly evenly distributed throughout the Municipality, there is a relatively densely populated area around the Town of Amherst called the Central Planning Area. The focus of the Secondary Planning Strategy for this area is “to protect the investment in residential land uses in order to ensure continued future enjoyment and value of residential property, while at the same time encouraging a viable agricultural industry and avoiding potential land use conflicts between the two” (Municipality of the County of Cumberland 2008c).

Finally, the Pugwash Planning Strategy focuses on “revitalization and redevelopment of the Village; mitigating negative impacts of any increase in traffic or parking; development of cultural and tourist services; a community-based approach to amenity development; maintaining the location, type and architectural style of new development to protect and enhance the image and integrity of the overall Village; and efficient service delivery” (Municipality of the County of Cumberland year 2008b). Within the next five years, the Village will focus on projects related to the upgrade and expansion of the marina, the Peace Exchange building and the Eaton Estate park restoration. To aid in the latter, \$250,000 was awarded by the federal government in December 2009 for the structural restoration and stabilization of the Cyrus Eaton Building (Thinker’s Lodge) (Gooding 2009).

In addition to the MPS, the Municipality has other plans that outline the objectives and directions of different municipal responsibilities, including Emergency Measures, Fire Services, Physical Activity and Capital Investment. The objectives and directions of these plans are outlined below.

- *Emergency Management Plan (2008)*
  - To mitigate the effects of any disaster that may affect the Municipality of the County of Cumberland, Towns of Oxford and Springhill
  - To limit damage to persons, property or the environment through prompt coordinated actions
  - To provide guidance and direction for those responding to an emergency
- *Fire Protection Services Long Range Plan and Implementation Plans and Policies (2006)*
  - To provide an appropriate and equitable level of fire protection services to all municipal residents
  - To take all reasonable steps to ensure the safety of fire fighters
  - To ensure that municipal residents receive the best possible value for money in the expending of funds for fire protection services
  - To provide a service that will decrease insurance premiums, subject to practicality and cost/benefit analysis
- *Physical Activity Strategy (2009)*
  - To create and implement a comprehensive plan intended to increase participation in physical activity that will enhance the overall health of municipal residents.
  - To identify the key areas where the Municipality can make a difference in activity levels and to develop strategies and actions within each of those areas.

- Key areas are: Municipal Leadership in Policy and Funding; building and maintaining the capacity of community leaders & volunteers; building and maintaining capacity of built & natural facilities; increasing accessibility by reducing barriers; increasing awareness through education & communication; and increasing physical activity opportunities

In its most recent Capital Investment Plan, the Municipality identified and rank-ordered 92 infrastructure projects (The Municipality of the County of Cumberland 2009). The Municipality has no financial commitment to this list; however, it serves as a guiding document and it is hoped that the current ICSP process will enhance and validate the Capital Investment Plan.

Other organizations and associations in the Municipality have their own planning priorities, though they often align closely with those of the MPS and land use by-law (LUB) for each Planning Area. The YMCA, for example, aims to: reach financial stability; expand its core programs related to health and wellness, childcare<sup>4</sup> and youth development; and increase the efficiency of its current facilities<sup>5</sup> (Cumberland YMCA 2009). These goals are directly in line with the Municipality's Physical Activity Strategy (Municipality of the County of Cumberland 2009a). The Cumberland Regional Economic Development Association (CREDA) has strategic planning initiatives to increase community engagement, support, capacity, partnerships and collaboration. Each level of planning—regional, local and micro—is integrally aligned with each other. The regional plans currently underway include a five year regional strategy, Fundy Shore tourism marketing strategy, Fundy Shore business development strategy, energy strategy, and a youth retention and attraction strategy. Micro plans are very specific project plans and include (but are not limited to) the Cape Chignecto Provincial Park Development plan, Wallace Marina plan, and the Age of Sail Expansion plan (summarized from CREDA 2009 a, b, c, d, e, f, and g).

### *Public Consultation*

Public consultation is a requirement of the ICSP process; however; the level of public involvement is at the discretion of the individual municipality and the ICSP Steering Committee. Three levels of public consultation were facilitated in the preparation of this plan in order to identify the vision, issues and priorities of community stakeholders which all underlie the ICSP sustainability areas, goals and actions presented later. Public consultation throughout the Municipality included a cottage owner survey, community focus groups and key informant interviews.

### *Cottage Owner Survey*

Cumberland County has a large part-time, recreational resident population, particularly along the shore of the Northumberland Strait. The ICSP Steering Committee felt it was important to seek the input of this group of residents as they have an important role and stake in the future

<sup>4</sup> In December, 2009, the YMCA was awarded \$1.3-million from Community Service to fund an expansion to the facility's early learning centre (Cole 2009b).

<sup>5</sup> The Municipality of the County of Cumberland has recently committed \$100,000/yr for the next 4 years as a combined operating/capital grant to the YMCA.

sustainability of the Municipality. Furthermore, they are a group of stakeholders that are frequently overlooked during planning processes.

A survey (Appendix A) was hand delivered to each cottage address along the North Shore region (17 communities) during the week of August 17, 2009. Survey administrators explained the purpose of the survey to property owners who were present at the time of arrival and were left to complete the survey on their own. Respondents were asked to return the completed survey to one of six drop-off boxes located at community locations (e.g. convenience stores) by August 31, 2009. Survey administrators left a survey in the mailbox or door of cottages when residents were not present. The survey outlined instructions for self-administration and locations for return. The survey was also posted to the Municipality's website for those wishing to submit responses online. One-hundred and seventy-two valid surveys were returned by way of the drop-off boxes and online submissions. Appendix B, Table 3, provides a summary of the demographic characteristics of the survey respondents.

### Community Focus Groups

A focus group is a form of qualitative research in which a group of people is engaged in a moderated discussion. Questions are asked in a group setting where participants can discuss with other group members; listening to others' experiences can stimulate experiences and ideas. Focus groups are valuable for gathering a diversity of community members and raising unexpected issues for exploration. Focus groups were used to explore the public's concerns and sustainability issues, their community vision and their ideas for goals and actions.

Five focus groups took place, one in each of the areas of River Hebert/Joggins, Port Greville, Amherst area, Pugwash Shore and Wentworth-Collingwood. Potential focus group participants were identified by the Steering Committee to represent the diversity of ideas that may be present, and a formal invitation was mailed to each. Focus groups were held in appropriate community spaces (i.e. fire hall, community centre), facilitated by RSTP (using a focus group guide, Appendix D) and lasted approximately 2.5 hours each. The collected information was collated and sent to participants for review and feedback.

A total of 63 community representatives (Appendix E) participated in the five focus groups:

Pugwash Shore: 19  
Wentworth-Collingwood: 12  
Amherst area: 14  
Joggins/River Hebert: 10  
Port Greville: 8

### Key Informant Interviews

Key informant interviews are qualitative, semi-structured interviews with people who are familiar with "goings-on" in the community, and who have specific sector or local knowledge that can best be obtained through an interview format. Key informants were chosen from a wide range of people who are well connected and informed, including community leaders,

professionals, or residents. These “key” experts provided insight into issues and their nature and offered recommendations for actions.

Eight key informant interviews took place with people representative of the rural communities within the Municipality (Appendix F). Twenty potential key informants were identified and selected by the ICSP Steering Committee to reflect the diversity of stakeholders within each community and each of the sustainability pillars. Completed interviews were based on the availability of potential interviewees and not selection by interviewers. An interview guide was developed (Appendix D) and interviews were conducted by telephone and lasted approximately 30 minutes.

### *Vision Statement*

During interviews with community representatives, interviewers asked participants to describe their ideal future conditions for Cumberland County – what they liked, did not like, what should change and what should stay the same and to provide some key words they felt should describe the future vision of the Municipality. These words, combined with key words pulled from the five focus group discussions, were used as the foundation for creating a vision statement for this ICSP.

*Regionally focused*  
*Collaborative*  
*Healthy*  
*Sustainable*  
*Vibrant*  
*Diverse*  
*Natural beauty*  
*Globally appealing*  
*Forward thinking*

*Green*  
*Entrepreneurial*  
*Serviced*  
*Celebrating*  
*All-age friendly*  
*Growth*  
*Proactive*  
*Accessible*

*Positive attitudes*  
*Rural life-style*  
*Creative/Innovative*  
*Safe*  
*Competitive*  
*Self-sufficient*  
*Leading*  
*Self-promoting*

A vision statement was developed and tailored by the Steering Committee:

***“Cumberland County is a forward-thinking municipality offering a vibrant, safe and healthy rural quality of life for all ages. Our natural beauty and assets appeal to a global audience and are the foundation for our economy and culture. Our communities collaborate to provide quality and accessible services, and positive and creative leadership toward the sustainability of the whole municipality.”***

### 3. Sustainable Planning Issues and Topics

Through the consultation with focus group and interview participants, sustainable planning issues and topics were brought forward as community members discussed the vision for their communities and the Municipality as a whole. While Tables 4 and 5 present the major topics of discussion from each of the focus group regions and the issues prioritized as “Top 5” by cottage owner respondents, respectively, many of the general topics brought forth were discussed across the Municipality. These tables and the following discussion do not represent the entirety of the issues and priorities that were identified, but are, however, based on the discussion of each topic – the length and level of detail. They are also not presented in any prioritized order.

#### *Focus Groups*

**Tourism**, as a collaborative and regional approach, was discussed in each of the focus groups and identified as a priority by most. In the Pugwash region, tourism was a major point of discussion; a sector that is seen as very important to that economy and one that can be maximized through an **investment in water and sewer infrastructure**. The participants from the area surrounding the Town of Amherst also stressed the need to ensure that residents are able to affordably access quality (taste and smell) **potable water**. A **lack of communication**, both traditional and new medium, was seen as a large barrier to Municipal promotion. The need and opportunity for the Municipality to become self-sufficient in the energy market was also a priority for participants at the Amherst area session. **Alternative/green energy development** was mentioned as important by each focus group (to varying degrees), given the opportunities afforded by the region’s **natural assets** (solar, tidal, wind, geothermal, biomass, etc.). The Joggins-River Hebert group was dominated by a discussion on **retaining and attracting people** to the area and the challenge of doing so. Maintaining **rural community services**, and re-establishing **key business and service needs** were particularly prominent in the Joggins-River Hebert group. This, and **retention and attraction of youth, families, and workers** were discussed across the Municipality. Priorities also included **maintaining local schools and quality educational opportunities** for both children and adults and adapting to the aging population and ensuring that communities are “**senior friendly**.” Many participants acknowledged that the aging population presented a market opportunity in developing particularly Level 1 services and senior housing. Those in attendance in Port Greville stressed the barriers and needs to **developing a more stable, year-round economy**, particularly because of the seasonal tendency of the tourism market (surrounding the Parrsboro area). Participants attending both the Port Greville and Joggins-River Hebert sessions strongly acknowledged the **human resource capacity** of communities – the ability to solve local problems, locally – however, they were concerned over effectively being able to engage and maintain peoples’ enthusiasm for volunteering, for example.

Table 4. Sustainability Priorities Identified by Participants in each of the Focus Group Regions (in no particular order)

Focus Group Regions	Sustainability Priorities						
Pugwash	Collaborative tourism and promotion		Green development		Basic community services	Water and sewer	Local agriculture
Amherst Area	Energy self-sufficiency	Collaborative tourism promotion	Water and sewer	Public transportation	Youth / worker retention	Communications	Sustainable agriculture
Collingwood -Wentworth	Recreation and healthy lifestyle		Local schools and leadership	Environmental quality (water and air)		Public transportation	Senior services and health care
Joggins-River Hebert	Local schools	Local small business	Youth / immigrant retention / attraction		Collaborative tourism promotion	Basic community services	Engaging and maintaining human resources
Port Greville	Collaborative tourism and year-round employment		Local business development	Youth retention	Basic community services	Sustainable industry	Engaging and maintaining human resources

### Key Informant Interviews

The two most pressing priorities mentioned by key informants were **quality drinking water** and **proper wastewater management**. Proving opportunities for all residents to access affordable and clean water was voiced as a priority that should come before other community and economic development activities. Both water and proper sewage infrastructure was voiced in terms of a necessary component in order further develop communities and the economy, particularly the **tourism industry**, throughout the Municipality. The need for more accommodations and tourism-related services means the water and sewer infrastructure will have to be in place.

There were four other priorities most often cited by the key informants:

- **Demographics:** a need to conduct an in-depth study of population in the Municipality with the aim to identify the economic, environmental, social and cultural needs of the various age groups.
- **Repopulation/young families:** this would go hand-in-hand with the demographics study with the aim to address attraction and retention strategies.
- **School improvements:** along with maintaining local rural schools, key informants (as well as focus group participants) mentioned that local and advanced courses have been removed from rural schools curricula. For example, small schools may not have music classes, French Immersion or Advanced Math. This was seen as a detriment to both attracting new families and to making students aware of music and theatre, and thus gaining their interest and participation in their local culture.
- **Employment:** even if all the attraction and retention strategies imaginable were in place, they may not be effective if suitable employment is not available. Key informants agreed that the Municipality is not likely to develop industries like large-scale manufacturing, but they did feel that the Municipality’s central location in the Maritimes could attract



light industry, for example warehousing. They felt that the Municipality should take a proactive leadership role in attracting business. They went further to say that vertical interaction between schools and businesses could go a long way toward keeping young people at home or having them return.

Key informants all noted Cumberland County's natural beauty, its quiet rural lifestyle and its quality of life as positive attributes to build on to attract small business and young families. They mentioned current recreational facilities and their associated infrastructure as an important part of attracting both business and families and saw opportunity for development and use of green energy (wind, solar, tidal, biofuels, and geothermal).

The tourism industry plays a large role in the economy of Cumberland County. Key informants, similar to focus group participants, listed several potential tourist attractions and needs that can be built upon but which require funding for their associated infrastructure (roads, water/sewer, signage etc.). Some of these include: Pugwash Harbour/Marina; Cape Chignecto; Pugwash Peace Exchange; Parrsboro Band Hall; wilderness areas, beaches, parks; accommodations; and coastal development. It was also noted that land use planning needs to be defined in areas which do not currently have a planning strategy, particularly along the Fundy Shore area and the Northumberland Shore outside of the Village of Pugwash.

In terms of traditional primary industries, key informants felt there may be opportunity for new products in the forestry sector but mentioned that the sector needs to practice better methods than clear cutting and should make reforestation part of their mandate. In order to be competitive, local mills will need upgrades and could consider value-added products than traditional lumber cutting. The agricultural industry has suffered over the past number of years, but key informants felt it could again become sustainable with support from governments and citizens. They suggested some efforts may be growing organic, local markets and lobbying by agricultural organizations to allow local products into local supermarkets. They also noted a growing industry with vineyards, particularly along the Northumberland Shore.

Key informants suggested that the five municipalities in the county work more in partnership with one another. This could lead to a wider marketing of the entire county to many venues and help contribute to a more diverse economy.

### *Cottage Owner Survey*

The cottage owner survey asked respondents to rank a given number of economic, social, environmental, and cultural activities as the "Top 5" priorities they felt should be addressed in the Municipality as part of the ICSP (the full list of issues and priorities by cottage owners can be found in Appendix B). They were also encouraged to list their own thoughts on additional priority areas. As with the other consultations, not all priorities (those listed or those offered by respondents) fall under the responsibility of the municipal government; however, they do represent a more holistic scope of sustainability issues. Table 5 lists the items that were identified as being a priority (defined as having being chosen in the top five for the *majority [50% and greater]* of respondents). Respondents feel that it is especially important to **maintain local businesses, protect the shoreline and existing agricultural land, support the development of cultural festivals, events and organizations, develop farmers' markets and maintain and promote important historical sites** (Table 5). When cottage owners were given

the opportunity to suggest other issues they felt should be addressed, apart from those listed already, a few topics emerged as common themes. Particularly, it was seen as important to improve the garbage collection (longer, wet/dry, more frequent) and add recycling options for cottage properties; to maintain the natural landscape, such as the views and shoreline (which underlie cottage development) and to consider cottage owner representation in the Municipality (concerns over taxation without representation).

**Table 5. Issues Prioritized as the “Top 5” by the Majority (50% and greater) of Cottage Owner Respondents**

<b>Priorities Listed as “Top 5”</b>	<b>Sustainability Pillar</b>	<b>Response Rate (%)</b>
Helping existing businesses to stay	Economy	80
Developing/supporting farmers’ markets	Culture	75
Shoreline protection and mitigation	Environment	73
Development of festivals/events/organizations	Culture	67
Redeveloping historic sites/properties	Culture	63
Protecting existing agricultural land base	Environment	60
Development controls around water features	Environment	55
Helping existing businesses to expand	Economy	55
Increasing public access to waterfront	Society	54
Promotion of regional tourism trail	Culture	54
Investing in walking/hiking trails	Society	52
Expand labour availability and skills levels	Economy	50

### **ICSP Priorities**

Although there are several diverse regions within the Municipality itself, collectively the range of priority issues appears to be fairly consistent across the Municipality. Distilling the issues identified through the various consultation processes, we have identified eight cross-cutting, though not rank-ordered, sustainability priorities:

1. Creating a year-round economy that contributes to sustainable livelihoods
2. Green energy needs and opportunities
3. Climate change
4. Water
5. Demographic changes
6. Development patterns
7. Transportation
8. Communication

The current conditions and trends that have led to these issues, the challenges to be addressed, and the potential opportunities throughout the Municipality are presented below.

### *Year-Round Economy and Sustainable Livelihoods*

Much of the Municipality's employment depends on tourism and associated service industries. While focus group participants saw tourism as a mainstay for the area, they also pointed out the seasonal nature of the industry as a challenge for their communities. A number commented that towns like Parrsboro have seen many Main Street storefronts become vacant because of the lack of a year-round economy, and that their communities become very "dead" through the winter months. In addition, they stated that it is very difficult to attract new families or young people to settle in the area without employment or year-round activities.

With the decline of traditional industries like forestry, a growing appreciation and utilization of the attractions the Municipality can offer, and recent initiatives undertaken through the region, tourism has the potential to continue to grow and provide employment. Recent development, particularly along the Fundy Shore, has attracted visitors from around the world and has provided world class attractions for them. As attractions, amenities, and activities in the region grow, there is opportunity for increased visitation and economic growth.

Both the focus group participants and the key informants felt there is opportunity to extend the tourism season. They cited the example of New Brunswick capitalizing on its winter season with packages and marketing to draw people in. Marketing of the region was seen as an important task to undertake, and one in which many participants felt the Municipality could play an active role. Mention was made of the existence of several organizations related to tourism throughout the Municipality, and the hope that they would all be linked in a network which would provide more benefit to the entire Municipality.

There is also seasonal economic activity around the fishery and the development of aquaculture operations. While these are economically important to the coastal areas, they too lack the stability of year-round employment. Focus group participants and key informants agreed that it is not likely that large industry will be attracted to the region, particularly outside of Amherst, but that given the Municipality's geographical location at the centre of the Maritimes, light industry (such as distribution and warehousing) could be possible. They further felt that opportunities could be made available in the more rural areas of the Municipality for small businesses and artists' colonies – an idea that has been and continues to be a successful economic development stream in the Fundy Shore region. The key to this local problem solving has been to return to the "roots of the region's past" and to foster a "co-operative atmosphere among merchants" that creates "a team playing different roles" (Tattrie 2010).

### *Renewable Energy Needs and Opportunities*

There is tremendous opportunity to develop a renewable energy sector for domestic, commercial, and industrial use and for export. This opportunity is based on the region's geography, low population density and of course the local natural assets including the highest winds, tides, and sunshine hours. Solar, geothermal and biofuel energy have also been identified as abundant sources with development and market potential in the Municipality. The current and future human energy demands and the opportunities provided by these natural resources has the ability to position the Municipality as a self-sufficient, forward-thinking leader in sustainable energy.

This effort has already been set in motion; the Municipality and the Town of Springhill have partnered with CREDA to undertake a Regional Energy Strategy for Cumberland County. A Green Industrial Park concept has been identified (in partnership with the Town of Springhill) as a potential pathway to realizing this strategy. Though at the time of this ICSP preparation, the Energy Strategy is in draft form, it offers detailed description of the potential of the various renewable and alternative energy sources for the Municipality. The following is a summary of particular wind, tidal, solar geothermal and bio- energy potential that is largely based on information from the Energy Strategy draft document (AECOM 2009).

Wind power in Cumberland County has in recent years gone from a concept to reality. Currently, approximately 5.8 MW of power is being generated from wind in the Municipality and this is expected to increase with new projects that are either in development, approval or proposal stages. Within the Municipality, the areas with the highest wind speeds are found along the coast of Cape Chignecto and Advocate Harbour, with additional potential throughout the Cobequid Mountains and along the coast of the Northumberland Strait. The sparsely populated areas of Cape Chignecto and Advocate Harbour and the largely unpopulated region of the Cobequid Mountains also make wind power a feasible.

Taking advantage of energy from the highest tides in the world is also becoming closer to reality. A \$10-million research and demonstration facility has been set up in the Minas Basin, near Parrsboro, and the first turbine has been lowered (CBC 2009b) in order to test the commercial potential of the turbines, their environmental effects and winter survivability (CBC 2009a, b). CBC (2009b) reports that an estimated 300 MWs of power could be generated from the Minas Basin. Cumberland Basin and Cape Enrage (in New Brunswick) have also been identified as areas adjacent to Cumberland County with tidal power potential. Unlike wind and solar, tides do not depend on weather conditions and therefore offer predictability (Mason 2009b) and a relatively continual energy source. The location is also ideal for exporting power to New England (Mason 2009b). These tidal power sites, located in close proximity to the shores of Cumberland County, present the opportunity for other economic development spin-offs. These include accommodation, food, and transportation services and meeting facilities during the research and planning phases. Specialized skills in engineering, handling, and transportation are required for the development and (potential) maintenance phases.

Geothermal, the natural heat generated at the earth's core, is a renewable energy source that the Municipality is taking seriously as a potential development direction. Infrastructure for geothermal energy can be installed anywhere; however, costs are more efficient if they are situated in areas that are easily excavated or at abandoned mine workings. Only 40 mine water geothermal systems are known to exist worldwide, and the abandoned mine in Springhill is a prime site for extracting energy from its flooded mine water. Currently, there are 10 organizations tapping geothermal energy in Springhill. Abandoned coal mines around Joggins are other areas in the Municipality with geothermal energy potential.

Cumberland County also has a very good solar resource in terms of its total sunshine hours. Though Amherst has been identified by Natural Resources Canada as the solar radiation "hot spot" in Nova Scotia, many communities throughout the county have comparative capacity, including Joggins, Springhill, Pugwash, Oxford, Advocate Harbour, and Wallace. In fact, the potential extends consistently throughout the county and represents a widespread potential

energy source. Currently there are three organizations that and are using solar energy technology for both commercial and residential clients. Though the sun provides enough energy to meet local/regional needs and more, the development of solar power has not developed to its potential here as it has in other parts of the world, and is particularly inhibited by the infrastructure costs of photovoltaic technology.

Bioenergy (also referred to as biomass or biofuel) is a renewable source that is derived from harnessing the stored energy in organic material such as residuals of forestry or agricultural industries (e.g. forest slash), or produced independently on underutilized land (e.g. corn). Wood heating is currently used by some commercial users; however, residential use is the most common. Other common or developing uses of wood as a fuel source include short rotation forest crops; coarse woody debris following cutting; lumber residue from pre-commercial thinning or from processing residuals (e.g., woodchips, sawdust) from wood furniture factories, sawmills, and lumber plants. While bioenergy has received recent attention as a viable option, there are still many questions as to the sustainability of wood supply and other environmental effects on such aspects as water and wildlife particularly with regard to collecting debris following forestry operations. There are also concerns associated with independently producing biofuel on land that is currently or could be used for agricultural production.

After a preliminary benefit / risk analysis based on five benefit indicators (e.g. available, reliable) and six risk indicators (e.g. capital cost, environmental impacts), AECOM (2009) determined the following ranking of realistically possible forms of renewable and alternative energy in the Municipality:

1. Ground source geothermal
2. Mine water geothermal
3. Solar thermal
4. Bio energy
4. Coal bed methane
4. Small hydroelectric
4. Solar photovoltaic
4. Natural gas
4. Wind
5. Tidal
6. Waste energy
7. Wave

This ranking of energy resources should not be interpreted as definitive as there are potentially more risks and benefits that are not considered in the analysis. For example, the current financial investment in wind and tidal power development and demonstration is possibly a strong indicator of their future realities. In this light, we may expect wind and tidal energy to move up on this ranking list. Furthermore, coal bed methane and natural gas are not considered renewable energy sources (they are considered “alternative”) and therefore may not align with the “green energy” vision and may decline in or be removed from the ranking.

Geothermal (ground source and mine water) energy, ranked number 1 and 2, is indeed the most attractive for the Municipality and its energy strategy partners. The Energy Strategy outlines details on the future development of geothermal energy and the Green Industrial Park concept.

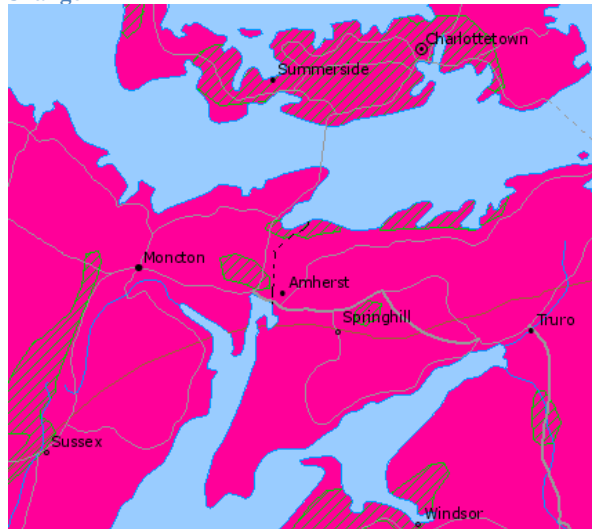
The renewable energy potential and importance as a future sector in Cumberland County was echoed in the public consultation process. Participants in four of the five focus groups identified the Municipality as a future “green energy hub” and furthermore, one that positively contributes to greenhouse gas reduction initiatives. Green energy development also has the potential to increase community sustainability in many forms, including, as already mentioned, reduced energy dependence on imported sources, stimulated economic development, job creation in research, training, mechanics, installation, maintenance, and interpretation.

### *Climate Change*

In recent years, climate change has become a reality for many communities and is now an essential aspect of community planning. The Nova Scotia Climate Change Action Plan (Province of Nova Scotia 2009a) reports that in the 20th century, the average temperature in Nova Scotia has risen by half a degree Celsius. In the next century it is expected to rise by another 2° to 4° C. Climate change is particularly real for coastal communities, such as those in Cumberland County, for which sea level rise and severe weather events are the main consequence and concern. In this region, climate change is an overarching factor that has the ability to (and already has) affect all the other aspects of planning including the economy, energy, water, development, demographics, transportation and communications.

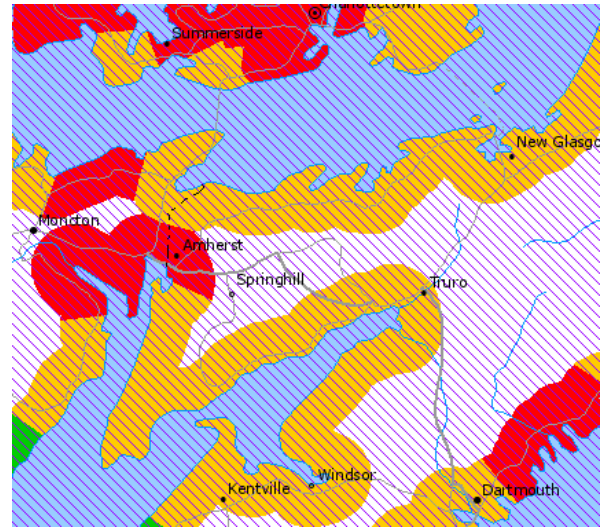
Natural Resources Canada’s (NRC) online Atlas of Canada maps a number of predicted physical changes in response to climate change (potential impact series, 2003). Figure 9 shows the sensitivity of river regions to climate change. Though Cumberland County is not an anomaly—much of the Atlantic coast shows heightened river vulnerability in the face of climate change—the region is faced with predicted increases to in-stream flow which in turn may cause increased flooding and river erosion. The Nova Scotia Climate Change Action Plan (Province of Nova Scotia 2009a) reports that extreme rainfalls that occurred only once every 50 years in the last century are likely to occur once every 10 years in this century. This has direct implications for in-stream flow and river capacity. Figure 10 shows the sensitivity of the coastlines to the expected rise in sea level. “Sensitivity” is defined as the degree to which a coastline may experience flooding, erosion, beach migration, and coastal dune destabilization changes. Over the last 100 years, the sea level rose 25 cm along the shores of Nova Scotia and it is likely to rise a further 60 cm or more by 2100 —water levels that are almost a metre higher than they were in 1900 (Province of Nova Scotia 2009a). Furthermore, storm surges that have occurred only once in the 20th century may occur up to 10 times in the next (Province of Nova Scotia 2009a). The highest storm surges around Nova Scotia usually occur along the upper Bay of Fundy and the Northumberland Shore (Province of Nova Scotia 2009c), both adjacent to Cumberland County. These two variables (river and sea level rise) show the largest vulnerability of the Atlantic region in general and Cumberland County in particular (NRC 2003).

**Figure 9. Sensitivity of River Regions to Climate Change**



Less sensitive and less vulnerable  
 Sensitive and less vulnerable  
 More sensitive and vulnerable  
 Agricultural and urbanized areas  
 Source: Ashmore and Church 2000

**Figure 10. Coastal Sensitivity to Sea-level Rise**



Low  
 Moderate  
 High  
 Present day submerging areas  
 Source: Shaw et al. 1998.

Nova Scotia, including Cumberland County, is particularly vulnerable to potential impacts of climate change because most of the population and associated infrastructure is found along the coast. Infrastructure that was not originally built to withstand changes to the local environment and more frequent subjection to water (flooding, rain, sea level rise), winds, wave attack, erosion, and land subsidence, is at risk of damage and failure (Province of Nova Scotia 2009a). This is particularly true of the dykelands in Cumberland County (Province of Nova Scotia 2009c).

Important sectors of the economy are also at risk of climate change impacts (Province of Nova Scotia 2009a). Fishing ports, communities, and infrastructure may be subject to physical environmental changes that affect operations while changes to the ocean temperature, depth and currents could possibly affect migratory patterns of commercial fish species. Forestry and agricultural industries may also experience further setbacks due to climate change. With respect to forestry, timber production may be affected by more frequent and severe fires, younger stands, a decrease in carbon storage (NRC 2009), insect, disease and storm damage, changes to commercial species composition and shorter winter harvesting periods (Williamson et al. 2009). In particular, the maple sugar industry, which is worth on average \$1.1-million / year (2000-2008) at the farm gate in Nova Scotia (over 80% of taps are in Cumberland County), is very sensitive to abnormal night and day time temperatures (Willigar 2009). Other agricultural producers may be confronted with unsettled weather patterns including extreme periods of precipitation and drought, disease and insect outbreaks, and decreased length of winter cover. There has been tremendous investment in renewable energy development in the Municipality with research and demonstration of tidal power and installation and commercial use of wind power. Climate change in the form of increased number and intensity of storm surges has the potential to damage large and costly infrastructure. Finally, tourism, an important and growing

economy in the Municipality, which relies on coastal vistas, beaches and dunes and ocean-based activities is extremely climate and coastal change sensitive.

To date, Cumberland County has prepared for potential climate change impacts by identifying the emergency response protocol for a number of events that are directly, indirectly, or exacerbated by climate change:

- Severe Storm – Hurricane
- Severe Ice Storm
- Severe Storm – Blizzard/Snow
- Prolonged Power Failure
- Forest Fire – Major Rural
- Flood
- Disasters in Nearby Areas
- Epidemic – Human or Animal

### Water

Water is life; without water people and communities cannot exist. Individuals, businesses and industry all need access to clean water and therefore, the availability and quality of water dictates many (if not all) aspects of community planning. Without adequate water quantity and quality, a community is inhibited of future growth and development.

This is a particular issue in the Village of Pugwash, which has the potential to become a major tourist destination in the Municipality. The redevelopment of the waterfront (including increasing the capacity of the marina), adding visitor accommodations, improving community services such as the public library, and maintaining and enhancing important historical sites have all been identified as priorities for this community in order to attract visitors and new residents. However, this growth and development cannot go forward in the absence of sufficient water and sewer infrastructure that is needed to support both the development phase, and an increase in visitors and new residents and their activities.

Water (and sewer/wastewater) has also been identified as an important priority by other communities throughout the Municipality. Water is a basic need and everyone in the Municipality should be able to access clean water. Many focus group participants were adamant that the basic needs of clean water for current residents need to be met before all else – it is the primal basis of health, quality of life, population retention, and the economy.

The majority of drinking water in rural communities throughout the Municipality is supplied by privately drilled wells tapping underground aquifers. Although typically residential and commercial users throughout these communities have adequate on-site water supplies, some residents report experiences with foul odor and/or taste (CBCL 2005) or wells running dry (and must be extended deeper and deeper). A groundwater assessment in the communities of Joggins, River Hebert, Maccan and Pugwash (CBCL 2005) found that the majority of wells in these areas (those surveyed) were not constructed with proper casing and sealing and many were found not to have proper well caps. In addition, there was evidence of improper well positioning,



installation, upkeep, and surrounding land uses (relative to potential contaminants) – all factors that could potentially lead to reduced potable water quality.

Sewage and wastewater are currently managed by eight treatment systems (Table 6) while the rest are serviced by private septic fields. While it is recognized that centralization of both water and sewage mains in rural areas is difficult and extremely costly, improvements to the current system are necessary, including incentives and programs for private owners to upkeep and replace existing systems.

**Table 6. Wastewater Treatment throughout the Municipality**

<b>Community</b>	<b>Treatment Type</b>	<b>Number of Buildings Served</b>
Amherst Marsh, Surrounding Amherst	2 cell aerated lagoon	25
Biggs Drive, Surrounding Amherst	Trickling filter	15
Joggins	2 cell aerated lagoon	165
Maccan	NA	70
Pugwash	Sequencing batch reactor	386
River Hebert East	Single cell facultative lagoon with wetland	92
River Hebert West	2 cell aerated lagoon with wetland	184
Wallace	2 cell aerated lagoon	124

Source: Streach 2009.

Surface water and watersheds are also important components of water management. In the focus groups there was concern raised over an increase in river and stream flooding in some communities and the subsequent environmental effects, including the potential overflow of sewage and the effects of this on downstream users of the water resources. It was felt that this was an especially important issue, considering climate change trends and the potential for future flooding. A regional watershed planning approach that takes into consideration upland and downstream users, recognizing that water moves over land and through communities, is increasingly becoming a standard component of land use planning. Watersheds (source or non-source) do not typically align well with geographical and jurisdictional boundaries and therefore it is important for communities and government agencies to work cooperatively to ensure adequate protection. Neither the Municipality nor the Province has a water strategy – for source water protection or otherwise. The Province of Nova Scotia, however, is currently undergoing this process as part of the Environmental Goals and Sustainable Prosperity Act (2007; Province of Nova Scotia 2009b). Under this Act, the Province is also developing a wetlands policy that would ensure no net loss of wetlands, though this has been met with some public concern, particularly by the agricultural (Cole 2009a) and forestry communities.

### Demographic Changes

The population of the Municipality is 16,021 (Statistics Canada 2006a, b, c, d). This represents roughly half of the total population living within the Cumberland County boundaries; the other half live in one of the four towns of Amherst, Oxford, Springhill and Parrsboro. The population distribution has been discussed previously and is presented in Figures 4, 5 and 6.

Nearly 60% of the population of the Municipality is between the ages of 35 to 74, and nearly half of that group is either retirees or baby boomers who are approaching retirement. Young singles and families make up the bulk of the remainder, but the group with those available for regular full-time employment (20 to 34) makes up only about 12% of the population. This presents a challenge for communities and businesses throughout the county in terms of growth, education, labour force, community vitality, recreation and culture.

Like elsewhere in the Maritimes and across Canada, small rural communities are experiencing these dramatic demographic changes. Facilitated by many factors including an increase in personal mobility, decrease in local employment options, and urban preferences, rural communities are experiencing a decline in youth leading to an overall aging population.

Youth retention was an important issue in all five focus groups held throughout the Municipality. Business leaders and others who acted as key informants also pointed out the need for retaining youth and attracting young families. Key informants stated that everyone in the area is drawing from the same labour pool but that the labour pool is not what it was 10 years ago. This makes it difficult to attract new businesses to the area once potential employers recognize the lack of skilled labour available. In addition, the rural communities are losing population because of youth migration, which in turn leads to the threat of local schools closing, fewer recreational activities offered, and closure of local businesses.

Between 1999 and 2004, Cumberland County lost 600 more youth in the 18-24 age range than they gained (Statistics Canada 2006 c.f. RSTP 2006). In order to address ways of retaining young people, CREDA began a Youth Retention and Attraction Project (YRAP) in May 2008 (CREDA 2009a). The YRAP is aimed at directly addressing the challenge of youth retention and attraction in a strategic manner. Some of the initiatives undertaken through the YRAP include:

- Youth Led Community Capacity Building Project
- Ask YOUth program to give youth an opportunity to voice their opinions
- BeYOUth Blast to bring all you involved from each school together to help streamline the approach across schools
- Parents as Career Coaches
- Cumberland Care Kits, packages put together for youth who are away at post-secondary institutions
- Our Business World & A Business of Our Own are programs developed by Junior Achievers and take part in the classroom
- Youth Town Council, already developed in Parrsboro
- Who's Who, developing a database of the County's youth

### Development Patterns

Cumberland County has a diverse mix of land uses. The dominant land use issues within the jurisdiction of the Municipality include developing residential suburban areas around the incorporated towns, declining populations in some rural areas, intensive livestock operations, logging and forestry operations, as well as commercial and industrial uses of varying scales (Municipal Planning Strategy 2005). There are growth cluster areas around the Town of

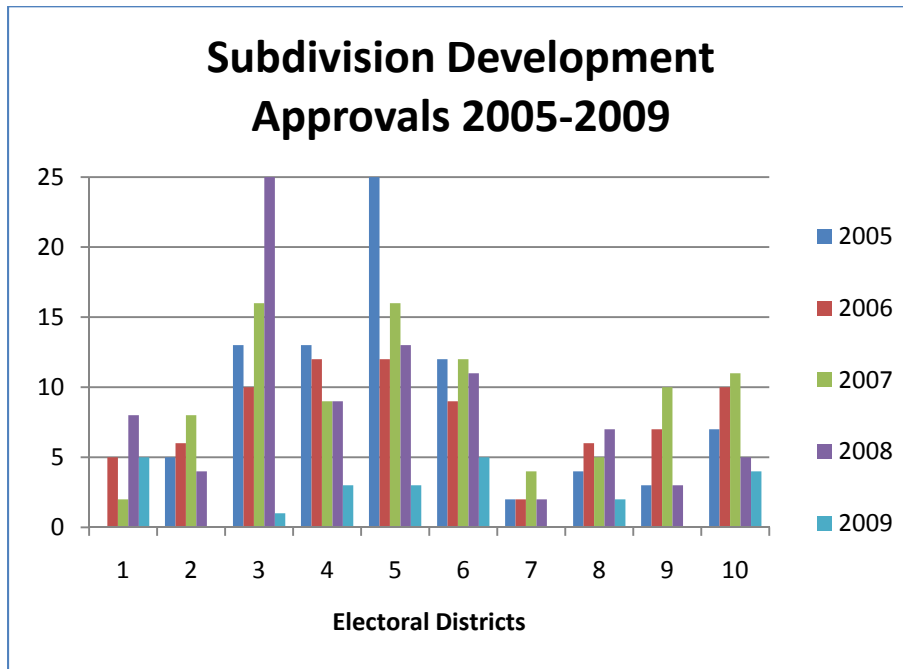
Amherst, Pugwash, and Wallace; cottage development growth along the Northumberland Shore and in the Collingwood-Wentworth area; and a general ribbon-sprawl pattern of development throughout the Municipality. The following discussion and Figures 11 and 12 present these development trends in relation to the subdivision and lot permit approvals within the 10 municipal electoral districts.

As noted in Figure 4, while the population of Cumberland County in general is declining, the population along the Northumberland Shore (Subdivision C) is increasing. New subdivision approvals were fairly steady over the most recent five-year period (Figure 11), averaging approximately 87 per year; however, the number of lots approved for development has dropped over the years and was at a low in 2009 (as of June 30) (Figure 12).

Over the 5 year period, most of the development (subdivisions and lots) taking place throughout the Municipality has been in Districts 3, 4, 5, and 6 (the area along the Northumberland Shore and back inland toward Wentworth) with very little in District 7 (around Oxford). The most recent development (2009), although lower than in most previous years, is seen in Districts 1 and 6 (Figures 11 and 12).

This kind of development has implications for infrastructure investment and service delivery. Along the Northumberland Shore, an increase in building permits without appropriate land use policies could mean that haphazard sprawling ribbon development takes place which does not meet with the desires of established residents or businesses, or the vision for the area, for example in promoting tourism development. Along the Fundy Shore, there may be concern that with the arrival of tidal power and more construction coupled with a virtually non-existent land use strategy, the same kinds of things may occur. An increase in business activity associated with tourism development and/or industrial development could mean increased demand for infrastructure, particularly in the form of water and sewer, as well as lighting, sidewalks, and delivery of fire, policing, health and education services.

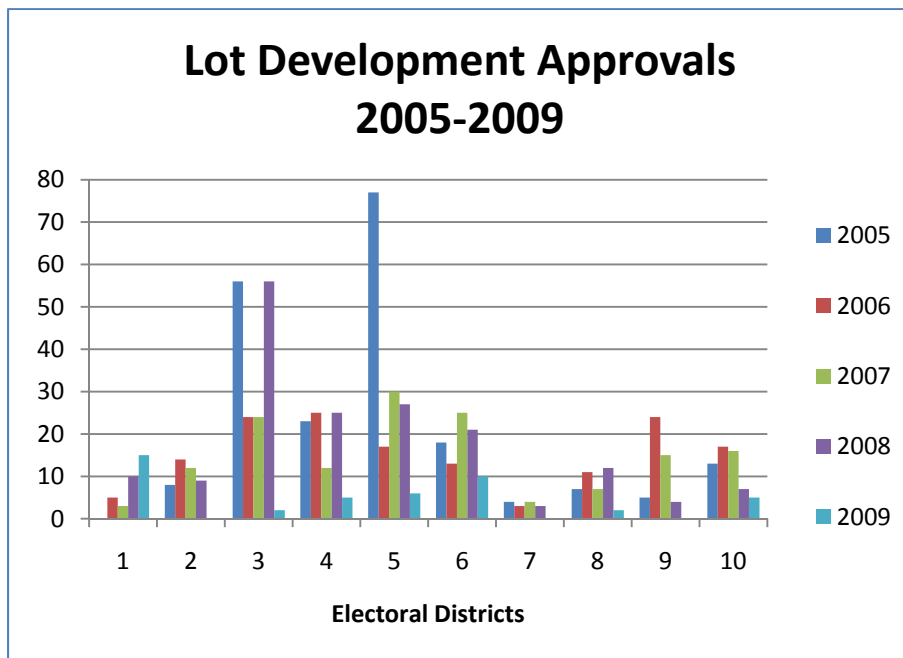
Figure 11. Subdivision Development Approvals by Municipal Electoral District, 2005-2009



Note: The year 2009 only includes permits issued up until June 30.

Source: Municipality of the County of Cumberland Building Permit Summaries, 2000 – 2009

Figure 12. Lot Development Approvals by Municipal Electoral District, 2005-2009



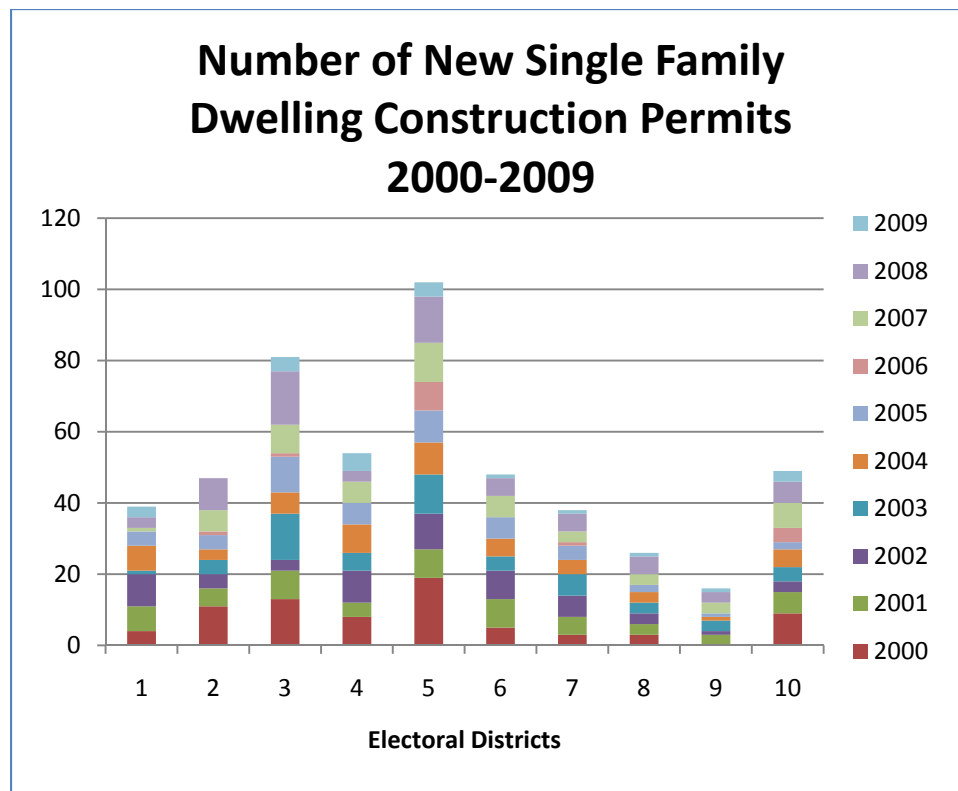
Note: The year 2009 only includes permits issued up until June 30.

Source: Municipality of the County of Cumberland Building Permit Summaries, 2000 – 2009

Subdivision and lot approvals are a precursor to new construction. Figure 13 shows single family dwelling construction over the ten-year period of 2000-2009. With the exception of 2006 (with only 15), on average, 58 new homes have been built in the municipality each year. District 3 (along the north shore) and District 5 (surrounding Wallace) have seen the largest number of new homes in the last 10 years, with new home construction lowest in District 8 (Southampton/Halfway River area) and District 9 (Joggins/River Hebert area).

Should this trend continue, there are implications for transportation and potable water demand, among other things. More people living in specific rural areas could mean an increased demand for public transportation as well as accessible transportation. Many of the focus group participants noted a lack of potable water presently available; new homes built in areas with problematic water supply issues could present future challenges.

**Figure 13. New Single Family Residential Construction, Number of Permits Issued by Municipal Electoral District, 2000-2009**



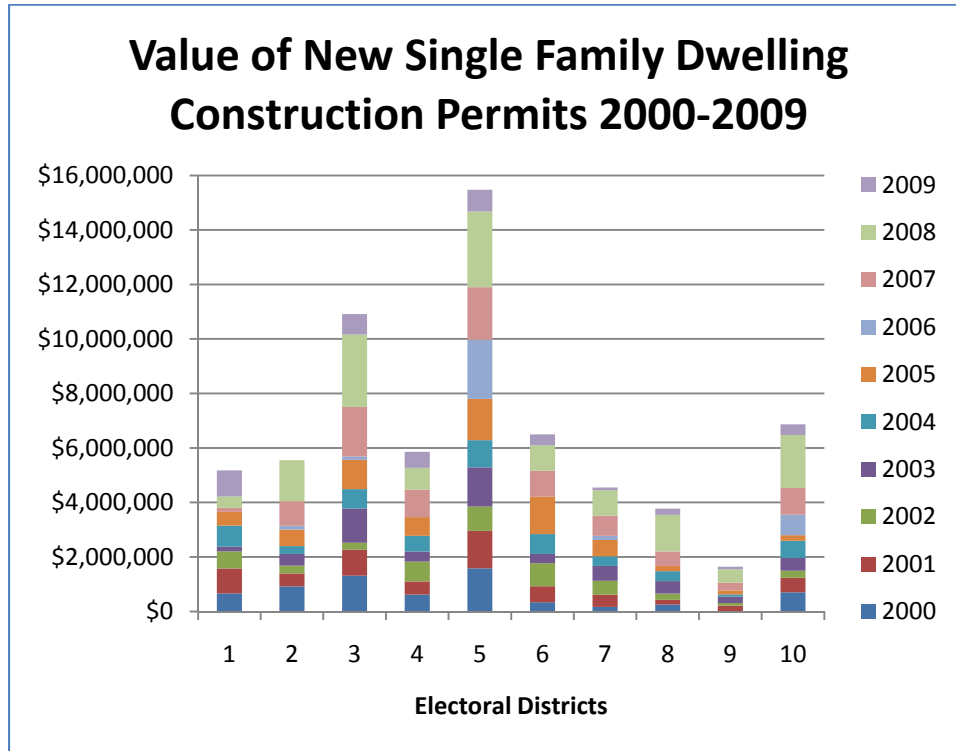
Note: The year 2009 only includes permits issued up until June 30.

Source: Municipality of the County of Cumberland Building Permit Summaries, 2000 – 2009

As shown in Figure 14, the largest total permit values in the Municipality occurred in 2007 and 2008. The highest total values are in Districts 3 and 5 and the lowest are in Districts 8 and 9. These permit values reflect numbers from the Figure 13 showing the increased activity along the Northumberland Shore and less activity in the western portions of the Municipality and along the mostly uninhabited portion of Chignecto Bay. Over the last 5 years, Districts 4 and 9 have had

the lowest average new family dwelling construction permit values while Districts 5, 8, and 10 have seen the highest average values (Table 7).

Figure 14. Value of New Single Family Residential Construction Permits Issued by Municipal Electoral District 2005-2009



Note: The year 2009 only includes permits issued up until June 30.

Source: Municipality of the County of Cumberland Building Permit Summaries 2000 – 2009

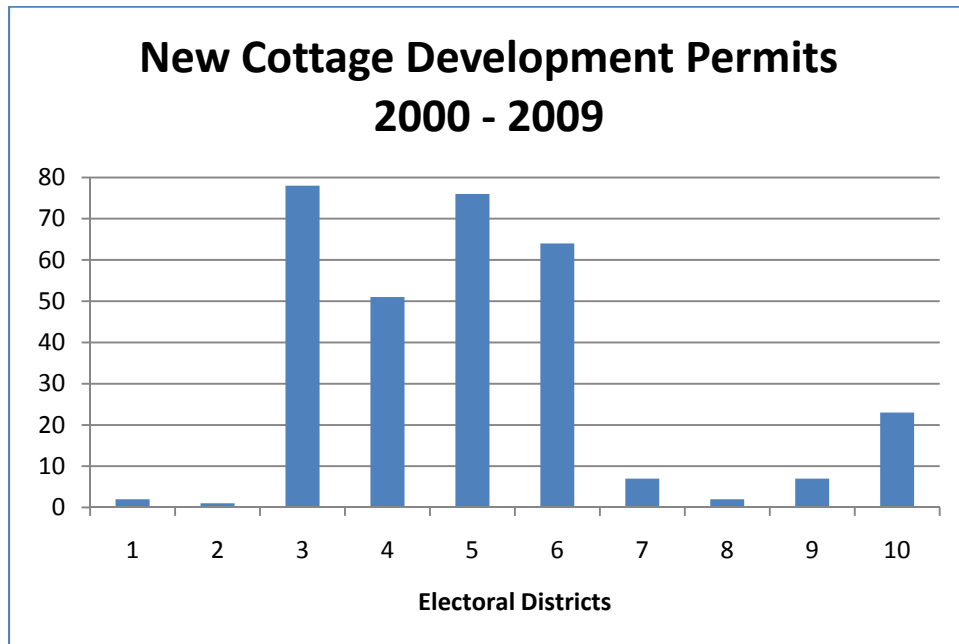
Table 7. Average Value of New Single Family Residential Construction Permits Issued by Municipal Electoral District, 2005 – 2009

District	Average
1	\$132,775
2	\$118,097
3	\$118,550
4	\$108,473
5	\$151,688
6	\$135,425
7	\$119,707
8	\$145,060
9	\$102,509
10	\$140,107
<b>Totals</b>	<b>\$132,601</b>

Source: Municipality of the County of Cumberland Building Permit Summaries 2000 – 2009  
 Cottage development over the past 10 years has largely been concentrated in Districts 3, 4, 5, and 6, along the Northumberland Shore and inland toward Wentworth (Figure 15). There has been little cottage development elsewhere. In particular it is noticeable that in District 10 (the Fundy Shore area) there have been just 23 permit approvals over the past 10 years – a stark comparison to cottage development on the Northumberland Strait. The average permit values over the past 10 years have been over \$80,000 with the highest of these in Districts 7 and 10 (Figure 16).

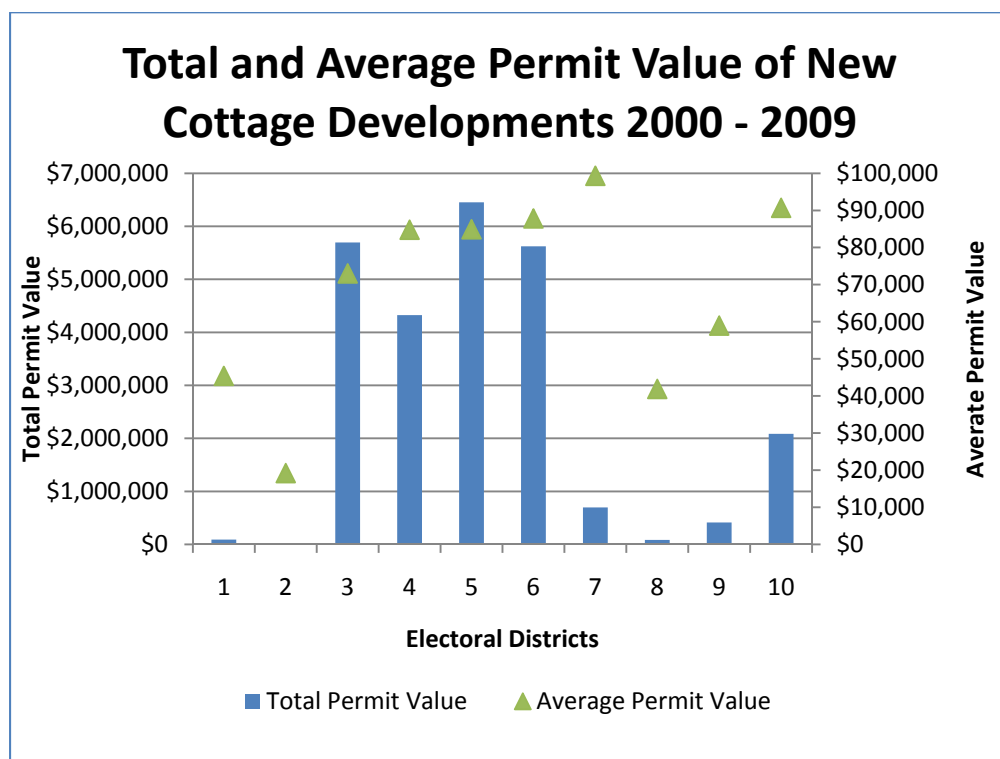
Higher value cottages have the potential to be converted to year-round homes or at the least to dwellings that can be occupied for longer periods during the year. Again this presents challenges in infrastructure and service delivery, particularly in relation to transportation, water supply, and sewer/wastewater.

Figure 15. Total New Cottage Development Permits, by Municipal Electoral District, 2000 –2009



Source: Municipality of the County of Cumberland Building Permit Summaries, 2000 – 2009

Figure 16. Total and Average Permit Value of New Cottage Development by Municipal Electoral Districts 2000-2009



Source: Municipality of the County of Cumberland Building Permit Summaries, 2000 – 2009

All of the development pattern data presented in this section very clearly indicates that there are certain areas of the municipality that are undergoing higher development activity than others (Districts 3, 4, 5 and 6). The Municipality should consider if these trends present a signal that specific areas warrant infrastructure development in response to the nature of development demand. It may also present the opportunity to consider if there are additional areas in the Municipality where infrastructure should be located to encourage development in an appropriate and planned manner (i.e., in clusters and hamlets, rather than fostering highway ribbon development).

**Transportation**

Cumberland County is geographically large and some areas have a very sparse population density. Some parts of the county are wilderness areas which present physical challenges associated with coastal areas, steep hills, dense forest, and rock outcroppings. Participants in each of the five focus groups mentioned transportation as one of the most important issues of concern for their area, and “transportation” denoted a number of things:

- The quality of local roads and highways is an issue. Many roads throughout the rural areas of the Municipality are narrow, winding, and in need of repair, making them not only difficult for local citizens to negotiate but very challenging for tourists with large trailers or RVs, or bus tours. The potential for construction and construction vehicles



along the Fundy Shore with the advent of tidal power means that road upgrading and improvement will need to take place.

- With the development of the Joggins UNESCO World Heritage Site, roads in that part of the Municipality have improved. This should lead to better access for citizens and tourists; however, signage needs to be developed to help promote this area better.
- Accessibility is an issue to several groups. Those with disabilities need to travel to larger centres for goods and services, social interaction, and so on. Seniors need to access the same things, as do youth. There has been a van service introduced recently; however, the perception is that it is only for those with disabilities. In addition, there already exists the Cumberland County Transportations Society which serves the SPAR district (Southampton, Parrsboro, Advocate and Region) with van service which, with support and funding, could be expanded. Outside of these ventures, there are no real public transportation services in the Municipality. Acadian Bus Lines does provide passenger and parcel service to points east and west, however there are a limited number of stops in the Municipality (CREMA 2008).
- Public transportation could be promoted as an alternative to driving many cars, a more green way of getting to where you need to go, and a more sustainable method of travel. In addition, it could lead to a reduction in the current abuse of ambulance services, since many people call an ambulance for non-emergency services.

### Communication Needs

Cumberland County is experiencing a lack of traditional media outlets such as local newspapers and radio stations. There is only one public radio station broadcasting from within the county – CKDH AM 90, with offices in Amherst. The signal from this station can only be received easily in the central portions of the county. People in other areas tend to rely on a variety of stations broadcasting from New Brunswick, Prince Edward Island, Colchester County and the Annapolis Valley (CREMA 2008). There is, however, a local radio station (Tantramar Community Radio) in development stages. The only local daily newspaper is the Amherst Daily News and circulation tends to be concentrated in Amherst and the surrounding area. There are three weekly newspapers – The Citizen, The Springhill-Parrsboro Record, and The Oxford Journal (CREMA 2008). Television service is provided by cable to some areas of the county. Many of the more rural areas of the county must rely on broadcast television signals from outside the county or on satellite services (CREMA 2008).

The present media network does not allow for advertising or promotional activities between communities. This lack of communication is pervasive throughout the municipality and with all age groups. A diversity of a communication tools and techniques is necessary to reach a broad audience. For example, a lack of traditional outlets such as radio and newspapers causes a disadvantage when trying to reach certain demographics, particularly seniors, while a lack of new and emerging outlets presents a barrier to communicating with the younger and transient populations. The latter particularly presents both an opportunity and a need to use and tap into new and popular communication techniques including Web 2.0 technologies (social media such as Facebook, Twitter, etc.) to engage a wider audience, particularly youth and the “Gen Y’ers.”

The internet can be used to its full potential as a visual media opportunity; for example, short vignettes may be created as a way to promote regional attractions or initiatives which are taking place throughout the Municipality.

## 4. Sustainable Development Goals and Actions

The environment, economy, society and culture of a community are interconnected – one cannot exist without the others. Furthermore, it is often difficult to tease apart and to compartmentalize community issues into these pillars. However, the planning issues and topics are often organized by these four major themes for organization and clarity purposes.

Within the four sustainability pillars, 26 areas have been identified through the public consultation process. Each sustainability area has an associated goal; a general statement of attainment desired by the Municipality with respect to that theme. Action items that work toward reaching each of the goals are presented. These action items represent the holistic and integrated nature of this plan; however, all actions do not necessarily fall directly (or at all) within the mandate of the municipal government. Furthermore, while many of the action items apply across the Municipality and can be applied to specific regions and communities as needs and opportunities arise, some actions identify specific regions or communities for which they are currently appropriate and of high priority.

### *Environment*

#### **Natural Assets**

*Goal: To maintain the high quality of natural assets within the Municipality, acknowledging their importance in residents' quality of life and visitor attraction.*

Action: Practice responsible stewardship of public lands.

Action: Promote and support responsible stewardship of private lands.

Action: Utilize the Municipality's natural assets in creating and expanding the eco-tourism market locally and globally.

Action: Investigate the potential for a "Dark Sky" Preserve that will protect the unique astrological conditions in the Municipality.

#### **Forests, Wildlife and Habitat**

*Goal: To protect forest resources and wildlife and their associated habitats.*

Action: Investigate the potential for a forest reforestation (planting) program to simultaneously address habitat fragmentation and a possible future sustainable forest products industry.

Action: Prioritize land preservation areas at Cape Chignecto as future development and eco-tourism opportunities are identified.

Action: Promote the uptake of the *Conservation Act* that enables private residents to provide wilderness area on private property.

Action: Continue to lobby for the preservation the Chignecto Game Sanctuary in collaboration with multi-stakeholders groups, balancing multiple uses.

Action: Facilitate and support a community-based, multi-stakeholder management plan for the Chignecto Game Sanctuary.

### **Water Quantity and Quality**

*Goal: To provide all residents and visitors with the opportunity to access and protect clean, fresh and affordable potable water.*

Action: Undertake an inventory of priority regions in need of central water supply infrastructure installation or upgrades.

Action: Develop a 15 – 20 year strategy to meet the installation and upgrade needs of central water supply systems in specific locations of the Municipality.

Action: Practice, promote/educate and support best practices for water conservation in public places, residences and businesses throughout the Municipality.

Action: Introduce agricultural and residential pesticide and nutrient management guidelines or policies.

Action: Improve, enhance, and enforce current land use development controls near watercourses and wetlands.

Action: Undertake a water resources inventory that identifies the current and potential future demands and undertake a hydrological assessment.

Action: Facilitate the development of a Municipal Water Strategy for source water protection.

### **Wastewater Management**

*Goal: To improve the untreated wastewater management standards to reflect impacts on receiving environments.*

Action: Provide public dumping stations for recreational and construction vehicles, outside of campground facilities, particularly in specific tourist regions of the County, namely the Fundy Shore, North Shore and Wallace.

Action: Continue to determine the opportunity and feasibility of the Cooperative Growth Strategy in partnership with the Town of Amherst in order to extend water infrastructure into adjacent areas of the Municipality.

Action: Sewer upgrading and installation.

Action: Implement incentives for private landowner upgrades to and installation of existing and new septic systems.

### **Land Use Planning**

*Goal: To implement innovative and forward-thinking land use planning designs for new residential, commercial and industrial developments.*

Action: Research and identify a small number of hamlet or development “focus areas” across the Municipality.

Action: Necessitate the future development of “cluster communities” in order to address concerns regarding current sprawl and “ribbon development” trends.

Action: Further development of area-specific land use planning documents, particularly for communities from Joggins around the Fundy Shore to Parrsboro, the Northumberland Shore outside of Pugwash, and the Wentworth area.

Action: Incorporate sidewalks, streetlights and green spaces into new residential development plans.

### **Climate Change**

*Goal: To increase awareness of current and future local climate changes and events and to develop community adaptation strategies.*

Action: Identify possible future climate change scenarios for the Municipality, particularly coastal areas.

Action: Develop a municipal climate change adaptation plan/strategy.

Action: Pursue adaptation planning and implementation funding opportunities through the provincial Climate Change Action Plan.

Action: Implement land use controls for new coastal development in areas prone to future sea level rise.

## *Economy*

### **Energy**

*Goal: To develop a self-sustained renewable energy sector built upon local opportunities for alternative sources including wind, tidal, solar, biofuels, geothermal and coal-bed methane.*

Action: Undertake actions on the recommendations emerging from the regional energy strategy for the Municipality (in partnership with CREDA).

Action: Ensure that any new energy development consider and minimize carbon emissions to align with Provincial and National initiatives.

Action: Provide local workforce training, particularly for construction and operation of tidal and wind power developments.

Action: Develop location priorities for wind turbine placement that considers residential and recreational properties, tourist attractions and viewsapes.

Action: Take a proactive lead on branding and marketing of tidal power, including public interpretation and local manufacturing of machinery.

### **Tourism**

*Goal: To maintain and increase the contributions of the tourism industry to the local economy and to collaboratively develop and promote the Municipality as a regional tourism destination.*

Action: Develop the Pugwash Marina as a full-service option for an increased number of small pleasure craft, tall-ships, small cruise ships and non-motorized including kayaks.

Action: Develop Blue Sea Park in Malagash, including road work and the campground/RV park.

Action: Work with groups in Pugwash to further the development of both the Cyrus Eaton Estate and the Pugwash Peace Exchange

Action: Continue the promotion of the Joggins Fossil Cliffs, including the feasibility of developing local tourist accommodations and a conference and retreat space at the Fossil Cliffs Centre location.

Action: Explore the potential of developing the Beaubassin area further as a tourism and historical destination.

Action: Develop a tourism package for attracting large group tours including bus and cruise tours.

Action: Improve the quality and volume of directional signage to existing tourist attractions.

Action: Facilitate a regional approach and partnerships to promote the Municipality as a regional tourism destination.

Action: Undertake a marketing study to determine the current and potential tourism audience, including demographics, length of stay and services required to accommodate different groups.

Action: Undertake a social marketing campaign to promote tourism opportunities to the different audiences identified in previous market study.

Action: Undertake a marketing strategy to capitalize on shoulder and winter tourism season opportunities.

Action: Support and facilitate development of diverse accommodations including motels, campgrounds, bed and breakfasts and hostels throughout the Municipality, particularly in Pugwash and Joggins.

Action: Build upon existing infrastructure investments, particularly the Joggins Fossil Cliffs Centre and Parrsboro areas, to expand tourism potential.

Action: Identify opportunities for the further recreational and eco-tourism development of Cape Chignecto.

Action: Eco-touristically promote the unique culture of world-class salmon fishing opportunities on the River Philip that simultaneously foster habitat protection and stewardship.

Action: Identify the potential and location for a conference centre and services that could attract professional meetings, retreats and other group gatherings to the Municipality.

### **Agriculture and Local Community Resilience**

*Goal: To maintain current agricultural activities while removing barriers and creating opportunities for further agricultural development that fosters local community resilience.*

Action: Adjust the day and hours of operation of the current farmers' market in the Amherst area so that the farmers' market is more accessible to the general public (for example, in the evenings and on weekends).

Action: Determine the feasibility of creating new farmers markets throughout the Municipality.

Action: Determine the feasibility of a Community Supported Agriculture initiative.

Action: Promote and support best management and land use practices for soil and water conservation by agricultural landowners.

Action: Undertake a marketing study for new product opportunities (e.g. cranberries and peat moss).

Action: Undertake a marketing study for further development of existing and new ventures within successful market segments such as vineyards.

Action: Network and partner with local agricultural producers groups to promote local agricultural products, particularly in area grocery stores.

Action: Develop a directory of area producers and local products and where to purchase the products.

Action: Identify interest in and provide support for community garden initiatives, particularly in areas like Amherst (Central Planning area), Pugwash, Joggins, and Advocate.

Action: Establish a government controlled permitting system for high-level biosolid spreading on agricultural land.

### **Employment and Local Business**

*Goal: To maintain and generate high quality employment opportunities that financially supports the current local cost of living.*

*Goal: To encourage and enable growth centres that facilitate an increase in local small-business development.*

Action: Identify, facilitate and promote opportunities to develop light industry throughout the Municipality, in areas such as the Central Planning area, Pugwash, Joggins/River Hebert, and the Advocate/Parrsboro area.

Action: Support “main street” and community entry improvements and beautification projects in Joggins, River Hebert, Wallace, Collingwood and Pugwash.

Action: Review regulatory considerations such as zoning by-laws and planning enforcement associated with property development along highways and along roads leading into town municipalities and settlement clusters.

Action: Identify and inventory essential services and key businesses that are required in each of the Municipality’s rural communities.

Action: Partner with CREDA to prioritize and facilitate the development of essential services and key business needs.

## *Society*

### **Health Care**

*Goal: To provide all residents with the opportunity to acquire accessible, timely and affordable local health care services.*

Action: Maintain existing health care facilities throughout the Municipality.

Action: Support and become involved in existing professional recruitment campaign efforts of the Cumberland Regional Health Authority.

### **Transportation**

*Goal: To provide all residents and visitors with high quality, accessible and affordable transportation systems and networks.*

Action: Identify priorities for road upgrades throughout the Municipality and provide the list to the Department of Transportation and Infrastructure Renewal.

Action: Build upon existing public transportation efforts currently in the SPAR (Southampton, Parrsboro, Advocate and Region) district by Cumberland County Transportation Services, to other areas outside of this region.

Action: Develop or support an education campaign to promote and clarify perceptions of the currently available public transportation services.

Action: Determine the feasibility of developing a comprehensive regional public transportation system throughout the Municipality.

Action: Facilitate and support the development of increased taxi and shuttle services throughout the Municipality.

Action: Improve directional and service signage throughout the Municipality.

Action: Promote and facilitate active transportation by Municipality residents through an increase in sidewalks, trails, secondary and tertiary highway shoulders and bike paths.

### **Education**

*Goal: To maintain local schools and to provide high quality and affordable educational and leadership development opportunities.*

Action: Identify possible markets for adult education, particularly night classes, in partnership with community colleges.

Action: Create partnerships with schools and local business(es) about awareness of employment possibilities and business possibilities that local young people could aspire to and be aware of.



Action: Work with the school district and the provincial Dept. of Education to find ways to expand the range of programs delivered throughout Municipal schools (French immersion, music etc.).

Action: Encourage each PSSC to influence more local content across the curriculum in each of the schools (use of local resources like tides, fossils etc.).

Action: Provide meaningful informal and formal leadership opportunities for youth and adults through local service clubs, job shadowing, etc.

Action: Encourage and provide incentives for businesses to provide opportunities for employment (full training, on-the-job training and mentoring for new employees).

### **Welcoming Communities**

*Goal: To acknowledge that attracting and retaining immigrants is a viable strategy for population growth and becoming a welcoming community for those in need of and/or wanting a new place to live, work and play.*

Action: Work to meet the recommendations set out in CREDA's Repopulation Strategy.

Action: Conduct a service needs assessment among the existing immigrant population and an inventory of resources available to support immigration.

### **Community Governance**

*Goal: To work collaboratively as a region (between communities within the Municipality and between municipalities) in order to minimize competition and maximize resources.*

Action: Adopt a regional approach for planning, development and municipal promotion.

Action: Encourage more effective representation of non-residents by elected officials.

### **Rural Community Services**

*Goal: To maintain basic rural services that are necessities for a viable community for residents and for provision of amenities for visitors and businesses.*

Action: Lobby for the retention of services like local banks and post offices.

Action: Increase early childhood services including daycare and parent-child programs.

Action: Provide incentives to support non-profit organizations that provide many community services and activities.

## **Recreation**

*Goal: To ensure that residents have access to recreational activities that enhance quality of life including physical, mental and social well-being.*

Action: Facilitate the coordination of current and future recreational services and programs by different organizations so that they do not overlap.

Action: Support development of unique water- and ocean-based activities including boat tours, kayaking, scuba diving, etc. for both residents and visitors.

Action: Continue to collaboratively develop a plan for Chignecto Game Sanctuary that maintains existing trails supporting many diverse recreational activities.

Action: Continue to advocate for the connection of the Trans Canada Trail to New Brunswick across the Isthmus of Chignecto.

Action: Emphasize and support recreational services and programs for lower incomes families.

Action: Upgrades and renovations to existing recreational facilities, including YMCA.

Action: Develop a visitor guide for “100 Cumberland County Day Trips.”

Action: Utilize existing dykelands in the Amherst area to develop and expand recreational opportunities.

Action: Develop cycling loops connecting communities throughout the Municipality.

## **Youth**

*Goal: To provide meaningful, challenging and competitive opportunities in order to retain and attract young professionals and their families.*

Action: Engage youth and young professionals in a retention and attraction needs assessment.

Action: Offer scholarships and bursaries to local graduates who intend to stay in the community, possibly for youth entrepreneurs interested in starting new businesses.

Action: Provide and facilitate opportunities for youth to become involved in the development, implementation and running of youth activities in their communities.

Action: Encourage and provide incentives for employers to reduce job experience requirements and provide more on-the-job training for new, young recruits.

## **Seniors**

*Goal: To promote communities as attractive places to retire, to ensure that they are accessible and “friendly” for seniors, and to identify new and emerging markets for primary care services.*

Action: Take advantage of current demographic trends and promote the Municipality as an ideal retirement location.

Action: Determine accessibility needs for seniors in public spaces.

Action: Undertake seniors’ services needs assessment and marketing study to determine the opportunities to develop a Level 1 care sector.

Action: Identify seniors’ housing demand and supply.

Action: Identify seniors’ transportation needs and promote current options including the Cumberland County Transportation Service.

Action: Identify funding opportunities and participate in programs such as the Age Friendly Communities Program.

## **Human Resources**

*Goal: Work toward building the volunteer base throughout the Municipality and ensure meaningful and motivating opportunities for their participation.*

Action: Provide volunteer opportunity and training events; invite young people and others to participate.

Action: Facilitate coordinated leadership efforts within and between communities in order to bring together creativity, ideas and common goals and outcomes.

## **Safety**

*Goal: To ensure communities remain safe places to live, work and play.*

Action: Identify roads in need of street lights and prioritize installation projects.

Action: Work with provincial government to ensure highway shoulders are safe for pedestrians and that more sidewalks can be installed where possible.

Action: Maintain current level of policing throughout the Municipality.

## **Culture**

### **Heritage**

*Goal: To preserve and promote the cultural heritage of the region to residents and visitors.*

Action: Organize local festivals that promote local heritage and attract visitors.

Action: Celebrate, heighten and promote the historical accomplishments of the Pugwash Peace Exchange.

Action: Prioritize the redevelopment of historic cultural sites and properties throughout the Municipality.

Action: Create a database of current heritage attractions throughout the Municipality.

Action: Incorporate Municipal museums into the Tourism Strategy and marketing campaigns.

### **Arts**

*Goal: To build upon and promote the existing artistic capacity throughout the Municipality.*

Action: More efficient utilization of community park spaces as outdoor venues for music and artistic activities

Action: Build upon Parrsboro's Band Hall and the Ship's Company Theatre infrastructure and success to create new opportunities such as artist retreat locations, musical events, studio/gallery space, music camps, drama school, etc. that will have an impact on the larger region.

### **Natural History**

*Goal: To preserve, protect and promote the unique natural history and phenomena of the region.*

Action: Continued public interpretation and experience of natural history and phenomena of the region through a variety of avenues including museums, interpretative centres and signage, schools and guided tours.

### **Communication and Libraries**

*Goal: To diversify communication strategies throughout the Municipality in order to capture diverse audiences.*

Action: Continue support for current development of a local radio station, Tanramar Community Radio.

Action: Develop a web-based marketing strategy that includes social networking tools and Web 2.0 technologies to promote Municipal initiatives, particularly tourism.

Action: Undertake feasibility study for development and distribution of cellular telephone service throughout the Municipality.

Action: Continue to provide resource support to public internet access sites throughout the Municipality.

Action: Continue to provide resource support for public library operations and programming.

Action: Invest in upgrades to current public library facilities, particularly the Pugwash public library.

## **5. Infrastructure Investment Areas and Eligible Projects**

Existing documents, survey results, interviews and focus groups were used to develop a list of potential infrastructure investment areas. This list is not a priority list, and many items do not fall under the responsibility of the Municipality and are not considered “eligible” projects within this ICSP. They do represent, however, a detailed “wish list” that stakeholders throughout the Municipality feel need to be addressed in the name of sustainability (Table 8).

**Table 8. Infrastructure “Wish List” Identified by Various Community Stakeholders**

<b>Stakeholder Group</b>	<b>Infrastructure Investment Areas (not prioritized)</b>
<b>Focus Groups and Key Informants</b>	<ul style="list-style-type: none"> <li>• Water (wastewater, drinking water)</li> <li>• Sewage (treatment, private septic)</li> <li>• Transportation (public)</li> <li>• Sidewalks/street lights</li> <li>• Libraries</li> <li>• Recreational facilities</li> <li>• Energy development</li> <li>• Tourism and road signage (directional, services, attraction)</li> <li>• Roads (paving, lighting, shoulders)</li> <li>• Restaurants/accommodations/fuel services</li> <li>• Accessibility infrastructure</li> <li>• Flood control</li> <li>• Residential/industrial development/infrastructure</li> <li>• Seniors housing</li> <li>• Cellular services</li> <li>• Main Street improvements/beautification</li> <li>• Local radio</li> <li>• Marinas</li> </ul>
<b>Cottage Owners</b>	<ul style="list-style-type: none"> <li>• Garbage collection</li> <li>• Recycling options</li> <li>• Broadband/high speed internet</li> <li>• Resort development</li> <li>• Trails</li> <li>• Marinas</li> <li>• Bridge at Northport</li> <li>• Roads (paving, lighting, power lines)</li> </ul>
<b>YMCA</b>	<ul style="list-style-type: none"> <li>• YMCA Facility renewal (physical building, water, heating, air)</li> </ul>
<b>Cumberland Regional Economic Development Association (CREDA)</b>	<ul style="list-style-type: none"> <li>• Cape Chignecto (Eatonville site) green interpretative facilities</li> <li>• Cape d’Or infrastructure and site enhancement (building, water and sewage; signage; trail upgrade/enhancement)</li> <li>• Fundy Geological Museum expansion and enhancement</li> <li>• Scenic look-offs along Fundy Shore</li> <li>• Joggins Main Street beautification</li> <li>• Pugwash Main Street enhancement</li> <li>• Broadband internet</li> </ul>

Stakeholder Group	Infrastructure Investment Areas (not prioritized)
<p style="text-align: center;"><b>Municipality of the County of Cumberland<sup>6</sup></b></p>	<ul style="list-style-type: none"> <li>• Biggs Drive sewage treatment upgrade<sup>7</sup></li> <li>• Maccan Sewage Treatment Plant</li> <li>• Fire service infrastructure and/or apparatus<sup>7</sup></li> <li>• Community radio</li> <li>• North Cumberland Memorial Hospital</li> <li>• Advocate Hospital expansion</li> <li>• Active transportation</li> <li>• Green Industrial Park (partnership with Springhill)</li> <li>• Soccer complex</li> <li>• Curbside organics collection</li> <li>• 3-stream curbside waste collection</li> <li>• LED streetlights</li> <li>• Pugwash infrastructure (waterfront redevelopment, marina, Cyrus Eaton Estate, potable water supply, sidewalks, Peace Exchange, sewer extension, community centre and library)</li> <li>• Train Station preservation/restoration</li> <li>• Central Landfill upgrades</li> <li>• Wallace Marina</li> <li>• Walking/hiking trails</li> <li>• Natural playgrounds</li> </ul>

### *Eligible Projects*

Under the Municipal Funding Agreement, “eligible infrastructure projects” are environmentally sustainable municipal infrastructure (ESMI) projects and capacity building activities that contribute to sustainable outcomes. The following are the eligible ESMI and capacity building projects that have been identified but are not presented in any prioritized order:

#### *Environmentally Sustainable Municipal Infrastructure:*

1. Biggs Drive sewage treatment upgrade
2. Maccan sewage treatment plant
3. Water main extensions
4. Water supply installation, particularly in the Village of Pugwash
5. Sewage main extension, particularly in the Village of Pugwash

<sup>6</sup> The Municipality is already committed to the first three while the remaining capital projects, listed in no particular order, have been identified through internal and external sources as projects the Municipality may decide to implement or financially support within this decade. The results of the ICSP will help the Municipality decide which of these are top priorities.

<sup>7</sup> The Municipality of Cumberland County accepted a \$45,500 design proposal for a sequencing batch reactor (Tetanish 2010).

6. Sidewalk installation for existing residential and commercial clusters
7. LED streetlight replacement for existing structures
8. Geothermal resource and Green Industrial Park development
9. Active transportation infrastructure (bike and walking paths) in existing residential clusters and along secondary and tertiary highways.
10. Municipal building energy retrofit
11. Community buildings GHG reduction / retrofit projects

*Capacity Building Projects:*

1. County Water Strategy, including a hydrological assessment that investigates water availability and demand
2. County Climate Change Adaptation Strategy
3. Branding, marketing, training and public interpretation and capacity building around renewable / alternative energy and energy self-sufficiency
4. Promotion of active transportation that aligns with physical activity strategy; promotion of existing public transportation services
5. County Communications Strategy to deliver more effective communication techniques and tools in order to reach and engage the diversity of residents and visitors; development of various communication media including (but not limited to) signage (for attractions and services), newsletters, Tantram Community Radio, online social media, etc.

## **6. Community Benefits**

The community benefits of long-term planning and decision-making in a holistic manner are numerous. This ICSP will provide cost-savings; an enhanced capacity to meet community needs; creation of a strong and creative community; more effective change management; more effective policy development; greater community cohesion; stronger regional linkages; and opportunities to better respond to community needs and wants (Planning for Sustainable Canadian Communities Roundtable 2005). Table 9 outlines specific community benefits for each of the ESMI projects identified in Section 5.

The capacity building activities are different in that they do not necessarily immediately produce tangible infrastructure assets. They do, however, provide many community benefits in the form of sustainable outcomes. The development of water and climate change strategies and promoting energy sufficiency and active transportation will all contribute to long-term thinking, planning and implementation; knowledge acquisition, integration, transfer and training; collaboration; public engagement and education; and monitoring and evaluation.



**Table 9. Community Benefits Associated with each Eligible ESMI Project.**

<b>Infrastructure Projects</b>	<b>Benefits to the Community</b>
Biggs Drive sewage treatment upgrade	Higher standards for wastewater treatment: new pipes will prevent contamination of local groundwater; reduced long-term maintenance cost savings passed on to community
Maccan sewage treatment plant	Higher standards for wastewater treatment: prevention of sewage discharge into receiving coastal waters
Water main extensions	Additional residential hook-ups will mean reduction in homes using on-site wells
Water supply installation in Village of Pugwash	Additional residential hook-ups will mean reduction in homes using on-site wells; opportunity to boost number of residential and business developments, particularly for tourist services and accommodations.
Sewer main extensions in Village of Pugwash	Additional residential hook-ups will mean reduction in homes using on-site septic systems; opportunity to boost number of residential and business developments, particularly for tourist services and accommodations
Sidewalk installation existing residential and commercial clusters	Provides for safer neighbourhoods and encourages settlement and business development in cluster areas rather than linear sprawl in rural areas
LED streetlight replacement for existing structures	Reduced energy use; reduced long-term maintenance cost savings passed on to the community
Geothermal resource and Green Industrial Park development	Reduced dependence on present energy sources; long-term sustainability; attraction of businesses which will enhance the economic vitality of the area
Active transportation infrastructure	Reduced reliance on automobiles; increased mobility for seniors, youth and those with disabilities; reduced GHG emissions; decreased reliance on reactive health care; increased quality of life
Municipal Building Energy Retrofit	Reduced energy use; reduced long-term maintenance cost savings passed on to the community; long-term sustainability
Community buildings GHG reduction / retrofit projects	Reduced energy use; reduced long-term maintenance cost savings passed on to the community; long-term sustainability

## **7. Partnerships and Collaborations**

The majority of the ESMI projects identified in Section 5 fall under the mandate and responsibility of the Municipality and will therefore be fully undertaken by the Municipality (Table 10). The geothermal resource and Green Industrial Park concept development is the one exception. This project is a partnership between the Municipality, the Town of Springhill and CREDA. To date, the contributions of each partner have yet to be determined. A legal framework for the partnership will be developed that includes a Memorandum of Understanding and Terms of Reference.

**Table 10. Partnerships Associated with each ESMI Project.**

<b>Infrastructure Project</b>	<b>Collaborators and Partners (Y/N)</b>	<b>Cost-Sharing (Y/N)</b>	<b>Description of Partnership</b>
Biggs Drive sewage treatment upgrade	N	N	NA
Maccan sewage treatment plant	N	N	NA
Water main extensions	N	N	NA
Water supply installation in Village of Pugwash	N	N	NA
Sewer main extensions in Village of Pugwash	N	N	NA
Sidewalk installation existing residential clusters	N	N	NA
LED streetlight replacement for existing structures	N	N	NA
Geothermal resource and Green Industrial Park development	Y	Y	Municipality of the County of Cumberland, Town of Springhill and CREDA
Active transportation infrastructure	N	N	NA
Municipal Building Energy Retrofit	N	N	NA
Community buildings GHG reduction / retrofit projects	N	N	NA

## **8. Provincial Interest Statements**

The Province of Nova Scotia recognizes the environmental, economic, social and cultural importance of finite land and water resources and has developed five Statements of Provincial Interest that address issues related to future growth and sustainability of communities (Government of Nova Scotia 1999). They are intended to be guidelines for provincial government departments, municipalities and individuals for decision making with respect to land use – all of the actions to be undertaken as part of this ICSP should be reasonably consistent with these five Statements regarding Drinking Water, Flood Risk Areas, Agricultural Land, Infrastructure, and Housing (Government of Nova Scotia 1999). This ICSP has taken a holistic approach to sustainability planning and is therefore consistent with all of these Provincial Statements. Many actions in Section 4, in fact, are consistent with multiple Statements. For example, installing or upgrading water and sewer mains addresses Infrastructure, Drinking Water and Housing – providing access to an affordable and clean source of potable water is efficient use of municipal infrastructure funds which in turn promotes higher density housing development. Table 11 shows the number tally of action items from Section 4 that aligns with each Interest Statement.

**Table 11. Number of Action Items that Align with each Provincial Interest Statement<sup>8</sup>**

<b>Provincial Interest Statement</b>	<b># of Action Items</b>
Drinking Water	21
Flood Risk Areas	11
Housing	44
Infrastructure	26
Agricultural Lands	20

Though not official Statements of Provincial Interests, there are also a number of other provincial initiatives being developed under the new Environmental Goals and Sustainable Prosperity Act (Province of Nova Scotia 2007) that this ICSP aligns with. The Environmental Goals and Sustainable Prosperity Act, proclaimed in 2007 and considered very forward-thinking and progressive in terms of Canadian standards, outlines the goals and actions for ecosystem protection, air emissions, renewable energy, water quality, contaminated sites, solid wastes, sustainable purchasing, and energy efficient buildings. Within these themes, there are a number of provincial strategies that are new or currently in development, including (but not limited to) a Natural Resources Strategy, Biodiversity Strategy, Sustainable Coastal Development Strategy, Protected Areas Strategy, and Provincial Water Strategy (Province of Nova Scotia 2009b). Other provincial initiatives which this ICSP supports include the Renewable Energy Standards, which calls for 18.5% of electricity generated by renewable energy 2013 and 25% by 2015 (Province of Nova Scotia 2009d); and the Climate Change Action Plan (Province of Nova Scotia 2009a), which provides some financial support for municipal adaptation planning.

## **9. Implementation**

This ICSP outlines the vision and priorities for the Municipality of the County of Cumberland and the goals and actions that will begin to work toward their realization. Implementation of the actions, however, is the key to its success. In order to ensure that the actions presented in this ICSP are addressed, the Municipality should develop an implementation strategy. Teams or committees formed based on the key priority areas (Section 3) and consisting of staff, councilors and community members is perhaps one way to both move forward and continue to involve interested participants of this ISCP process. These teams could begin by prioritizing the action items and identifying the communities or regions where they may be best applied.

Finally, this ICSP is a “living document” that can and should be updated regularly in order to reflect changes that affect community planning. As part of an implementation strategy, the Municipality should plan for a regular (annual or semi-annual) review and evaluation of progress. This should include regular reporting to Municipal Council.

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<sup>8</sup> The total does not equal 124 (total number of action items) because each action may align with more than one Statement while others may not address any (but do not conflict).

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## Appendix A: Cottage Owner Survey

### Cumberland County Integrated Community Sustainability Planning Survey

The Municipality of Cumberland County is in the process of establishing its development priorities for the next ten years. We welcome your input on which priorities are most important to you. The information you provide will be added to other information we gather. Please keep in mind throughout the survey that the municipality can only act on issues and concerns which are within its power and mandate. **YOU ARE NOT OBLIGATED TO PARTICIPATE IN THIS SURVEY. YOU ARE FREE TO CHOOSE TO PARTICIPATE OR NOT.**

One adult member of the cottage household, please take 10 minutes to complete this survey. You may drop it off at the locations listed below, or submit it online at <http://www.cumberlandcounty.ns.ca/misc/cottagesurvey.pdf>, no later than **August 30, 2009, 4pm.**

Tidnish General Store, Tidnish Crossroads  
Craig's Grocery, Amherst Shore  
Chandler's General Store, Port Howe  
The Chatterbox Café, Pugwash  
The Rite Stop and Ultramar Service Station, Wallace  
Malagash Market, Upper Malagash

**If you are renting this cottage from the cottage owner, please disregard this survey.**

1. In which of the following communities is your cottage located (check only one)?

- |  |                                      |  |  |
|--|--------------------------------------|--|--|
| <input type="checkbox"/> Tidnish Cross Roads | <input type="checkbox"/> Linden      | <input type="checkbox"/> Pugwash       | <input type="checkbox"/> Malagash Point  |
| <input type="checkbox"/> Tidnish Bridge      | <input type="checkbox"/> Port Howe   | <input type="checkbox"/> North Wallace | <input type="checkbox"/> Malagash Mine   |
| <input type="checkbox"/> Lorneville          | <input type="checkbox"/> Gulf Shore  | <input type="checkbox"/> West Pugwash  | <input type="checkbox"/> Malagash Centre |
| <input type="checkbox"/> Amherst Shore       | <input type="checkbox"/> Fox Harbour | <input type="checkbox"/> North Shore   | <input type="checkbox"/> Upper Malagash  |
| <input type="checkbox"/> Northport           |                                      |  |  |

For the next four questions, please select up to five (5) of the priorities listed and rank them 1 through 5, with 1 being the highest priority. Write the numbers 1 through 5 on the blank line preceding each chosen priority. Feel free to specify others and include them in your top five priorities.

2. Over the next ten years, which of the following **economic development** priorities should the municipality focus its efforts on:

- Investing in a “green” industrial park
- Helping existing businesses to stay in the area
- Helping existing businesses to expand their operations
- Investing in new tourism infrastructure
- Working with partners to expand labour availability and general skills levels
- Promoting growth in ecotourism businesses
- Promoting growth in natural resource based businesses
- Promoting growth in agri-tourism businesses
- Developing energy resources such as wind power, tidal power, solar, natural gas etc.
- Other (specify): \_\_\_\_\_
- Other (specify): \_\_\_\_\_

3. Over the next ten years, which of the following **social development** priorities should the municipality focus its efforts on:

- Providing support to new adult literacy programs
- Investing in new walking / hiking trails
- Relocating the existing soccer field complex
- Providing ongoing support for the YMCA pool
- Expanding the existing seniors facility (East Cumberland Lodge)
- Upgrading / retrofitting the Sunset Adult Residential Facility
- Investing in / upgrading to community halls
- Building a new skateboard park in Pugwash
- Building new bikeways and active transportation facilities
- Increasing public access to waterfront along the Northumberland shore
- Providing resource support to libraries in the County
- Providing resource support to public internet access in the County
- Other (specify): \_\_\_\_\_
- Other (specify): \_\_\_\_\_

4. Over the next ten years, which of the following **environmental** priorities should the municipality focus its efforts on:

- Building new waste water treatment facilities
- Upgrading existing waste water treatment facilities
- Installing new sewer systems
- Reducing the effects of agriculture on land and water
- Building new central water supply systems
- Protecting the shoreline from erosion and reducing the negative impacts of shoreline erosion
- Replacing existing street and road lights with LED lighting
- Planning for and adapting to the impacts of extreme weather events
- Protecting the existing agricultural land base
- Establishing land use development controls near watercourses and wetlands
- Other (specify): \_\_\_\_\_
- Other (specify): \_\_\_\_\_

5. Over the next ten years, which of the following **cultural development** priorities should the municipality focus its efforts on:

- Working with the provincial government to attract more immigrants to the region
- Supporting community radio initiatives
- Redeveloping the Cyrus Eaton historical site/park
- Developing and supporting one or more farmers' markets
- Redeveloping historic sites and properties (such as the Pugwash train station, Beaubassin, etc)
- Supporting the development of the Pugwash Peace Exchange (conference and learning facility)
- Partnering for development of marina sites
- Providing support for cultural organizations, festivals and events
- Providing support for community museums
- Promoting the regional tourism trail (showcases crafters and retailers of local handmade items)
- Other (specify): \_\_\_\_\_
- Other (specify): \_\_\_\_\_

6. Please estimate the number of days per season you typically spend at your cottage in the table below:

	Spring	Summer	Autumn	Winter
# Days				

7. In what year were you born?

19\_\_\_\_ (year)

8. Please identify the number of persons (including yourself) in your cottage household in each of the following age categories:

- 20-24 years of age
- 25-44 years of age
- 45-64 years of age
- 65 years of age or older

9. Please indicate from the following list where your place of permanent residence is located (Check only one):

- Elsewhere in the County of Cumberland
- Elsewhere in the Province of Nova Scotia
- Elsewhere in Canada. Specify Province \_\_\_\_\_
- Another Country. Specify Country \_\_\_\_\_

THANK YOU for your time and effort in completing this survey!

If you have questions, please contact **Stephanie Merrill**, Research Associate, Rural and Small Town Programme, Mount Allison University (506-364-2394 or [smerrill@mta.ca](mailto:smerrill@mta.ca)); or **Nelson Bezanson**, Planning and Development Officer, Municipality of the County of Cumberland (902-667-2313 or [nbezanson@cumberlandcounty.ns.ca](mailto:nbezanson@cumberlandcounty.ns.ca)).

This project has been reviewed and approved by the Mount Allison University Research Ethics Board. If you have any questions or concerns about this study, you may contact Dr. Nauman Farooqi, Chair of the Mount Allison University Research Ethics Board, by phone (364-2281) or by e-mail at [reb@mta.ca](mailto:reb@mta.ca).

## Appendix B: Cottage Owner Survey Data Tables

Table 1. Percent ranking as a Top 5 Priority, by permanent residence of cottage respondent

	Total	County (n=54)	Nova Scotia (n=66)	Canada (n=33)	International (n=14)
<b>Economic Development Priorities</b>					
Helping existing businesses to stay in the area	79.5	71.7	80.0	87.9	85.7
Helping existing businesses to expand their operations	56.0	58.5	53.8	54.5	57.1
Working with partners to expand labour availability and general skills levels	50.6	60.4	47.7	39.4	57.1
Developing energy resources such as wind power, tidal power, solar, natural gas etc.	50.0	58.5	41.5	51.5	50.0
Investing in new tourism infrastructure	48.2	47.2	46.2	60.6	35.7
Promoting growth in natural resource based businesses	38.6	35.8	47.7	30.3	21.4
Promoting growth in ecotourism businesses	38.0	50.9	32.3	33.3	28.6
Promoting growth in agritourism businesses	30.7	22.6	43.1	30.3	7.1
Investing in a “green” industrial park	21.7	24.5	29.2	9.1	7.1
Other	17.5	20.8	10.8	27.3	14.3
<b>Social Development Priorities</b>					
Providing resource support to public internet access in the County	53.0	47.2	55.4	45.5	85.7
Investing in new walking / hiking trails	51.8	47.2	56.9	45.5	57.1
Investing in / upgrading to community halls	47.6	41.5	47.7	54.5	57.1
Expanding the existing seniors facility (East Cumberland Lodge)	44.6	35.8	49.2	48.5	42.9
Building new bikeways and active transportation facilities	44.0	41.5	49.2	30.3	57.1
Providing resource support to libraries in the County	41.6	49.1	36.9	42.4	35.7
Increasing public access to waterfront along the Northumberland shore	36.1	24.5	46.2	42.4	21.4
Providing ongoing support for the YMCA pool	33.1	60.4	24.6	21.2	0.0
Upgrading / retrofitting the Sunset Adult Residential Facility	30.7	28.3	27.7	45.5	14.3
Providing support to new adult literacy programs	30.1	37.7	20.0	39.4	28.6
Building a new skateboard park in Pugwash	7.2	3.8	10.8	8.1	7.1
Relocating the existing soccer field complex	1.8	3.8	1.5	0.0	0.0
Other	12.7	19.2	13.8	6.1	0.0
<b>Environmental Development Priorities</b>					
Protecting the shoreline from erosion and reducing the negative impacts of shoreline erosion	73.1	68.5	76.9	72.7	71.4
Protecting the existing agricultural land base	61.1	59.3	64.6	66.7	42.9

	Total	County (n=54)	Nova Scotia (n=66)	Canada (n=33)	International (n=14)
Establishing land use development controls near watercourses and wetlands	54.5	55.6	49.2	69.7	42.9
Planning for and adapting to the impacts of extreme weather events	43.1	35.2	44.6	54.5	42.9
Reducing the effects of agriculture on land and water	31.7	37.0	29.2	33.3	21.4
Building new waste water treatment facilities	30.7	34.0	29.2	30.3	28.6
Upgrading existing waste water treatment facilities	30.5	35.2	33.8	21.2	21.4
Replacing existing street and road lights with LED lighting	28.1	31.5	27.7	21.2	35.7
Building new central water supply systems	20.4	25.9	16.9	15.2	28.6
Installing new sewer systems	19.8	27.8	16.9	15.2	14.3
Other	24.0	31.5	24.6	15.2	14.3
<b>Cultural Development Priorities</b>					
Developing and supporting one or more farmers' markets	74.9	77.8	73.8	75.8	71.4
Providing support for cultural organizations, festivals and events	65.9	68.5	56.9	75.8	71.4
Redeveloping historic sites and properties (such as the Pugwash train station, Beaubassin, etc)	62.3	59.3	60.0	69.7	64.3
Promoting the regional tourism trail (showcases crafters and retailers of local handmade items)	55.1	64.8	53.8	51.5	28.6
Partnering for development of marina sites	43.7	48.1	47.7	30.3	42.9
Redeveloping the Cyrus Eaton historical site/park	38.9	31.5	44.6	42.4	35.7
Providing support for community museums	36.5	40.7	33.8	42.4	21.4
Supporting the development of the Pugwash Peace Exchange (conference and learning facility)	32.9	25.9	40.0	33.3	28.6
Working with the provincial government to attract more immigrants to the region	15.0	18.5	10.8	15.2	21.4
Supporting community radio initiatives	15.0	24.1	10.8	9.1	14.3
Other	5.4	5.6	6.5	6.1	0.0

Table 2. Percent Ranking as a Top 5 Priority, by Cottage Community Location

	<b>Tid-Lor (n=32)</b>	<b>AS-NP (n=50)</b>	<b>Lin-PH-Pug (n=54)</b>	<b>GS-Mal (n=32)</b>
<b>Economic Development Priorities</b>				
Helping existing businesses to stay in the area	87.5	71.4	86.8	78.1
Helping existing businesses to expand their operations	59.4	53.1	52.8	62.5
Working with partners to expand labour availability and general skills levels	50.0	49.0	52.8	53.1
Developing energy resources such as wind power, tidal power, solar, natural gas etc.	59.4	55.1	50.9	20.8
Investing in new tourism infrastructure	46.9	38.8	60.4	50.0
Promoting growth in natural resource based businesses	28.1	36.7	35.8	56.3
Promoting growth in ecotourism businesses	50.0	28.6	37.7	40.6
Promoting growth in agritourism businesses	25.0	34.7	24.5	43.8
Investing in a “green” industrial park	3.1	24.5	30.2	25.0
Other	15.6	18.4	20.8	9.4
<b>Social Development Priorities</b>				
Providing resource support to public internet access in the County	46.9	50.0	59.3	53.1
Investing in new walking / hiking trails	40.6	52.1	53.7	63.6
Investing in / upgrading to community halls	53.1	50.0	40.7	56.3
Expanding the existing seniors facility (East Cumberland Lodge)	34.4	37.5	55.6	50.0
Building new bikeways and active transportation facilities	43.8	33.3	53.7	50.0
Providing resource support to libraries in the County	50.0	39.6	37.0	40.6
Increasing public access to waterfront along the Northumberland shore	25.0	31.3	35.2	53.1
Providing ongoing support for the YMCA pool	53.1	39.6	29.6	6.3
Upgrading / retrofitting the Sunset Adult Residential Facility	37.5	22.9	35.2	31.3
Providing support to new adult literacy programs	37.5	29.2	31.5	21.9
Building a new skateboard park in Pugwash	6.3	2.1	9.3	12.5
Relocating the existing soccer field complex	6.3	2.1	0.0	0.0
Other	6.5	12.5	14.8	12.5
<b>Environmental Development Priorities</b>				
Protecting the shoreline from erosion and reducing the negative impacts of shoreline erosion	71.9	73.5	79.6	68.8
Protecting the existing agricultural land base	46.9	69.4	63.0	56.3
Establishing land use development controls near watercourses and wetlands	65.6	44.9	55.6	59.4
Planning for and adapting to the impacts of extreme weather events	40.6	38.8	48.1	46.9
Reducing the effects of agriculture on land and water	43.8	32.7	35.2	18.8
Building new waste water treatment facilities	40.6	22.9	33.3	31.3
Upgrading existing waste water treatment facilities	21.9	28.6	29.6	37.5
Replacing existing street and road lights with LED lighting	21.9	32.7	25.9	31.3
Building new central water supply systems	21.9	14.3	24.1	21.9

	<b>Tid-Lor (n=32)</b>	<b>AS-NP (n=50)</b>	<b>Lin-PH-Pug (n=54)</b>	<b>GS-Mal (n=32)</b>
Installing new sewer systems	25.0	20.4	18.5	18.8
Other	21.9	28.6	25.9	9.4
<b>Cultural Development Priorities</b>				
Developing and supporting one or more farmers' markets	75.0	83.7	72.2	62.5
Providing support for cultural organizations, festivals and events	71.9	69.4	70.4	53.1
Redeveloping historic sites and properties (such as the Pugwash train station, Beaubassin, etc)	59.4	65.3	61.1	68.8
Promoting the regional tourism trail (showcases crafters and retailers of local handmade items)	65.6	49.0	50.0	56.3
Partnering for development of marina sites	43.8	42.9	42.6	43.8
Redeveloping the Cyrus Eaton historical site/park	25.0	32.7	53.7	43.8
Providing support for community museums	43.8	40.8	24.1	40.6
Supporting the development of the Pugwash Peace Exchange (conference and learning facility)	25.0	20.4	46.3	46.9
Working with the provincial government to attract more immigrants to the region	18.8	8.2	20.4	15.6
Supporting community radio initiatives	18.8	14.3	20.4	6.3
Other	3.1	4.3	9.3	3.1

Legend: Tid = Tidnish ; Lor = Lorneville ; AS = Amherst Shore; NP = North Port; Lin = Linden; PH = Port Howe; Pug = Pugwash; GS = Gulf Shore; Mal = Malagash.



Table 3. Demographic characteristics of survey respondents

	<b>Total (%)</b>
<b>Age Distribution of Respondents</b>	
less than 45 years	8.4
45-54 years	14.5
55-64 years	31.3
65+ years	45.8
<b>Permanent Residence</b>	
Cumberland County	32.3
Elsewhere in NS	39.5
Elsewhere in Canada	10.8
International	8.4
<b>Respondent Distribution by Community</b>	
Tidnish Cross Roads	10.1
Tidnish Bridge	3.0
Lorneville	9.0
Amherst Shore	22.6
Northport	7.1
Linden	6.0
Port Howe	14.9
Gulf Shore	11.9
Fox Harbour	1.2
Pugwash	9.5
North Wallace	0.8
West Pugwash	1.8
North Shore	1.2
Malagash Point	0.6
Malagash Mine	2.4
Malagash Centre	0.6
Upper Malagash	0.6

## Appendix C: Focus Group Guide

### Welcome/Introductions

The Municipality of the County of Cumberland has undertaken an integrated community sustainability planning process in order to fulfill its requirements to access its share of the gas tax revenue transferred from the federal to the provincial government for distribution to municipalities. The ICSP is an integral process and its outcomes will not only position the County to access the funds, but will also contribute to other development initiatives over time.

An integrated community sustainability plan takes a holistic approach to issues and opportunities in terms of the environment, economy, society, and culture. It focuses on the integration of these 4 arms to achieve a community's 20 to 30 year vision. An ICSP's aim is to empower communities to address their current and future needs, embedding their infrastructure requirements within these broader strategies. Sustainable planning examines how people, businesses and organizations can work together to improve the health of both the individual and the community and preserve the environment for future generations.

An important part of the ICSP process is public participation, which will help guide municipalities in the development of their strategic goals for sustainability. The ICSP will complement and build upon existing community planning efforts.

You have been invited to participate as knowledgeable members of the community whose views are well regarded and whose feedback is valuable. Thank you for agreeing to take the time to contribute to this effort to make your municipality more sustainable.

### Discussion (divide group into smaller groups)

1. The Municipality of the County of Cumberland's mission is "to provide residents with leadership, support and municipal services that contribute to the well being of the community."

What is meant by "well being of the community?" How does this statement apply to your area? What characteristics/outcomes do you feel contribute to /or should underpin this mission?

2. A municipality is typically influenced by such things as trends and issues. For example, some trends which affect a municipality are:
  - a. Global: borders open, more competition enters the marketplace, climate change
  - b. Education: a need for quality skilled workers, a larger labour force as population ages and youth leave
  - c. Technology: use of high speed internet, broadband etc. has improved communication
  - d. Aging Population: provides labour force shortage and increased health care needs
  - e. Economic: closure of large employers, downsizing of workforce

- f. Public services: centralization of schools and health care in larger communities, changes in how services are provided

What do you feel are the trends affecting your area, now and in the future?

- 3. What other issues affect Cumberland County:

[Working in small groups, trends and issues will be listed by each group. All the groups report back and a final list is compiled. Priorities are then chosen.]

- 4. Looking forward 10 years, what is your hope for the future of this areas / community, and for the whole municipality? What would you like to see changed? What would you like to see stay the same?
- 5. A vision statement is a one line sentence which uses the ideal, preferred future as the reference point for setting goals and taking action. A mission statement deals with purpose, audience and procedures.

From your hopes for Cumberland for the next 10 years and the priorities listed, what words or phrases would you use in a vision statement for the Municipality?

## Appendix D: Key Informant Interview Guide

(Preamble/ introductions)

The Municipality of the County of Cumberland has undertaken an integrated community sustainability planning process in order to fulfill its requirements to access its share of the gas tax revenue transferred from the federal to the provincial government for distribution to municipalities. The ICSP is an integral process and its outcomes will not only position the County to access the funds, but will also contribute to other development initiatives over time.

1. In broad terms, how do you envision the future of Cumberland County in the next 20-30 years? What would you like to see changed? What would you like to see stay the same?
2. What do you feel are the major issues and trends affecting the County, now and in the future?
3. As a representative of [insert group/agency/organization here], what do you feel are important economic development priorities for the County to focus on in the next 20-30 years?
4. What do you feel are important environmental priorities for the County to focus on in the next 20-30 years?
5. What do you feel are important Social/cultural priorities for the County to focus on in the next 20-30 years?
6. Of these, which do you feel are the most pressing/important to address in the immediate future?
7. From your hopes for Cumberland for the next 10 years and the priorities listed, what words or phrases would you use in a vision statement for the Municipality?

## Appendix E: Focus Group Participants

Donald Agnew	Ann Keddy
Tammara Ashe	John Kellegrew
Doug Bacon	Bill Kempt
Robert Beardsley	Larry Latta
Rod Benjamin	Donald LeBlanc
Avard Bentley	Jordan LeBlanc
John Berry	Rose MacAloney
Lisa Betts	Ron MacNutt
Ruby Bjarnason	Craig McCormick
Edna Boon	Bert McWade
Mark Boon	Ratchford Merriam
Patricia Briggins	Alan Mills
Denis Brown	Sue Mills
Beth Clinton	Shirley Nickerson
Colin Curleigh	Bob O'Connell
Phillip Donkin	Barry Patriquin
Rosemary Donkin	Maggie Pitts
Shawna Eason	Dianne Powell
Clarence Felderhof	Alice Power
Steve Ferguson	Stephen Rayworth
Colin Fowlie	Gerald Read
Gerald Freeman	Edmund Reid
Barb Gilbert	John Reid
Ernie Gilbert	Darlene Richard
Allison Gillis	Judy Schultz
Bruce Graham	Grace Smith
John Grant	Ron Urquhart
Richard Gray	Bernice Vance
Keith Hunter	Loring Wilmot
Carol Hyslop	Kenneth Wilson

## Appendix F: Key Informant Interview Participants

Trina Clarke  
Blake Daley  
Clarence Felderhof  
Bruce Graham  
Rhonda Kelly  
Todd Lawrence  
Terri McCulloch  
Brian Skabar