



Cumberland Regional Development Authority

# Regional Marketing Strategy

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## Final Report

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# Introduction



On behalf of the five municipal units that comprise Cumberland County, the Cumberland Regional Development Authority (CRDA) commissioned this study to identify a unified approach to marketing the county regionally, nationally, and globally.

The results of this study will help CRDA and the municipal units focus on their collective strengths, and capitalize on future opportunities for growth through a unified approach to representing the tourism, lifestyle, population growth/immigration, and business investment opportunities that exist today as well as those that will emerge over time.



## Context



Cumberland County occupies an area of over 4,200 km<sup>2</sup> of mainland Nova Scotia. It borders the province of New Brunswick, and all land traffic into Nova Scotia travels through this area. The 104 Provincial Highway—a segment of the TransCanada Highway—traverses the region, as does CN Rail’s Halifax-Montreal train service.

The County is “asset” rich. The region is a leading centre of sustainable energy development, including energy capacity in tidal, wind, geothermal, solar, and coal bed methane, and access to natural gas. The County includes leading health care and educational facilities, retail, resource-based (slate mining, blueberries), transportation, distribution, and warehousing, as well as light manufacturing and technology-related enterprises. Unique recreational opportunities offer a 12-month season of formal and informal activities for the outdoor enthusiast and more moderate activities for older and younger residents and visitors alike. As the gateway to Nova Scotia, Cumberland County offers an amazing array of world-class tourism attractions.

The Northumberland Shore offers visitors and residents picturesque beaches. In the west, Cape Chignecto features beautiful coastlines along the Minas Basin and Chignecto Bay at the head of the Bay of Fundy, and is renowned as the home of the highest tides in the world (as recognized by the Guinness Book of World Records). The Tantramar Marshes along the Isthmus of Chignecto separating Nova Scotia and New Brunswick have long been a celebrated landscape. Poet G.D. Roberts famously commemorated their beauty: “Miles on miles they extend, level, and grassy, and dim, / Clear from the long red sweep of flats to the sky in the distance” (“Tantramar Revisited,” 1883).

Although officially founded by British settlers in 1759, the county was already home to the indigenous Mi’kmaq population prior to the first European settlements of the 17th century. Early Acadian settlers famously built an extensive dyke system to encourage agriculture in the flood-prone Tantramar Marsh region. Today, Cumberland County has a population of approximately 32,000 residents, the majority of whom are ethnically Caucasian (98%) and English-speaking (97%).

Many rural Canadian communities have struggled since the economic crisis began in 2008. Although Cumberland has been impacted by post 2008 circumstances, the economic diversity within the region has enabled the economy to remain relatively solid throughout. Still, the County faces financial challenges; the projected growth of Canadian economy in 2012 is only 1.7 per cent, and the 2011 provincial economic growth rate was only 1.4%. The County's economy remains heavily reliant on natural resources and manufacturing. Among Nova Scotians, Springhill's coal mines (the town's primary employment sector from the late-19th century until mine closures in the 1950s, 60s and 70s) and Oxford's blueberry industry have come to define economic activity in the area. The County, along with other rural Nova Scotia communities, is also suffering from a declining population in recent years. The average age of residents throughout the county is increasing as younger inhabitants move to urban areas or to provinces promising employment opportunities.

The county is comprised of five municipalities:

- » Town of Amherst,
- » Town of Parrsboro,
- » Town of Oxford,
- » Town of Springhill, and
- » The Municipality of Cumberland County.

It is important to note that the Municipality of Cumberland County is comprised of several smaller communities, including Pugwash, Joggins, and Advocate, among others. Although small, these communities are distinct and possess their own unique identities. Joggins features UNESCO World Natural Heritage and has been designated a UNESCO World Heritage Site, while Pugwash is home to the renowned Thinkers' Lodge National Historic Site (also on the road to UNESCO World Heritage Site status). Yost, Malagash, Wallace Sand Stone, Cape Chignecto Park, and many other features make these communities attractive, and there is an interesting niche in every small community throughout the Cumberland Region.

As part of this context, it is important to note a change within what been known as the Cumberland Regional Economic Development Association (CRDA) for nearly 15 years. The rebranded Cumberland Regional Development Authority (Cumberland RDA) is the result of a recent planning and review exercise that sees the Cumberland RDA working with greater focus on Cumberland County as "a region and the balance it offers in terms of an unparalleled quality of life, limitless business potential, and world-class tourist attractions."

# Rationale

CRDA, and its municipal partners, see opportunity and value in following a county-wide, coordinated approach to positioning the region's strengths, with the overarching objective of enhancing the region's potential as an ideal place to visit, live, and pursue business investment opportunities. The rationale for the county-wide marketing strategy is founded in realizing socio-economic development potential. A suitable strategy that helps promote the region will impact Cumberland in a number of ways:

From a tourism perspective, more visitors and longer stays mean increased traffic at the region's attractions and increased activity for the region's tourism service providers (e.g., accommodations, food service, etc.).

From a demographic perspective, more immigrants (e.g., young families, new retirees, and/or retention of youth) will mean more economic activity for the region's businesses, both from the perspective of expanding their market and supplying the local labour force.

From a business development viewpoint (related to the above), the rationale to promote Cumberland County rests within the benefits from new business ventures, expansion (or retention) of existing businesses, and the economic activity that would result, including:

- » additional employment opportunities for residents and employment opportunities that help attract new residents;
- » support of the commercial tax base and additional tax revenues for municipal government, and the resulting increase (or maintenance) of the municipal capacity to invest in infrastructure, community enhancements, and programming (which further contributes to migration and tourism objectives); and tax revenues for the province.

From a lifestyle perspective, Cumberland County offers the "perfect balance" and believes that the region needs to more effectively and collectively promote its quality of life attributes.

In a real sense, the four pillars of the marketing strategy are related and synergistic. Tourism assets leveraged to attract visitors are often the first opportunity to showcase the region to people who may become residents and to business owners/decision makers who may become investors. Such features contribute to creating an attractive lifestyle, supporting migration, and building a critical mass that can further support business growth.



# Project Goals

On behalf of the five municipal units that comprise Cumberland County, the Cumberland RDA issued a call for services to develop a fully integrated Regional Marketing Strategy (RMS) that addresses tourism, lifestyle, population growth/immigration, and business investment opportunities. The goal of this strategy is to help position Cumberland County in the global marketplace, leveraging the four pillars described above.

The main deliverables included in the RMS are:

1. Regional Marketing Strategy; Research & Development with a strong focus on innovation and the use of IT based tools such as social media.
2. Utilizing the existing Brand and Graphic Standards Package to develop design templates for marketing and promotional tools and materials that reflect the individual strengths and assets of each of the five municipal units.
3. Promotional Materials: Design & Production.
4. Timeline for Strategy Development and Critical Path for implementation.
5. Cost estimates and budget projections collectively and by municipal unit.

# Methodology

Balancing the goal of developing an overarching strategy with the need to offer each contributing municipality a unique element identified as relevant to them, while ensuring that these respective elements are complementary and harmonious with the overall RMS was critical in this study.

Consequently, it became important to ensure that many avenues for stakeholder feedback could be achieved, so that their thoughts and views on the Integrated Regional Marketing Strategy for Cumberland County could be reflected.

Accordingly, the stakeholder consultation included one-on-one interviews with key stakeholders, follow-up interviews as needed, the use of an online survey, and several in-person meetings with stakeholders from within the County and within Nova Scotia. At the conclusion of the field work, 53 individual consultations were completed, including:

- » 9 participants in panel discussion, not including participants at a meeting with Amherst Town Council and a meeting with representatives from the Town of Oxford Council,
- » 19 personal interviews,
- » 22 completed surveys submitted online, and
- » 3 written submissions.

Although several individuals participated in multiple consultations (e.g., some stakeholders completed both a survey and participated in an interview or panel discussion), feedback on the RMS was nonetheless obtained from at least 41 distinct individuals.

The implementation plan sets forth a number of high-level steps that may be necessary or helpful in implementing the Cumberland Regional Marketing Strategy. The steps span from establishing the governance and management structure, to the finalization of the action plan itself, the common and municipally specific short and longer-term objectives, to logistical planning, through to the kick-off of the strategy, and ongoing implementation operations.

# Implementation Plan Overview

The implementation plan is a tool for moving the marketing strategy forward, but will be constrained by funding, resource availability, and collective priorities. The steps outlined below are offered based on their logical relationship and the expected stages of the CRMS' implementation. Additionally, they are offered based on the comments and discussions with the client, from our professional experiences in projects such as these, as well as the best practices revealed through stakeholder consultation and secondary research.

We have also reflected within these steps our understanding of the role of the CRMS and strategies to maximize buy-in and participation: the leadership of the CRMS implementation team will be important, as will early successes and objective reporting of these successes. Implicitly, all steps are related to a time schedule which can be compressed or lengthened, depending on the requirements of the participating municipalities, CRDA, project funders, other stakeholders, overarching circumstances, and the timing of competitive, complementary, or overlapping initiatives.

As noted throughout the study, one important path toward achieving the benefits of having an regional marketing strategy must include generating awareness about the strategy, the actions/options for participating municipalities, the actions/options that are common to all municipalities within Cumberland, and engaging a dedicated project management/CRMS director to execute the stages in the implementation plan and ultimately manage the process over the next several years.

This is based on an assumption that, given the resources available, participating municipalities will not want to internalize additional operating responsibility if there is an opportunity to pool resources and achieve more effective and efficient outcomes through a regional approach.

Nevertheless, the participating municipalities (or their designate) will have a role in the implementation of the CRMS: perhaps more hands-on initially, and more of an oversight role and accountability pathway during the ongoing operations phase of the CRMS.

Each municipality has a role in the CRMS that focus on their unique strengths and assets, although clearly there are many common themes, challenges, and opportunities throughout all of Cumberland's municipalities. We see the following roles/positions for each municipality within the CRMS

## Municipal Role

**Amherst:** Of the five communities of Cumberland County, Amherst is the only one whose population did not decline (Census 2011), although the Town, like other municipalities in Cumberland, is facing an aging population. Amherst could emphasize and enhance its position in the region as a hub for tourism activity – as a gateway community, it is naturally a place to find all the services needed to support vacations in Cumberland County and the rest of Nova Scotia, as well as New Brunswick and beyond. Amherst is the largest community in this region and is already a service centre for much of Cumberland and Southern New Brunswick. With Amherst establishing itself as the Welcome Centre for the region, it would find a role in supporting economic development in Amherst area as well as all of Cumberland County. The ambassadorial role that the Welcome Centre role would facilitate would necessarily see Amherst also providing recommendations/council to visitors on where to go and what to see and do in Cumberland. With Amherst in this role as the base for the County, market the attractions of all of Cumberland (Amherst as the launch pad) from visitor services based in Amherst. From a business development perspective, Amherst also needs to continue to emphasize and build on the success of its current role as an economic and commercial hub to attract new business development and ensure retention and investment in the existing commercial base. Building on the access to natural gas for both residential and commercial operating costs savings will become increasingly important in light of uncertainty over the cost of traditional energy sources.

Amherst, as the Visitor and Economic Service Centre of Cumberland should consider taking on the following initiatives: Provide dedicated visitor servicing resources and marketing for the Town of Amherst - greeters who are knowledgeable about the region and about the Town and its services. Ensure that the greeters interact with and get to know the retailers to ensure that the greeters have maximum product knowledge; Increase competitiveness; Include a newly developed promenade section downtown (including the Farmers Market), highlighting this area as the “Celebration District” located at King and Electric Street, etc. The action plan (following) provides more details.

**Cumberland:** The Municipality of Cumberland County is comprised of all areas, communities, and residents of the county that are not included in the Towns of Amherst, Oxford, Parrsboro, and Springhill. The Municipality of Cumberland County is an extremely diverse municipal entity, encompassing the Northumberland Shore, the Fundy Shore, Joggins Fossil Cliffs (now designated a UNESCO World Natural Heritage Site), Cape Chignecto Provincial Park, mining and other resource based industries, major cottage and seasonal residences, manufacturers, vineyards, fisheries, agriculture, and retail service areas. The Municipality features the many opportunities for economic and tourism activities. Cumberland's resource base provides the natural and cultural assets for many of the regions activities. Opportunities include:

- » Its access to alternative energy and partnerships with neighbouring municipalities provides business development potential that needs to be leveraged
- » Leveraging the energy theme and create an interpretive site for the wind farm between the boarder and Amherst. This should be located within good viewing distances of the windmills.
- » An expanding international interest in ecotourism and adventure tourism provides communities and entrepreneurs opportunities to capture a larger segment of annual tourism dollars, and under-utilized agricultural land lends itself to the production of locally-grown and environmentally sustainable foodstuffs that are increasingly in demand among environmentally and socially aware consumers.

As the 'envelope' for the entire region, the County has a long list of potential actions, all of which would support the entire county. Clearly, Cumberland is the venue for many of the regions assets, and will benefit from the commercial/retail services opportunities that can be leveraged from the towns and communities throughout the county, with more explicit linkages being forged so that visitors, for example, have easy access to information that lets them know where to stop, what to see, and where they can purchase the goods and services they need in their travels.



**Parrsboro:** While shipbuilding and age of sail punctuate Parrsboro's coast of the past, tourism has long been a mainstay for the Town, a home for seasonal cottage owners along the coast, as well as a destination for travelers. Parrsboro has established itself as a centre for culture in the region, with the Ship's Company Theatre providing a major draw for visitors to the town, and several excellent restaurants combine to make Parrsboro a cultural destination. The see-and-do list includes the Fundy Geological Museum, Ottawa House, the attractiveness and accessibility of the coast, and FORCE Tidal Power and Interpretive Centre.

Parrsboro is often marketed as a retirement community (a new collaborate health centre, recreation opportunities and programing, reasonably priced real estate, reasonable taxes, etc.). While the Town and surrounding area is also sought after by retirees as well as cottage owners, it has an effective blend of schools, hospital, museums, heritages, live theatre, restaurants, etc. While many of these services are seasonal, the community offers a diverse blend of activities: Geology, Fossils, tourism, cottage life, retirement living, the theater, culinary opportunities, as well as a nautical history that includes shipbuilding (all along the shore), coal and bulk shipping, a link to the Annapolis Valley, as well as fishing that still takes place today.

Increasing domestic and international tastes for ecotourism and adventure tourism offer this coastal community new and expanding tourism opportunities associated with the Bay of Fundy's tides, its unique geological features (interpreted by the Fundy Geological Museum), and other coastal recreational activities. Key to Parrsboro's role in the CRMS is leverage the ecotourism potential of the region, the proximity of the community to other areas of Cumberland and Colchester and the potential to live in Parrsboro and work throughout the region, etc. Parrsboro links with Cumberland through a phenomenal drive between the Town and Advocate, and northeast toward Truro.

**Springhill** is famously the home of beloved Canadian folk singer Anne Murray; the Anne Murray Centre has attracted more than 350,000 visitors since it opened in 1989. Visitors also explore Springhill's famed mining history at the Springhill Miners Museum. The community has repurposed abandoned coal mines in recent decades in order to generate geothermal energy, and partnered with neighbouring Parrsboro and the Municipality of Cumberland to leverage the alternative energy potential of the region. The community is also home to the Nova Scotia Community College's (NSCC's) Cumberland Campus—the only post-secondary institution in the county, with a 350-student campus in Springhill and a Community Learning Centre in Amherst. The Town also has an expanding health care sector and growing opportunities in alternative energy developments, planned in partnership with neighbouring municipalities. The Town benefits from the stable, relatively high-paying federal positions with the community's largest employer: Correction Canada.

The directions for Springhill include a continuation to develop its green energy potential in collaboration with neighbouring municipalities (Parrsboro and the Municipality of Cumberland), as well as continuing to position the many quality of life and amenities that will help to attract new residents. Focusing on opportunities for youth in education and local employment options will enhance Springhill's appeal to newcomers.

**Oxford:** The community of Oxford is famous within and outside of Nova Scotia for its productive blueberry crops. Oxford Frozen Foods is the Town's primary employer, the largest employer in Cumberland, a world leader in processing frozen foods, and residents of the town enjoy a relatively high average household income. Oxford is situated off highway 104, but with only one exit leading into the town, there are currently few opportunities to attract travelers to the community's businesses and amenities. Oxford has a confluence of rivers systems that hold eco-tourism potential, along with its status as the Canadian Wild Blueberry Capital and its proximity to the warm waters of the Northumberland shore. Oxford needs to leverage the natural assets, confluence of the river systems, role in the blueberry industry, music, sports, proximity to other communities and leveraging these communities to support itself.

Like Amherst, the community has access to natural gas and the associated opportunities to more fully utilize this at the community level to attract both residents and commercial development, positioning the community as a desirable place to live and do business.

# Brandmark Recommendation

## Establishing the Cumberland Brand

It is recommended that the existing Cumberland RDA identity (i.e the logo) be used as foundation for the Regional brand. By expanding upon the logo the identity can become more versatile, providing representation of the idea that the brand stands for.

It is important moving forward that all the communities present a unified image and graphic standard, in order to project consistency among the Region. As such, the logos have been designed to celebrate the uniqueness of each community under the same overarching intent as the Regional brand. By collecting promoting the brand, it will expand the absorption of the Cumberland identity, benefitting each Town individually, and the Region overall.

### Proposed Marketing Tagline

The CRDA has developed a tagline that can be used to reinforce the Cumberland County identity. The tagline, 'a Perfect Balance', sums up the tone and premise of the brand, and will provide residents and visitors with a memorable slogan .

### Logo Design Development

The early logo concepts used the CRDA logo as a foundation and featured a tagline treatment that was created in-house by the CRDA. Typographic explorations were done to improve legibility and provide a more approachable appearance. Colours were adjusted to reflect the natural characteristics of the Cumberland region. Throughout this process, the consultant worked closely with the client to ensure an objective solution that fulfilled their expectations.

## The Proposed Cumberland Identity



### **The Cumberland Logo: a perfect balance**

The Cumberland County logo ('Cumberland – a perfect balance') is the core of the Cumberland County brand strategy. It represents the amalgamated identity for the Cumberland Region and should be used for overarching applications. The colours, fonts and shapes will influence all marketing materials and identity elements.

The tagline, 'a perfect balance', captures the natural appeal of the County and provides a memorable slogan for residents and visitors. It conveys a harmony of nature, a balanced lifestyle and a sense of energy that is offered throughout the region. The symbol reinforces these relationships by using complimentary elements that interact to form a greater whole. The colours are representative of the sea and earth, which are important aspects of this area given the two distinct coastlines. The primary font has been selected based on its robust letterforms and friendly, accessible appearance. The tagline uses a cursive hand-writing font to create an expressive and relaxing message treatment.



### Cumberland Community Logos

Within the Community logos, the Cumberland County symbol has literally been expanded to embrace the name of the respective community. The form of the expanded symbol has also been designed to represent the rolling nature of the County's topography and reinforce the areas' link with the sea and earth.

These brandmarks will provide communities with their own identities while retaining a visual connection to the overarching Cumberland visual identity (i.e. the primary Cumberland font and colours are consistent with that of the County logo).



## Community Identity Signage

Located on Highway 104, these sign types designate entry into Cumberland County and identify exit points to the County's constituent communities. These signs have a high visual prominence due to their size and placement on a major provincial travel way, and therefore they play a significant role in introducing the Cumberland identity and its communities. The implementation of these signs would foster a distinctive branding approach for the region.

### Cumberland County Gateway Sign

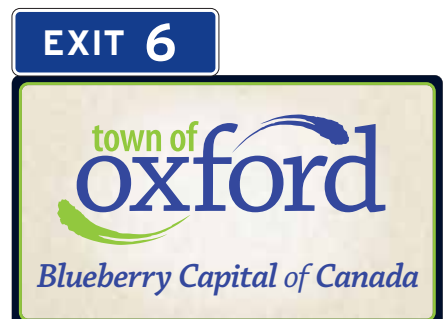
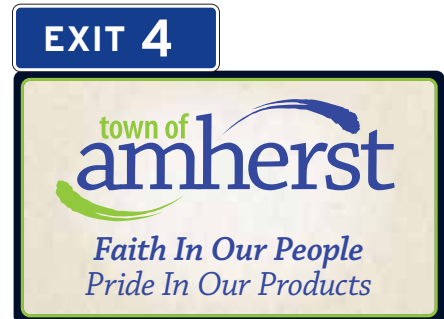
Positioned near the County lines, these signs welcome visitors to Cumberland and introduce the marketing program's aesthetic. Because it establishes the identity, this sign should be implemented prior to, or in tandem with the Community signs.

### Highway 104 Community Identification Signs

Community Identification signs have been designed to be installed only at Highway 104 exit points to a respective community. Featuring the Cumberland community taglines, these new designs provide each community with a level of individuality identity while providing a cohesive design that ties the entire region together.

To ensure recognition County-wide, it is strongly recommended that all Community Identification signs are installed under the same implementation phase.

To foster individuality, the development and installation within the towns' boundaries of municipal-based signage strategies, (as per Amherst, Oxford's gateway sign, and Springhill), should be encouraged.





## Brandmark Application

The Cumberland Brandmark can and should be applied broadly throughout the Region. Within the CRMS signage & design appendix, detailed recommendations on print material and website updates have been compiled.

Sample templates for print collateral include:

- » Tri-fold Brochures
- » Print Advertisements
- » Promotional Product

The templates have been designed to facilitate customization to various market segments, such as tourism, migration, business attraction, etc. The adaptable structure allows population of specific content by CRMS staff.

As part of this project, a review of each of the community’s existing websites was completed, and recommendations made. This analysis is summarized in the appendix. A proposed CRMS specific website would provide continuity to the region, and more effectively direct internet traffic.

A proposed website template is structured around the four pillars of the strategy; business, tourism, immigration, & lifestyle. Within this framework, the website would link to each of the individual community’s existing website. Further guidance is found in the report appendix.



## Action Plan Items

Many of the activities listed below are in various stages of progress among the Municipalities of Cumberland County. For example, Amherst is well on its way to developing parking, street scape, façade improvements, etc. and Springhill is in the process of implementing a downtown beautification strategy.

As the CRMS moves ahead, those municipalities who have relevant projects underway should continue to advance those initiatives, while supporting efforts aligned with the CRMS. The other communities should strategically allocate resources based on the CRMS, while taking the opportunity to learn from the experiences of others.

	Action Items	Amherst
	Management and Administrative Activities	
	<p>Set the management and governance structure for the CRMS: this would be structured as a joint marketing committee, set up by participating municipalities, with Council-level representation from each unit.</p> <p>In the present vision, it would be managed by CREDA but it could also be directly managed by a joint committee of the participating municipalities.</p> <p>Day-to-day implementation activities would handle by a dedicated staff position – The CRMS Coordinator / Manager Role.</p> <p>This would be a new hire or the position could be recruited from existing staff.</p> <p>The position would be full year and begin immediately. Because this position needs to be in place to drive the balance of the CRMS implementation, it would likely be funded from the municipalities, rather than through project specific funding programs from other sources.</p> <p>This may require support from one or more of the municipalities of the RDA to describe, post, interview, and contract with the new hire. Budget reflects expected remuneration levels, salary burdens, and some administrative costs (\$45,000 X 1.15 X 5 years).</p>	L
	<p>Apply for funding/budget for implementation: Provincially, federally, and budget within each municipality.</p> <p>This would focus mainly on funding applications for individual projects elements within the CRMS, as well as project/core funding for operational aspects of the office/administration of the CRMS.</p> <p>Budget reflects application costs and may be made up by leverage municipal resources.</p>	L
	<p>Appoint a Regional coordinator for the CRMS.</p> <p>Budget reflects hiring costs/disbursements and may be made up by leverage municipal resources.</p>	L
	<p>Set a Municipality sub-committee (or designate) to oversee the implementation, with contact person between CRMS Coordinator and sub-committee: This role could reside within existing committees, in cases where municipalities have working groups with similar mandates.</p> <p>Budget reflects meeting costs and associated travel expenses (per year).</p>	L
	<p>Review the overall CRMS and action plan and refine /fine tune for each Municipality: coordination of action.</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside Resources	Budget	Timing
L	L	L	L			\$260,000	3 to 6 months
L	L	L	L			\$10,000	3 to 6 months
L	L	L	L			\$3,000	3 to 6 months
L	L	L	L			\$12,000	3 to 6 months
P	P	P	P	L			3 to 6 months



Management and Administrative Activities	Amherst
<p>Coordinate these changes with the CRMS coordinator</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P
<p>Develop rollout of the CRMS: Plan a major event / media around the campaign.</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P
<p>Support with communications amongst stakeholders by establishing a formal CRMS network.</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P
<p>Support business-led networking opportunities /groups in each of the Municipalities to help with product knowledge and development of cross-promotional opportunities.</p> <p>Cost included in meeting related expenses.</p>	L
<p>CRMS Coordinator inventories community assets and develops linkages/packaging opportunities.</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P
<p>Inventory and agree on the tourism demand generators with the highest potential to attract visitors: this is a role for the coordinator in discussions with the 5 municipal sub-committees / working groups.</p> <p>Strengthen destinations: downtowns, natural resources, cultural sites, archaeological sites, develop new ones, wind turbines.</p> <p>Some costs would be included in the Coordinator's compensation but this may also require outside expertise engaged on contract. Budget reflects contract costs.</p>	P
<p>Evaluate and apply the Regional Downtown Revitalization Strategy model on a regional (county-wide) basis.</p> <p>This may require outside expertise engaged on contract. Budget reflects contract costs.</p>	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L			3 to 6 months
P	P	P	P	L			3 to 6 months
P	P	P	P	L			3 to 6 months
L	L	L	L	P			3 to 6 months
P	P	P	P	L			3 to 6 months
P	P	P	P	L		\$15,000	3 to 6 months
P	P	P	P	L	Yes	\$50,000	6 to 12 months

Capacity Building Activities	Amherst
<p>Putting Welcoming into Practice: Invest in professional development and training for local business owners and campaign to local residents the importance and value of being welcoming. This could include a mentoring program with business within the community or with business people from other jurisdictions.</p> <p>This may require outside expertise engaged on contract. Budget reflects contract costs.</p>	P
<p>Conduct workshops, site visits, and awareness campaign to highlight the role of the CRMS.</p> <p>The CRMS Coordinator would host these sessions. Budget reflects related expenses.</p>	P
<p>Form a Business Improvement District Committee (BIDC) or similar organization to work with downtown merchants/businesses owners to improved storefronts/ displays, here is how you do the (e.g., workshops, contests, collaborative themes to align with seasons, etc.).</p> <p>Most costs would be included in the Coordinator’s compensation; other costs would be included in collateral expenses noted elsewhere in the action plan.</p>	P
<p>Facilitate capacity building training for marketing/co-packaging town partnerships. This element refers to co-marketing initiatives that combine the towns and regions of Cumberland, emphasising the opportunities within the brand. In the same way a B&amp;B may co-market with a theater/artistic venue, two or more towns would develop 'see-and-do' activities that offer visitors a variety of excursions, services, and activities throughout the year.</p> <p>This may require outside expertise engaged on contract, and would include design and collateral material. Budget reflects contract costs.</p>	M
<p>Conduct a downtown market assessment toward identification of strategic market focus and then develop a downtown tenant matching strategy.</p> <p>This would be used as an attraction/recruitment, and retention strategy to ensure that the right mix of uses are focused in the downtown core (e.g., no ground floor office, bylaw to locate banks away from big-box areas and in the core, tax incentives for business, etc.). This may include zoning/land use guidelines and or municipal tax incentives for businesses.</p> <p>While this is envisioned as a region-wide assessment of the downtowns of Cumberland, which would support the overall strategic objective of the CRMS, individual towns may seek individual customization of their strategy to peruse and maintain particular themes and character of each town's main street, for example.</p> <p>This may require outside expertise engaged on contract, and would include design and collateral material. Budget reflects contract costs.</p>	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L	Yes	\$20,000	3 to 6 months
P	P	P	P	L		\$3,000	3 to 6 months
P	P	P	M	L			3 to 6 months
M	P	M	M	L	Yes	\$50,000	3 to 6 months
P	P	P	P	L	Yes	\$50,000	6 to 12 months

Capacity Building Activities	Amherst
<p>Adopt a quality program to monitor and ensure consistently deliver the tourism/visitor product/CRMS implementation.</p> <p>There are a number of quality programs that could be emulated: Canada Select, for example, as criteria that are worthy of consideration. Another more locally based example is the quality program that was piloted by Nova Scotia's Tourism Division and now operational as The Visitor Satisfaction Program (VSP) in partnership with Atlantic Canada's four tourism industry associations, ACOA and the four departments of tourism in Atlantic Canada. The program is relevant for accommodation and campground operators in Atlantic Canada. The lessons learned may be able to be applied more broadly to other industry operators through and initiative specific to Cumberland.</p> <p>This may require outside expertise engaged on contract, and may necessitate developing web-based capabilities or use of web-based survey tools that are monitored and analysed by the Coordinator.</p> <p>Budget reflects contract costs.</p>	P
Events	Amherst
<p>Coordinate Cumberland –wide events and festivals to identify highest and best potential: e.g. co-marketing opportunities, packaged ‘see and do’ activities.</p> <p>Clearly, there are existing example of successful festival and events now – continuity of these efforts within the CRMS and overarching brand strategy will be important.</p> <p>This would be managed / coordinated by the CRMS Coordinator and will include event related expenses.</p> <p>Budget reflects costs associated with the events.</p>	P
<p>Encouraging markets events and festivals throughout the year: Christmas shopping opportunities marketed to target market areas (esp. Moncton and Halifax).</p> <p>This would be managed / coordinated by the CRMS Coordinator and will include event related expenses.</p> <p>Budget reflects costs associated with the events.</p>	P
Target Markets	
Southern New Brunswick	P
Cumberland	P
Rest of Mainland Nova Scotia	P
Non-Resident Vehicle Traffic/Vacation Planning Stop / Gateway Counselling Services	P
HRM: There should be more marketing presence/effort in Halifax/HRM	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L	Yes	\$20,000	6 to 12 months
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L	Yes	\$30,000	6 to 12 months & ongoing
P				L	Yes	\$15,000	6 to 12 months & ongoing
P	M	M	M	L			Ongoing
P	P	P	P	L			Ongoing
P	P	P	P	L			Ongoing
P	P	P	P	L			Ongoing
P	M	M	M	L			Ongoing

Internal and External Marketing & Communications	Amherst
<p>Invest in internet presence: for the CRMS - strong internet presence at the regional level, augmented by sites that are specific to the Municipalities, but that carry the same brand and provide consistency across the region.</p> <p>Develop web content for uploading to the CRMS site under the pillars of visitor services, business and economics, immigration/settlement, culture/nature, etc.</p> <p>Newcomer initiatives for all Municipal</p> <p>This would be managed / coordinated by the CRMS Coordinator and will include web/ content related expenses.</p> <p>Budget reflects costs associated with the development of the website.</p>	P
<p>Cross-promote the region's Downtown with other tourism products within the region.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item.</p>	P
<p>Market major communities via online, e-marketing and media relations activities: what's happening in the region – goal to generate more full-season programming.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item.</p>	P
<p>Integrated CRMS brand and messaging in communications with businesses and from businesses to their consumers.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item.</p>	P
<p>Community awareness: members of the community need to become stronger ambassadors.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. A small budget is reflective of travel and meeting expenses.</p>	P
<p>Link into VIA rail as part of the strategy to bring visitors from Halifax (3 days/week at the moment).</p> <p>At the time of this writing (June of 2012) VIA Rail announced it would be cutting services throughout the Maritimes, including Amherst. This may be a strategy to support both VIA's need for more ridership on the run as well as the region's implementation of the CRMS.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. This may not be a large priority as VIA's plans become more solidified, although the RMS and effort within this should be presented to VIA so that they are at least aware of the work at the local level than may have the effect of improving their ridership.</p>	P



Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L	Yes	\$25,000	6 to 12 months & ongoing
P	P	P	P	L			6 to 12 months & ongoing
P	P	P	P	L			6 to 12 months & ongoing
P	P	P	P	L			6 to 12 months & ongoing
P	P	P	P	L	Yes	\$5,000	6 to 12 months & ongoing
M	M	M	M	L			1 to 2 Years

Population/Settlement Actions	Amherst
<p>Coordinated job fairs in other regions of Nova Scotia - Southwest Nova, Cape Breton, etc. where recent business closures have impacted employment.</p> <p>The CRMS should also continue to support the Newcomer Navigator Program and align recruitment and retention strategies toward this program.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. Budget is reflective of travel and meeting expenses.</p>	P
<p>Provide resources to develop “best bet” markets – specifically Sport Tourism: Leverage things that are being done now: Attract youth and young families - Sports Tournaments and Sporting Events and use these occasions to position to newcomers.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. Budget is reflective of printing and promotional expenses, such as printed inserts that may be included with team/player/parent packages at youth sporting events.</p>	P
<p>Recruitment strategies need a complementary retention strategy: Work with ISIS and others to understand the needs of immigrant communities and invest in filling these needs. The Coordinator would also need to monitor the proposed federal changes to migration and a recent project by the council of Atlantic Premiers to look at credentialing in Atlantic Canada.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item.</p>	P
<p>Focus web/promotional information on the cultural, educational, recreational, and life-style potential of the region: Quality of Life; Services in education and health; Opportunity for retirement living and 'transitional employment'; Youth retention and attraction.</p> <p>Developing a migration campaign leveraging services in education/health and support for retirement.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. Budget is reflective of potential cost to develop a county wide strategy.</p>	P
<p>Develop a regional land use strategy to address the opportunities and challenges presented by economic development opportunities and existing / alternative uses. This means that for those with current strategies, they should continue to revisit these strategies in the context of the CRMS, county wide changes in land use strategies, and the need to cooperatively and collaboratively consider the use of land in the context of the 4 pillars of the strategy: encourage migration and settlement, economic development, tourism develop, etc.</p> <p>The compensation and expenses for the CRMS Coordinator would include this item. Budget is reflective of potential cost to develop a county wide strategy leveraging contracted expertise.</p>	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P				L	Yes	\$10,000	1 to 2 Years
P	P	P	P	L	Yes	\$20,000	1 to 2 Years
P	P	P	P	L			1 to 2 Years
P	P	P	P	L	Yes	\$60,000	1 to 2 Years
P	P	P	P	L	Yes	\$100,000	1 to 2 Years

Physical Investment	Amherst
<p>Develop a downtown parking strategy to relate this to other commercial development goals. Work with merchants and local business owners to choose parking options that leave preferred spots available for visitors. Amherst, as an example, conducted a parking strategy that included new directional signage. The plan is now being implemented and provides an example to others within Cumberland of something that each town should implement.</p> <p>This would be coordinated by the CRMS Coordinator, but not carried out by the Coordinator Budget is reflective of potential contractor costs for this service.</p>	P
<p>Streetscapes, for the most part, are already good throughout Cumberland. The Region still needs to continue with/initiate façade improvements, as needed.</p> <p>This would be coordinated by the CRMS Coordinator, but not carried out by the Coordinator Budget is reflective of potential contractor costs for this service and project support within this program.</p>	P
<p>Develop a Cumberland Regional Active Transportation Strategy – (e.g., Sackville marsh walk connection). This could include bike rentals (6km from Amherst in Sackville NB: connect Amherst to this trail), a active transportation pathway/trail through the windmills (eco museum concepts: stops at pavilions along the trail, that begin and ends with the Amherst), etc.</p> <p>This would be coordinated by the CRMS Coordinator, but not carried out by the Coordinator Budget is reflective of potential contractor costs for this service, but not the development of the trail.</p> <p>An appropriate study effort would provide a feasibility analysis of supporting opportunities for business (e.g., the establishment of a bike rental operation).</p>	P
<p>Implement past recommendations on signage and way finding (e.g., the work of Roger Brooks).</p> <p>This would be coordinated by the CRMS Coordinator, but not carried out by the Coordinator Budget is reflective of potential contractor costs for this service and project support within this program.</p>	P
<p>Continue to improve downtown lighting.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs for this service and project support within this program.</p>	P
<p>WIFI'ed Downtown core.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs for this service and project support within this program.</p>	

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
	P	P	P	L, M	Yes	\$80,000	1 to 2 Years
P	P	P	P	L	Yes	\$100,000	1 to 2 Years
P	P	P	P	L	Yes	\$100,000	1 to 2 Years
				L	Yes	\$100,000	1 to 2 Years
	P	P	P	L	Yes	\$100,000	2 to 3 Years & Ongoing
	P	P	P	L	Yes	\$45,000	1 to 2 Years

Physical Investment	Amherst
<p>Trail that links archaeological sites, cultural sites, and historical sites.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs for this service and project support within this program.</p>	P
<p>Install a tidal clock on the highway so visitors can appreciate how quickly the shore changes and how easily it is to see the phases of the tides.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs.</p>	
<p>Create stopping and resting spots in the downtown: park benches, places signed where WIFI is "good", etc.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs.</p>	
<p>Work with TIR to improve provincial roads, and invest in local infrastructure.</p> <p>This would be coordinated by the Municipality with participation and monitoring by the CRMS Coordinator.</p>	
<p>Introduce public transportation.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs to study this service.</p>	P
<p>Encouraging Shop Front Improvements/Investing in Town Centre Improvements/Ensuring appropriate developer contributions to town centre schemes.</p>	P
<p>Work with Transportation and Infrastructure Renewal to strategically provide better entrance and gateway signage. Highway signage should encourage visitors to exit the highway at key locations (i.e. towards the downtown, bypassing any strip shopping). Off the highway, communities should be encouraged to develop or continue to develop welcoming gateway signage and entrance features.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential design costs.</p>	P
<p>Conduct and / or implement waterfront strategies to beautify and improve access and traffic along the waterfronts. Allocate budgets as required though to implementation of the plans.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs of the study.</p>	

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
P	P	P	P	L	Yes	\$25,000	1 to 2 Years
P						\$5,000	1 to 2 Years
						\$50,000	2 to 3 Years & Ongoing
L				P, M			2 to 3 Years & Ongoing
P	P	P	P	L	Yes		2 to 3 Years & Ongoing
	P	P	P	L	Yes	\$60,000	1 to 2 Years
						\$60,000	1 to 2 Years
	P		P	L	Yes	\$100,000	2 to 3 Years



Physical Investment	Amherst
<p>Conduct and / or implement main street urban design strategies to beautify the streetscape and improve access and circulation. Allocate budgets as required though to implementation of the plans. Amherst is already advanced in this area, while other municipalities such as Springhill may be in the planning stages.</p> <p>This would be coordinated by the CRMS Coordinator.</p> <p>Budget is reflective of potential costs of the study.</p>	P
<p>"Green" Industrial park development needs to be a priority and well marketed. This is already one of the main thrust of the Cumberland Energy Authority between Parrsboro, Springhill, and the Municipality of Cumberland and needs to be supported.</p> <p>This would be coordinated by the Municipality with participation and monitoring by the CRMS Coordinator.</p> <p>Tidal Power Hub (service opportunities) and a proposed Green Industrial Park</p> <p>Identify opportunities for all municipalities to participate in the initiative.</p>	
<p>Continue to (and/or work toward) clearly define(ing) the downtown through gateway signage/public art, etc.</p> <p>This would be coordinated by the CRMS Coordinator.</p> <p>Budget is reflective of potential costs of the study.</p>	P
Visitor Services	Amherst
<p>The way that visitors are finding out about Nova Scotia is also changing. There are many more available sources of information now when planning a trip – social media, print ads, etc. The top sources of information, according to 2010 VES are word of mouth, followed by the travel guide, and NS.com.</p> <p>Merchants and shop owners would perform VIC-like functions with their customers. Support of and investment in this sort of approach (through education, marketing strategies, and coordinated approach from local retailers) may trigger a stronger ROI than an investment in a new VIC.</p> <p>Amherst should remove the Town paid VIC staffers from border VIC and direct this investment on town visitor services as outlined in the following. 1</p> <p>While Amherst information would be an obvious focus, visitor service would also focus on the entirety of Cumberland as part of the CRMS.</p> <p>This would be led by Amherst.</p>	L
<p>VIC Kiosks: Paper based self-service VICs located at key points throughout the town (e.g., hotels, rest-stops, etc.)</p> <p>This would be coordinated by the CRMS Coordinator.</p> <p>Budget is reflective of potential costs.</p>	L

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
	P	P	P			\$50,000	2 to 3 Years
L	L	L		P, M			1 to 2 Years
	P	P	P	L	Yes	\$60,000	1 to 2 Years
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
				P, M			6 to 12 months & ongoing
				P, M		\$8,000	6 to 12 months & ongoing

	Visitor Services	Amherst
	<p>Interactive VIC Kiosks: Interactive touch screen VICs located at key spots throughout the town.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs.</p>	L
	<p>Market kiosks VIC combined with artists and crafts.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs.</p>	L
	<p>A "Welcome Centre" approach, collocated with artisan sales (cultural and craft product) could be explored through a feasibility study and business plan. If feasible, it would be developed over a 3 to 5 year period. It must be noted that visitor servicing is becoming more electronic in that the use of mobile devices for travel planning is growing: 37% use a mobile computer, 31% use navigation aids, 22% use smart phones, use of online social media in trip planning (before and during travel) is growing, and the sources of information accessed are more diversified.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs of the study.</p>	L
	Programming	Amherst
	<p>Program arts and craft events, including a venue from which local and regional product can be exhibited. Augment direct to consumer sales with online sales. Include 'arts-tour' so that visitors can learn about where in the region they should visit to see and buy regional product.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs of the study.</p>	P
	<p>Supporting business to become active ambassadors for the town and its business sector – campaign to leverage Cumberland and Town feature of the week.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs to support the effort.</p>	P
	<p>Enhance the current tourism offering by creating and promoting packages, bundles and itineraries that combine Amherst unique products.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs to support the effort (print material/copy, etc.).</p>	P

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
				P, M		\$15,000	6 to 12 months & ongoing
				P, M		\$14,400	1 to 2 Years
				P, M		\$25,000	1 to 2 Years
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
				L	Yes	\$60,000	1 to 2 Years
P	P	P	P	L		\$5,000	1 to 2 Years
P	P	P	P	L	Yes	\$20,000	1

Programming		Amherst
<p>Find active uses for any empty shops along main street: temporary art galleries, community uses, farmers markets, attractive displays highlighting regional tourism product/packages/opportunities, places to sit and connect to the internet via the town's Wi-Fi.</p> <p>This would be coordinated by the CRMS Coordinator. Budget is reflective of potential costs to support the effort (print material/copy, etc.).</p>	P	
<p>Fully leverage all recreational opportunities - they provide the region an opportunity to showcase itself to people with young families from across Nova Scotia throughout the year - leverage this.</p> <p>This would be coordinated by the CRMS Coordinator.</p>	P	
Partnerships		Amherst
<p>Maintain closer relationship with Moncton and the Westmorland communities: work with these communities to identify mutually beneficial marketing programs and complimentary initiatives to increase visitor traffic throughout the region</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	L	
<p>Coordinating education and training services and new business training/recruitment needs</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	P	
<p>Define a role for the players – chamber, tourist association, etc.</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	L	
<p>Collaboration with neighbouring municipalities: Focus on creating stronger partnerships between municipality's respective business communities: overarching chamber meetings</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	L	
<p>Ensuring a Strong Voice for the Business Community: A Strong Chamber of Commerce</p> <p>Cost included in the compensation for the CRMS Coordinator.</p>	L	
Economic Development		Amherst
<p>Wind Energy: Leverage the energy potential as an attraction and create a site to interpret the wind energy developments in Cumberland – this could be located in the Town of Amherst, with a view of the windmills, or within the County.</p> <p>This will be led by the municipalities, with support from the CRSM included in the compensation for the CRMS Coordinator.</p>	P	
<p>Leverage the Federal Penitentiary expansion in Springhill for population retention and settlement</p>	M	

Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
	P	P	P	L	Yes	\$20,000	1 to 2 Years
P	P	P	P	L	Yes		1 to 2 Years
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
L				P,M			6 to 12 months & ongoing
				L			3 to 6 months
L	L	L	L	P			3 to 6 months
L	L	L	L	P			6 to 12 months & ongoing
L				P			6 to 12 months & ongoing
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
L	M	M	M	M			6 to 12 months & ongoing
M	M	L	M	M			ongoing

Economic Development	Amherst
<p>Leverage the green and alternative energy, local labour force, centralized location and transportation linkages, and supporting cultural and recreational opportunities that contribute to a high quality of life</p> <p>This will be led by the municipalities, with support from the CRSM included in the compensation for the CRMS Coordinator.</p>	L
Governance	Amherst
<p>Put in place policies to encourage infield development. Examples from UNSM:</p> <ul style="list-style-type: none"> <li>* Review building codes to encourage commercial and residential redevelopment in downtown core</li> <li>* Ability to waive building permit fees and development fees in the downtown area</li> <li>* Provide financial tools to encourage brownfield redevelopment – tax reduction over period of time</li> </ul> <p>Cost included in the compensation for the CRMS Coordinator and the role of Municipal Council.</p>	L
<p>Fostering cooperation and buy-in among the areas' existing groups</p> <p>Cost included in the compensation for the CRMS Coordinator and the role of Municipal Council.</p>	L



Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
L	L	L	L	P, M			6 to 12 months & ongoing
Cumberland	Parrsboro	Springhill	Oxford	Coordinator / Manager	Req't for Outside	Budget	Timing
L	L	L	L	P, M			3 to 6 months
L	L	L	L	P, M			3 to 6 months

## Governance

When considering how the regional marketing strategy should be governed, the need for representatives from all municipal units was voiced. Stakeholder commentary on governance options is summarized as follows:

- » *Have an arm's length organization focused on specific tasks and responsibilities, with management by a committee made up of municipal representation;*
- » *Have a joint marketing committee set up by all 5 municipalities with Council representation from each;*
- » *A strategy that links to the provincial strategy could also be helpful;*
- » *It should be one agency for the county, run from the local development authority, reporting back to the 5 municipalities, and;*
- » *Should be governed by either a committee of stakeholders or by someone from the community not tied to any particular attraction or business to avoid partiality, reporting back to the municipality.*

Any one of these approaches is workable and each has particular strengths and weaknesses.

In the period since the Cumberland Regional Marketing study began, Nova Scotia's RDA Review Panel tabled its final Report and Recommendations to the Honourable Percy A. Paris, Minister of Economic and Rural Development and Tourism ([www.gov.ns.ca/econ/docs/RDA Review Panel Report October FINAL\\_231112.pdf](http://www.gov.ns.ca/econ/docs/RDA%20Review%20Panel%20Report%20October%20FINAL_231112.pdf)). This report was triggered, in part, by ACOA's announcement that it would no longer provide core funding as of May 2013. The Province struck the review panel with a mandate to investigate models for economic development that would "ensure that Nova Scotia had the best model in place to support regional economic development in all regions of the province."

Among the recommendations affecting the governance options that had been suggested for the CRMS was the recommended move to establish six Regional Economic Networks (RENs) to replace the current RDAs. While the exact configuration of the RENs needs to be finalized, it very likely means that CRDA's evolution toward a REN would take in more municipal partners than the five that currently support the RDA.

The review panel's report recommends the five municipalities in Cumberland become members of REN, which would include all of Cumberland, Colchester, portions of Hants (East Hants) and Eastern sections of the Halifax Regional Municipality.

The partners in the CRMS will need to identify, discuss, and address the ways in which the shift to the REN approach may impact the CRMS. At a minimum, it means that governance structures of the CRMS needs to be autonomous of the RDA model.

Therefore, our view of the most appropriate organizational and governance structure for the CRMS is one that sees the participating municipalities create an arm's length organization focused on specific management tasks and responsibilities, with overall governance provided through a board or management committee made up of municipal representation.

From a cost savings perspective, the day-to-day operations of the Office of the CRMS could be house with a particular municipality so as to leverage the administrative systems that may be in place. The burden for this could be reflected in the funding formula and/or the office could be rotated on some interval so that the administrative burdens are shared as well as to provide the opportunity for the CRMS focused staff to become more deeply acquainted with each municipality.

Another variant of this approach could include the virtual office model, wherein the business of the CRMS is conducted by using physical locations throughout the region on an as-needed-basis, while the CRMS staff operate as a mobile unit.

Advantages of leverage existing municipal resources includes the fact that the administrative of each municipality are already established and operational. As well, the municipalities already have established relationships and accountability links to each other and have a track record of collaborating on specific projects and initiatives which themselves provide structures and systems that could be leverage or emulated within the CRMS.

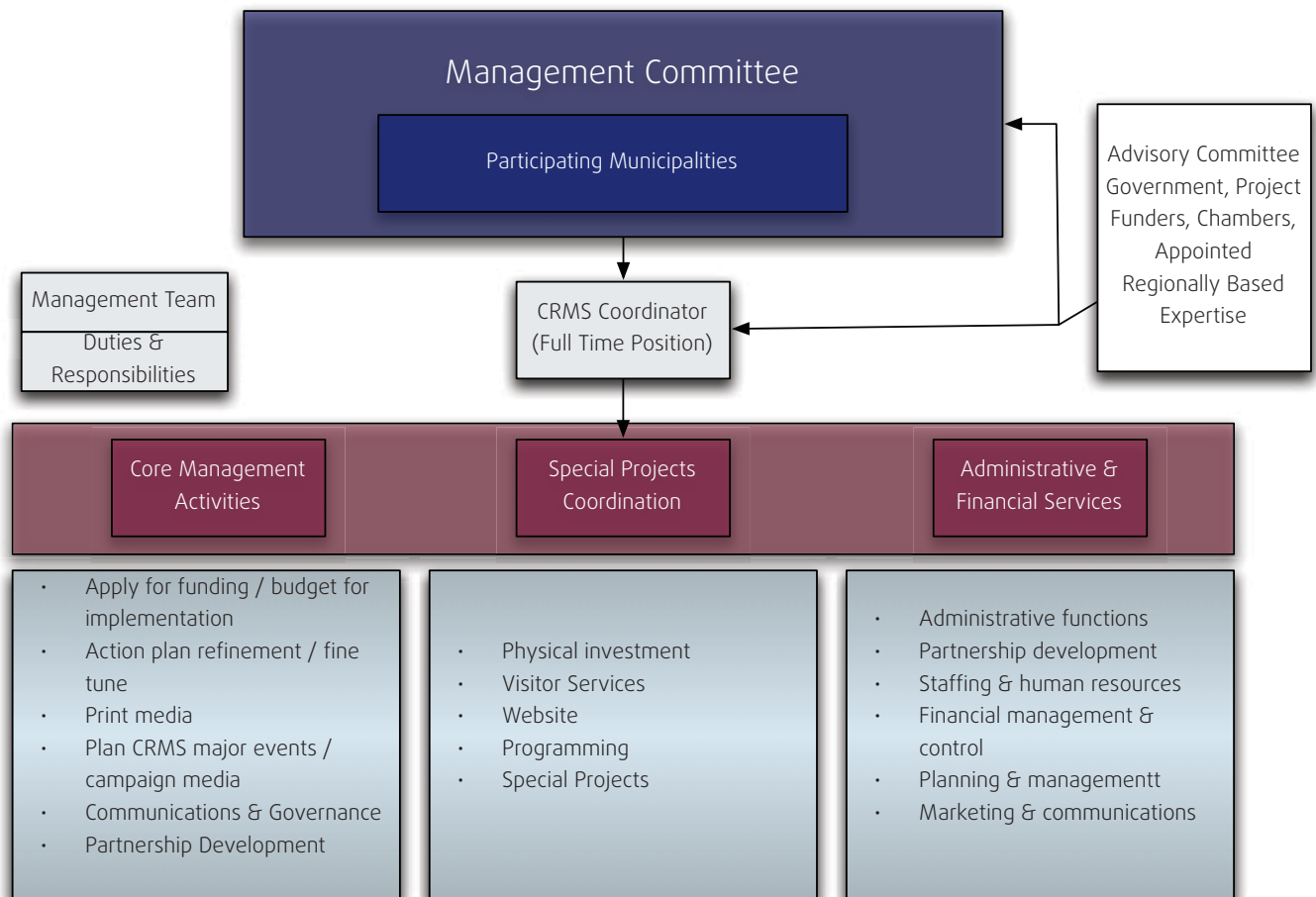
Moving forward, it will be important to work with the REN. We suspect that the REN will replace many of the roles of the RDA and ultimately be in the best position in the region to help the CRMS ensure that the execution of initiatives under this strategy are complementary with other initiatives within the REN region, the province and within other organizations whose mandates include supporting tourism development in the region, recruitment and retention of business, and strategies related to youth attraction and retention as well as migration and new resident initiatives.

In summary, the recommended governance would include:

- » An overarching board or Management Committee comprised of all 5 Municipal Stakeholders
- » The creation of an Advisory Committee to support specific initiatives and/or to provide a avenue to include REN involvement as appropriate,
- » Subordinate to the Management Committee is a CRMS Coordinator - envisioned as a full-time, full year position who is responsible for delivery on
  - » *Core Activities: Management, Administrative, Financial Services (the day-to-day); and*
  - » *Special Projects Coordination: Management of outside resources and/or the direct execution of specific projects*

This is illustrated in figure 3 which follows.

**Figure 3: Proposed Governance Structure**



## Funding

There are a number of funding formulas that could be considered and funding models are generally varied for this type of entity. This could include self-funded approach, such as issuance of levies such as through an area-wide marketing campaign contribution or a marketing rate for hotels, for example. It could also include municipal support based on each municipality's share of the collective tax base, population, or combination of these benchmarks.

Within the CRM, there could be separation between core activities and project specific activities. Support for project specific initiatives, in this instance, would be solicited for those projects, targeting programs appropriate to particular initiatives and potential supports based on the nature of the project.

Core operating budgets (for the office of the CRM - those associated with the office of the CRMS: staffing, direct expenses, and relating administrative functions) would be funded based on separating core activities.

Funding for project related activities, which are those program or project specific initiatives, would target funders where the project aligns with available funding sources whose policy and rationale are well-matched to specific elements within the CRMS.

Our recommendation is that the office of the CRMS be provided with core funding, through the partnership of the participating municipalities, and that project specific activities and special studies target funding sources whose mandates are matched to particular initiatives within the CRMS.

Core funding could be supported by the participating municipalities in a number of ways but perhaps the most workable approach would be to emulate the formula for the Energy Office Funding Formula. This would see the core funding obligations apportioned to each participating municipality based on their average share of residential and commercial assessments across all participating municipalities for the most recent year available.

**Table 4: Estimated Office Budget**

<b>CRMS OFFICE BUDGET</b>	
<b>EXPENSES</b>	
Operational Expense	
Advertising, Communications, Marketing	\$8,000
Conferences & Workshops	\$2,000
IT and Software	\$3,000
Memberships, Subscriptions and Dues	\$500
Office Supplies	\$1,500
Professional Fees	\$1,500
Telephone/Cellular/Network/Internet Expense	\$1,200
Travel	\$10,920
Miscellaneous Expense (2% of all others)	\$572
<b>Total Operational Expense</b>	<b>\$29,192</b>
Staff and Personnel Expense	
CRMS Coordinator	\$45,000
Benefits	\$6,750
<b>Staff and Personnel Expense</b>	<b>\$51,750</b>
Steering Committee Expenses	
Meeting Expense	\$3,000
Committee Travel	\$2,520
<b>Steering Committee Expenses</b>	<b>\$5,520</b>
<b>CRMS Office Expenses</b>	<b>\$86,462</b>

**Table 5: Proposed Allocation by Municipality**

Municipality	Total Taxable Assessment (2010)	Share	Core Office Share (Annual)	Core Office Share (3 Years)	Core Office Share (5 Years)
Amherst	\$ 437,059,400	27%	\$ 23,424	\$ 70,272.09	\$ 117,120
Cumberland	\$ 959,449,400	59%	\$ 51,421	\$ 154,263.97	\$ 257,107
Oxford	\$ 67,716,100	4%	\$ 3,629	\$ 10,887.66	\$ 18,146
Parrsboro	\$ 51,436,200	3%	\$ 2,757	\$ 8,270.11	\$ 13,784
Springhill	\$ 97,605,400	6%	\$ 5,231	\$ 15,693	\$ 26,156
Total	\$ 1,613,266,500	100%	\$ 86,462	\$ 259,387	\$ 432,312



Core Funding is estimated at \$425,000 over five years, or \$85,000 per year.

Table 4 provides a sample of how this might be allocated across the five participating municipalities based on each municipalities share of the total taxable assessment (for 2010).

As shown, in this scenario, Amherst would pay 27% of the core budget, Cumberland would pay 59%, Oxford would pay 4%, Parrisboro would pay 3% and Springhill would pay 6%. This approach is akin to the Energy Office Funding Formula, between Cumberland, Springhill, Parrisboro.

It will be up to the participating municipalities to determine the ultimate funding formula.

# CAPSO WORKSHOP

As part of this project, the team presented the results of the consultation and the draft action plan to a joint session that included the participation of the Mayors, Wardens, Councilors, and Staff from all five municipalities of Cumberland. The interactive session was organized so that each municipality was able to comment on the action plan from their own perspective, leading toward a collaborative contribution to the formation of the CRMS.

The results of the session were very positive, with all participants finding value and direction in the proposed action plan.

The following actions and initiatives were discussed during the CAPSO meeting.



- » **Active transportation**
- » **Agriculture & economic development**
- » **Attract independent workers**
- » **Business promotion**
- » **Business retention & recruitment**
- » **Co-locate arts & cultural heritage center with tourism center**
- » **Community development**
- » **Consolidate all municipal units festivals & events promotion**
- » **Demographics**
- » **Develop bus service for all five units**
- » **Develop industrial park business plan**
- » **Economic development**
- » **Eco-tourism**
- » **Green energy**
- » **Health care**
- » **Heritage & culture**
- » **Hire regional marketing strategy coordinator**
- » **Implement highway signage plan**
- » **Infrastructure**
- » **Inter-municipal cooperation**
- » **Main street development**
- » **Marketing**
- » **Marketing - 2nd UNESCO site**
- » **Motorcycle event**
- » **Move ns tourism border information center**
- » **Old home week with the county (everyone)**
- » **Outside investors**
- » **Package vacations**
- » **Partner with county on industrial park expansion**
- » **Partner with ns VIC to promote**

**Cumberland**

- » **Partner with NSCC on training program to support industries**
- » **Partnership with NSCC**
- » **Industrial park development strategies**
- » **Phase three of the community center with NSCC**
- » **Promote AMC & other attractions**
- » **Promote assets and attributes of our area**
- » **Pursue use of train station for arts & heritage**
- » **Recruit youth to support industries in industrial park**

- » **Regional green energy development**
- » **Solid waste center**
- » **Sports event marketing**
- » **Sustainability plans**
- » **Tourism - signage & golf course**
- » **Tourism center downtown**
- » **Tours of facilities**
- » **Train travel**
- » **Website development**
- » **Wellness, recreation & arts center**
- » **Youth retention**

The discussion that took place and the results that were generated also illustrate the study team’s expectation that the action items will evolve as each municipality takes ownership of their participation within the CRMS.



# Appendix A: Visual Identity & Graphic Standards

## Establishing the Cumberland Brand

It is recommended that the existing Cumberland RDA identity (i.e the logo) be used as foundation for the Regional brand. By expanding upon the logo the identity can become more versatile, providing representation of the idea that the brand stands for.

For example, as illustrated below, the *CRDA Graphic Standards Manual* provides a set of sector-specific CRDA logos that feature unique taglines.



These logo variations have been created as visual signifiers of other RDA sectors. They integrate with the primary logo and are customized to suit specific audiences.

Similarly, a customized logo treatment could be created to represent the Cumberland region as a whole. It would be designed to embody not just the RDA but the collective Cumberland vision. The logo would become the core visual element of the Cumberland County brand strategy, influencing all other marketing materials. The CRDA would continue to use its existing logo and associated sector-specific logos.

### Proposed Marketing Tagline

The CRDA has developed a tagline that can be used to reinforce the Cumberland County identity. The tagline, 'a Perfect Balance', sums up the tone and premise of the brand, and will provide residents and visitors with a memorable slogan .

**Logo Design Development**

The early logo concepts used the CRDA logo as a foundation and featured a tagline treatment that was created in-house by the CRDA. Typographic explorations were done to improve legibility and provide a more approachable appearance. Colours were adjusted to reflect the natural characteristics of the Cumberland region. Throughout this process, the consultant worked closely with the client to ensure an objective solution that fulfilled their expectations.

Concept Sketching



Preliminary Design



Development Design



Final Design



## The Cumberland Identity



### **The Cumberland Logo: a perfect balance**

The Cumberland County logo ('Cumberland – a perfect balance') is the core of the Cumberland County brand strategy. It represents the amalgamated identity for the Cumberland Region and should be used for overarching applications. The colours, fonts and shapes will influence all marketing materials and identity elements.

The tagline, 'a perfect balance', captures the natural appeal of the County and provides a memorable slogan for residents and visitors. It conveys a harmony of nature, a balanced lifestyle and a sense of energy that is offered throughout the region. The symbol reinforces these relationships by using complimentary elements that interact to form a greater whole. The colours are representative of the sea and earth, which are important aspects of this area given the two distinct coastlines. The primary font has been selected based on its robust letterforms and friendly, accessible appearance. The tagline uses a cursive hand-writing font to create an expressive and relaxing message treatment.



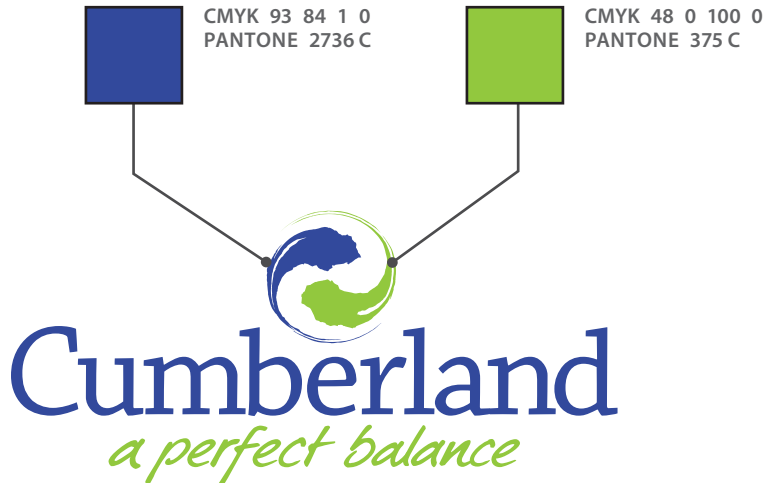
### Cumberland Community Logos

Within the Community logos, the Cumberland County symbol has literally been expanded to embrace the name of the respective community. The form of the expanded symbol has also been designed to represent the rolling nature of the County's topography and reinforce the areas' link with the sea and earth.

These brandmarks will provide communities with their own identities while retaining a visual connection to the overarching Cumberland visual identity (i.e. the primary font and colours are consistent with that of the County logo).

### Colour Standards

The Cumberland brandmark may only be reproduced using the colours specified below.



### Colour Applications

The preferred colour application for the Cumberland brandmark is the full colour version. When this is not ideal, the brandmark may also appear in white (reversed-out) on a solid background or in grey scale.





**Typeface Standards**

The primary typeface for the Cumberland identity program is Chaparral Pro. It should be used adopted for all communication materials and applications.

Myriad Pro is recommended as secondary or supporting typeface. A condensed version is used in the Community brandmarks, but there are several weights and widths available for this versatile and highly readable typeface. It is the face in which this document is set.

## Primary Typeface

Chaparral Pro

abceefghijop 123 AQ *abceefghijop*

## Secondary Typeface

Myriad Pro

abceefghijop 123 AQ *abceefghijop*

The cursive typeface used for the 'perfect balance' tagline is called Dear Joe Casual. It should only be used in the context of advertising materials or for short lines of promotional text.

## Tertiary Typeface

*Dear Joe Casual*  
*abceefghijop 123 AQ*



**Size Standards**

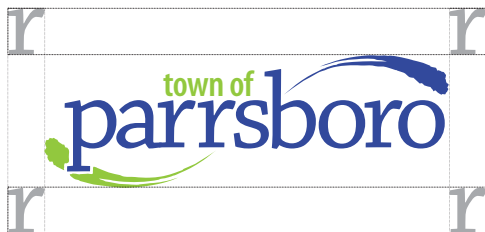
The minimum printed size for the Cumberland brandmark is 0.625 inches in height at 300 dpi. Please note that larger sizes are preferable and legibility should always be the determining factor.



**Spacing Standards**

All Cumberland brandmarks should be framed by an area of empty space to maximize visual impact. This protective space is based on the size of a lowercase 'r' for each respective brandmark.

This spacing standard improves brand recognition and ensures that brandmark integrity is not compromised.



**Improper Usage**

As a general rule the brandmarks should never be altered or re-created in any way. Below are some examples of what not to do:

Do not condense or stretch the brandmarks.



Do not reproduce the brandmarks in any colours other than those specified within these guidelines.



Do not rotate the brandmarks.



Do not alter the font or replace the wording in the brandmarks.



Do not reproduce the brandmarks on backgrounds that impede legibility.



Do not change the orientation of the elements within the brandmarks.



## Community Identity Signage

Located on Highway 104, these sign types designate entry into Cumberland County and identify exit points to the County's constituent communities. These signs have a high visual prominence due to their size and placement on a major provincial travel way, and therefore they play a significant role in introducing the Cumberland identity and its communities. The implementation of these signs would foster a distinctive branding approach for the region.

### Cumberland County Gateway Sign

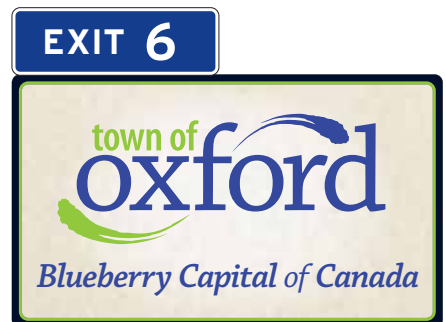
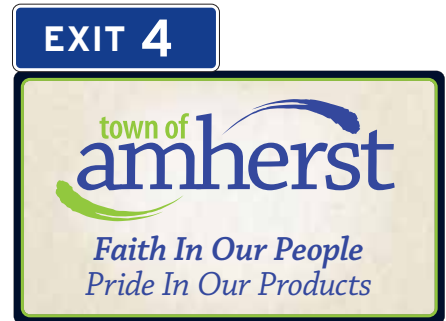
Positioned near the County lines, these signs welcome visitors to Cumberland and introduce the marketing program's aesthetic. Because it establishes the identity, this sign should be implemented prior to, or in tandem with the Community signs.

### Highway 104 Community Identification Signs

Community Identification signs have been designed to be installed only at Highway 104 exit points to a respective community. Featuring the Cumberland community taglines, these new designs provide each community with a level of individuality identity while providing a cohesive design that ties the entire region together.

To ensure recognition County-wide, it is strongly recommended that all Community Identification signs are installed under the same implementation phase.

To foster individuality, the development and installation within the towns' boundaries of municipal-based signage strategies, (as per Amherst, Oxford's gateway sign, and Springhill), should be encouraged.





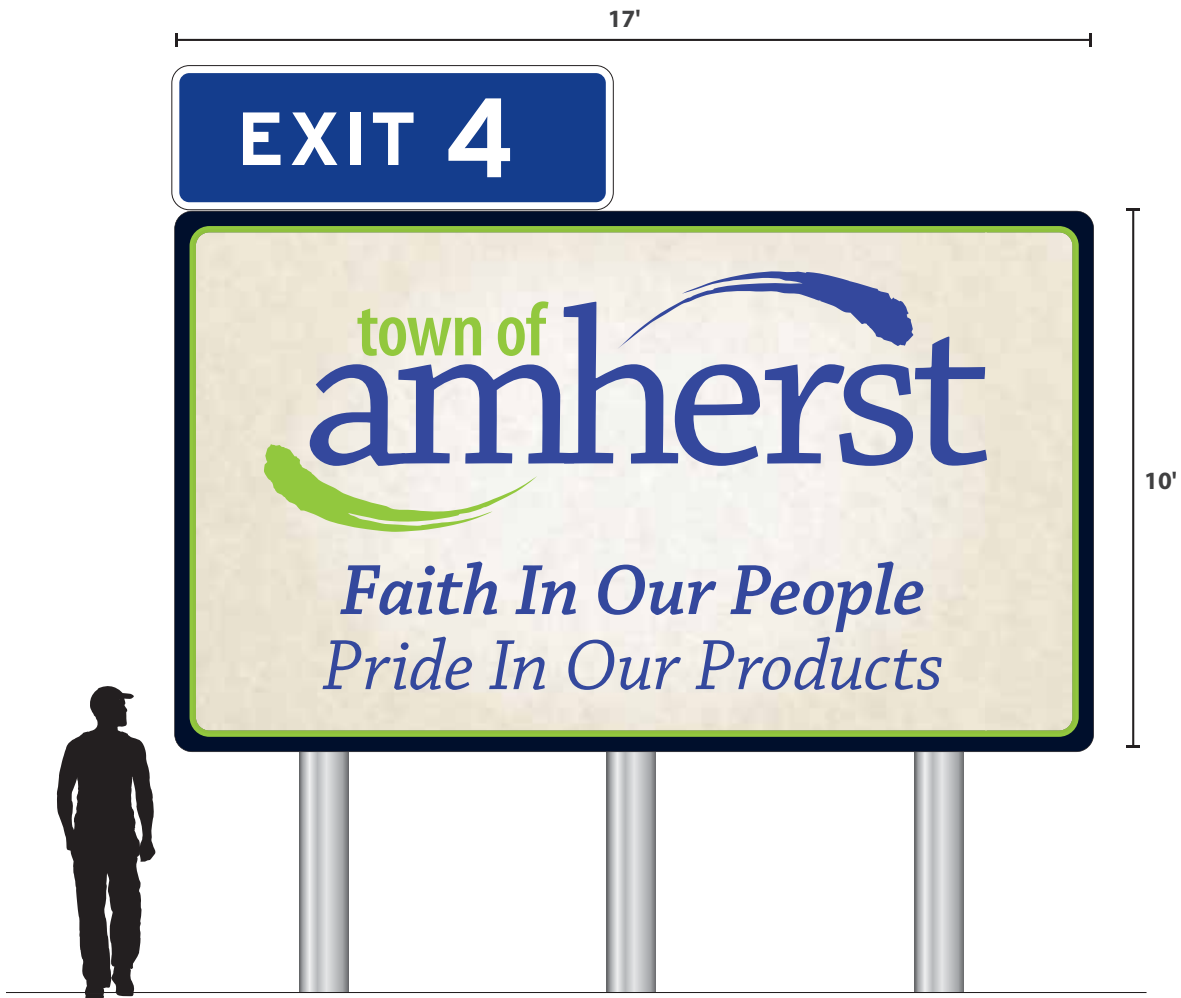
**Cumberland County Gateway Sign**

Currently, Highway 104 uses only a roadside marker to designate the Cumberland County region (see photo at right). Proper gateway signage utilizing the new visual identity is recommended for both highway entry points. The designs must also comply with signage guidelines developed by the Nova Scotia Department of Transportation and Infrastructure Renewal. A conceptual design is shown below.



**Highway 104 Community Identification Signs - Detail**

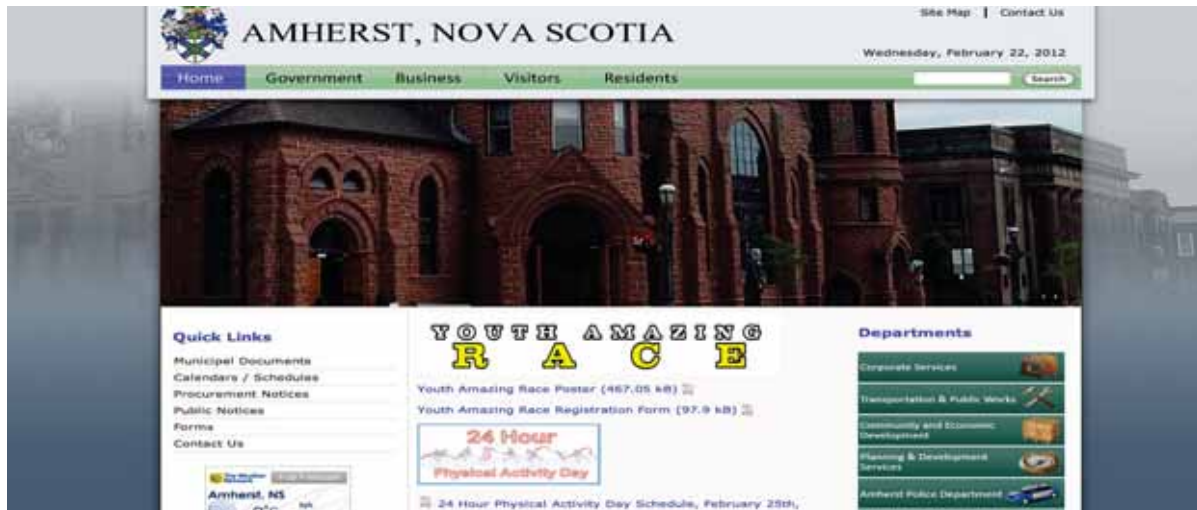
It is recommended that these signs reflect the proposed marketing strategy and comply with TIR's sign standards.



COMMUNITY TAGLINES ARE SHOWN FOR EXAMPLE PURPOSES ONLY.  
Taglines are to be approved by respective communities/municipalities.

## Appendix B: Existing Websites Review

To augment the results of the stakeholder interviews and the SWOT analysis, a review of associated websites was completed. This review was structured to examine the respective project stakeholders digital approach to the attraction of new business investments, residents and visitors.



### Amherst

<http://www.amherst.ca>

#### New Business Investments

A simple paragraph outlines Amherst's central location, transportation links, and its position as a "Gateway Community."

Sub-sections pertaining to public notices, procurement notices, planning documents, a business directory, and statistics are provided.

The "Government" section features sub-section on Community and Economic Development, which includes encouraging new investment ("market and promote Amherst as a first-class location for business and industry, encouraging new development and growth")—no further information is present here on where/how these marketing/promotion efforts are achieved. This features sub-section features with straightforward text-based information on doing business in Amherst.

There are no marketing materials presently featured in "Business" section.

### **New Residents**

The "Residents" section outlines standard information for existing residents, including basic web sub-sections for a community events calendar, stadium schedule, photo gallery, park and ball field schedules, community programs, community groups, arts/culture/heritage, and youth.



The "Authentically Amherst/What's on in Sackville" monthly newsletter publicizes monthly activities in both Amherst and Sackville related to arts, culture and heritage. The information contained here is excellent. It should have a higher visibility within the website - not buried within a link that could be easily overlooked. This information should be marketed to visitors beyond the boundaries of a local newsletter.

There are marketing materials for new residents presently featured.

### **Tourists**

The "Visitors" section provides:

- » list of things to see and do (basic text-based information with thumbnail images),
- » a section on outdoor fun (links for golfing, walking/hiking trails, boat tours/charters),
- » a list of places to stay,
- » an interactive map (basic Google map with zoom options),
- » a poster for the Four Fathers Festival  
Note: no information on festival details is included
- » basic information on the history of Amherst.

There is no marketing identity present.



## Parrsboro

<http://www.town.parrsboro.ns.ca>

### New Business Investments

The “Municipal information” section includes sub-sections pertaining to typical municipal information (councils, committees, minutes, strategic plan, RCMP advisory board, community links, notable citizens, news, business directory, etc.).

There are no marketing materials pertaining to business development presently featured.

### New Residents

“Live in Parrsboro” section features basic data on the town (population, distances, resident occupations, etc.), event calendar, list of organizations, overview of health care facilities, list of heritage homes, real estate companies, and a recreation newsletter—again, information in the newsletter could be marketed to visitor).

No marketing materials for new residents are presently featured.

### Tourists

The “Visit Parrsboro” section includes:

- » standard text-based town profile and history,
- » a list of tourist attractions (linked to external websites),
- » a map of the town (basic Google map with zoom options),
- » a linked list of accommodations,
- » a text-based section on the World’s Highest Tides,
- » a webcam, and
- » photo galleries (photo galleries feature images of festivals and events, but details are not provided/images not identified).

The home page for the “Visit Parrsboro” section is a rather large and formal image of the mayor and her associated visitor welcome message. As the message does, however, welcome visitors to “winter in Parrsboro”—it suggests that the website is current, that they are thinking about the seasons, and that there is a desire to convey a winter tourism presence.

Photo galleries feature images of festivals and events, but details not provided/images not identified.

No marketing identity present.

## Springhill

<http://www.springhill.ns.ca>

### New Business Investments

The "Town Departments" section features a sub-section on Community and Economic Development, that includes an events calendar, community groups, and business resources/directory.

The "Mayor and Council" section provides a general message from the mayor that addresses prospective residents, businesses, and industries; mentions geothermal energy resources.

No marketing materials pertaining to business development presently featured.

### New Residents

The "Community" section features basic overview of the town, public notices, a business directory, a pictorial history of the town, a photo gallery, a section on the local youth council, and useful links.

No marketing materials for new residents presently featured.

### Tourists

The "Tourism" section includes list of attractions, i.e. basic text-based information with iconic photographs, and an interactive map (basic Google map with zoom options).

No marketing identity present.

Homepage banner: changes as you refresh. There is a chance that when the "Tourism" sub-page is selected the banner could feature an image of a dark mine shaft with a bright white sign stating "Enter at your own risk."



## Oxford

<http://www.town.oxford.ns.ca>

### New Business Investments

No marketing materials pertaining to business development are presently featured.

### New Residents

The “Living Here” section features:

- » community vision statement,
- » list of town assets, and
- » simple graphic with statement marketing Oxford as a great place to live, work and play.

Graphic icons link to Oxford’s business directory, charities and organizations, upcoming events, the VIC, the Capitol Theatre, and the arena.

### Tourists

The “Visit Us” section outlines things to see and do in Oxford via straightforward text-based information and thumbnail images.

Bare bones marketing identity, i.e. the use of blue text, iconic image of blueberries, and tagline “World Famous for Blueberries”.



## Municipality of the County of Cumberland

<http://www.cumberlandcounty.ns.ca>

### **New Business Investments**

"Municipal Office" section includes typical municipal information (councils, finance, planning, public works, bylaws, etc.).

No marketing materials pertaining to business development presently featured.

### **New Residents**

The "Living Here" section features basic information on events, fundraising, weather, highway cams, recreation, photo galleries, etc.

No marketing materials for new residents presently featured.

### **Tourists**

The "Visiting" section features overview of destinations (basic text-based information with iconic photographs), information on weather, interactive map (basic Google map with zoom options), photo galleries (best of the bunch, but again, images not described/identified), heritage bylaws, etc.

No marketing identity present.

## Pugwash

<http://www.pugwashvillage.com>

### **New Business Investments**

Site includes a business directory, although there are no marketing materials pertaining to business development presently featured.

### **New Residents**

No formal section for residents/living, however there is a business directory, an events listing, and an entire section devoted to churches.

No marketing materials for new residents presently featured.

### **Tourists**

There is no formal "Visitors/Visiting/Tourism" section, however there is a small section on lodging. The section titled "Pugwash" features text-based information on the history of the village, industry, ecology, services, schools, etc.

Text at the bottom of home page provides a general overview of what there is to see and do in the village (general "reasons to visit")

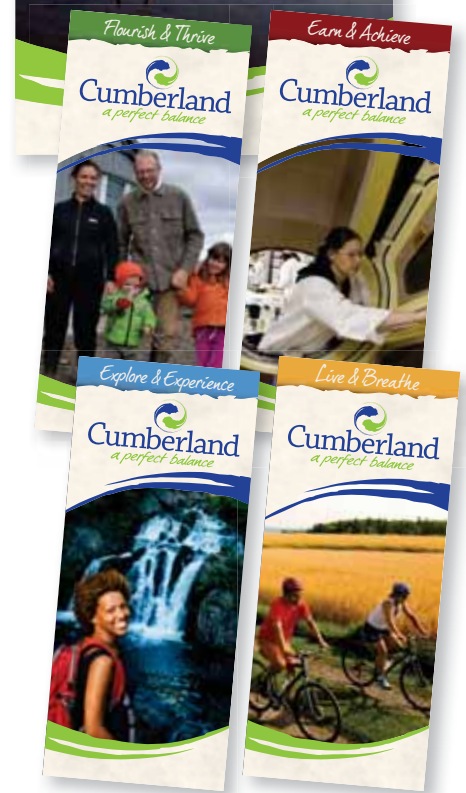
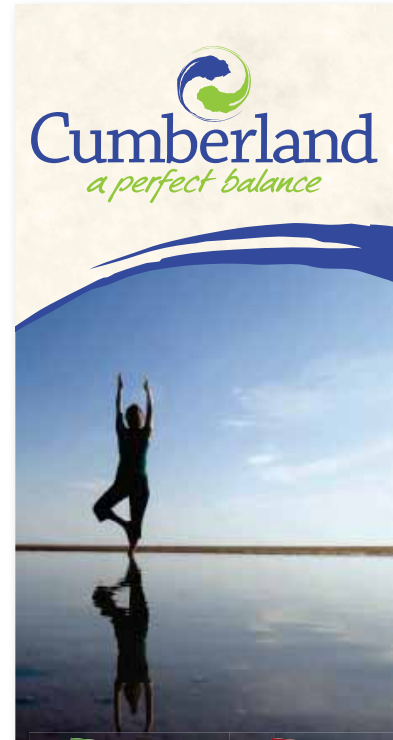
There is no marketing identity present, save the Pugwash "World Famous for Peace" logo and the statement "one hundred thousand welcomes."

# Appendix C: Promotional Materials

This section includes sample designs for the following promotional materials:

- » Tri-Fold Brochures
- » Website
- » Print Advertisements
- » Promotional Product

Production templates and guidelines for all print material will be provided to the CRDA as separate files upon client approval of these designs. This will enable the RDA to tailor imagery and text to address specific audience and campaigns.



ALL CONTENT IS FOR EXAMPLE PURPOSES ONLY.  
Imagery and content is the responsibility of the CRDA.



**Tri-Fold Brochure – Market-specific Versions**

As mentioned, the tri-fold brochure template can be adapted to target specific markets (i.e tourism, lifestyle, population growth / immigration and business investment). A flexible design template will be provided, allowing content and imagery to be updated and changed to suit client needs. Cover examples are shown below.

Tourism



Lifestyle



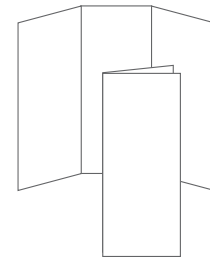
Population/Immigration



Business Investment










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**Tri-Fold Brochure – General Layout**

The template depicted on pages 80 and 81 illustrates how brand-related imagery, fonts and graphics are applied to a tri-fold brochure layout. All target markets are addressed in this design, but the template has been developed to address specific target audiences.

Inside Panel	Back Cover	Front Cover			
 <p><i>Ori re por apicatur, officitur re nest evel molumquam ex est, aut aut volese se doluptus, core voluptatem am fugia cum exces dolute coriae. Dolupta quam, nonet, cum quis escilla boreped evenihilit ducia nis aut qui ut quosam, oditat il incias aut quis expliquo disci omnos volor ant.</i></p> <p><small>Eque expelecerum etur qui tem quassed iginimolorro blabo. Itae volum et latem sim et eatur molor mossequi.</small></p> 	 <p><i>Lorem Ipsum Dolorum Coastlines</i></p> <p>Ori re por apicatur, officitur re nest evel ex est, aut aut volese se doluptus, core voluptatem am fugia cum exces dolute coriae. Dolupta tquam, nonet, cum quis escilla boreped evenihilit ducia nis aut qui ut quosam, oditat il incias aut quis expliquo disci omnos volor ant quame licidem fugia debitatur lorem.</p>   <p><small>Eque expelecerum etur qui tem quassed iginimolorro blabo. Itae volum et latem sim et eatur molor mossequi.</small></p>  <p><a href="http://www.cumberlandcounty.ca">www.cumberlandcounty.ca</a></p>				
<p>High-res imagery</p>	<p>QR code</p>	<p>parchment paper texture</p>	<p>URL address</p>	<p>3.687"</p>	<p>8.5"</p>

ALL CONTENT IS FOR EXAMPLE PURPOSES ONLY. Imagery and content is the responsibility of the CRDA.



Logo icon can be used as a stand-alone design element

Font:  
Chaparral Pro

Font:  
Dear Joe Casual

Font:  
Myriad Pro

Inside Panel 1

Inside Panel 2

Inside Panel 3



*Lorem Ipsum Sustainable Energy*






Ori re por apicatur, officitur re nest evel molumquam ex est, aut aut volese se doluptus, core voluptatem am fugia cum exces dolute coriae. Dolupta tqum, nonet, cum quis escilla boreped evenihilit ducia nis aut qui ut quosam, oditat il incias aut quis expliquo disci omnos volor ant.

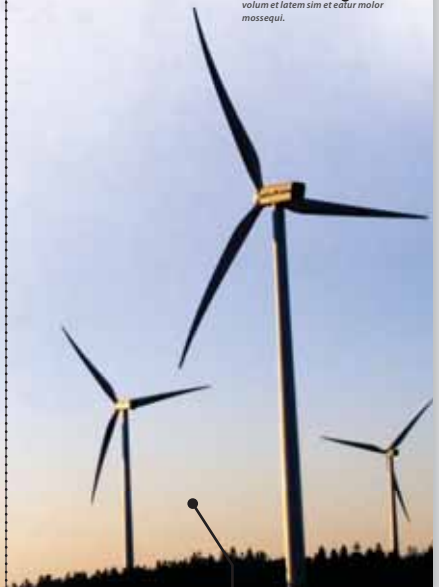
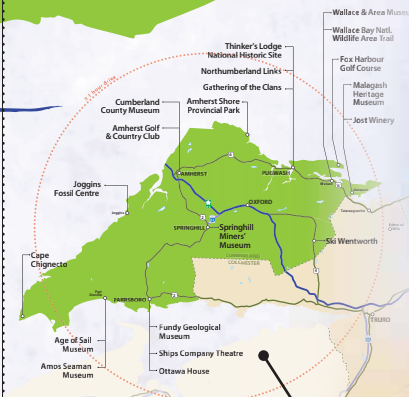
Cabore, ut maionsed quo ipis nonse moditiu ntibus nonseque nim rerepro ritiam dis ex exernatur. Harumqui omnim utamus et re ius sequam es dendaecat fecesto vel.



Equie expelecerum etur qui non quassed ignimolorra big. Itae volum et latem sim et eatur molor mossequi.

*Lorem Ipsum Dolorum*

-  Ori re por apicatur, officitur re nest evel molumquam ex est volorporrum incias alibusam quaeri.
-  Ori re por apicatur, officitur re nest evel molumquam ex est molupta temolup tatiatur sequi que.
-  Ori re por apicatur, officitur re nest evel molumquam ex est illuptatur sa a conescium laborro dis.
-  Ori re por apicatur, officitur re nest evel molumquam ex est fugitatus re voluptaquis diit ulparch.
-  Ori re por apicatur, officitur re nest evel ex est tatemque naturis aut parum velende elentotam.



List of key features/qualities that make Cumberland unique

Cumberland Attractions

Promotion of Energy initiatives

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**Website Template - Home Page**

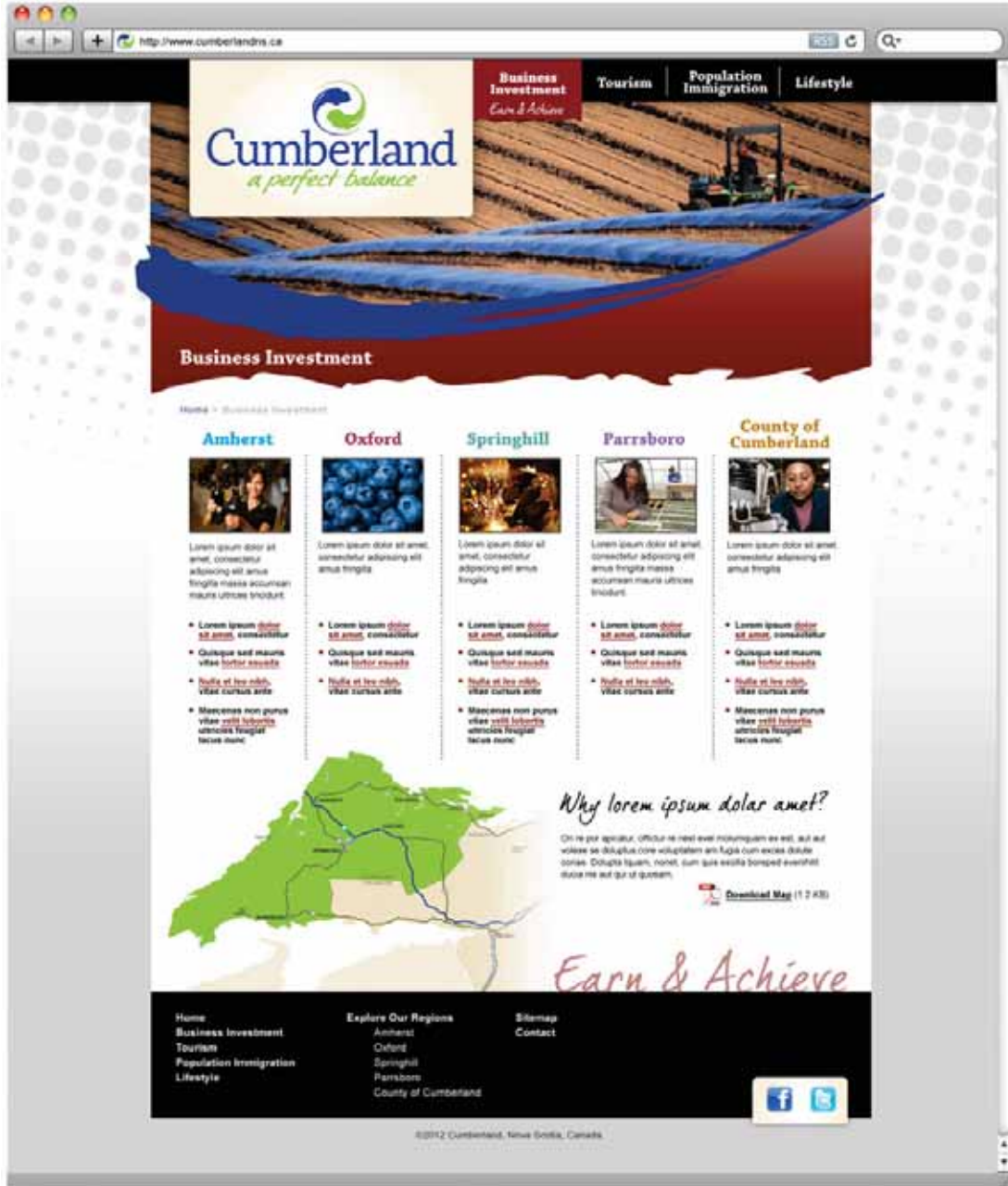
Simple in design, it would provide easy navigation between the Strategy's four pillars and the respective items within the constituent communities' websites.

Once a web address and associated domain is secured a corresponding QR code would be developed to provide users with instantaneous access to the site.



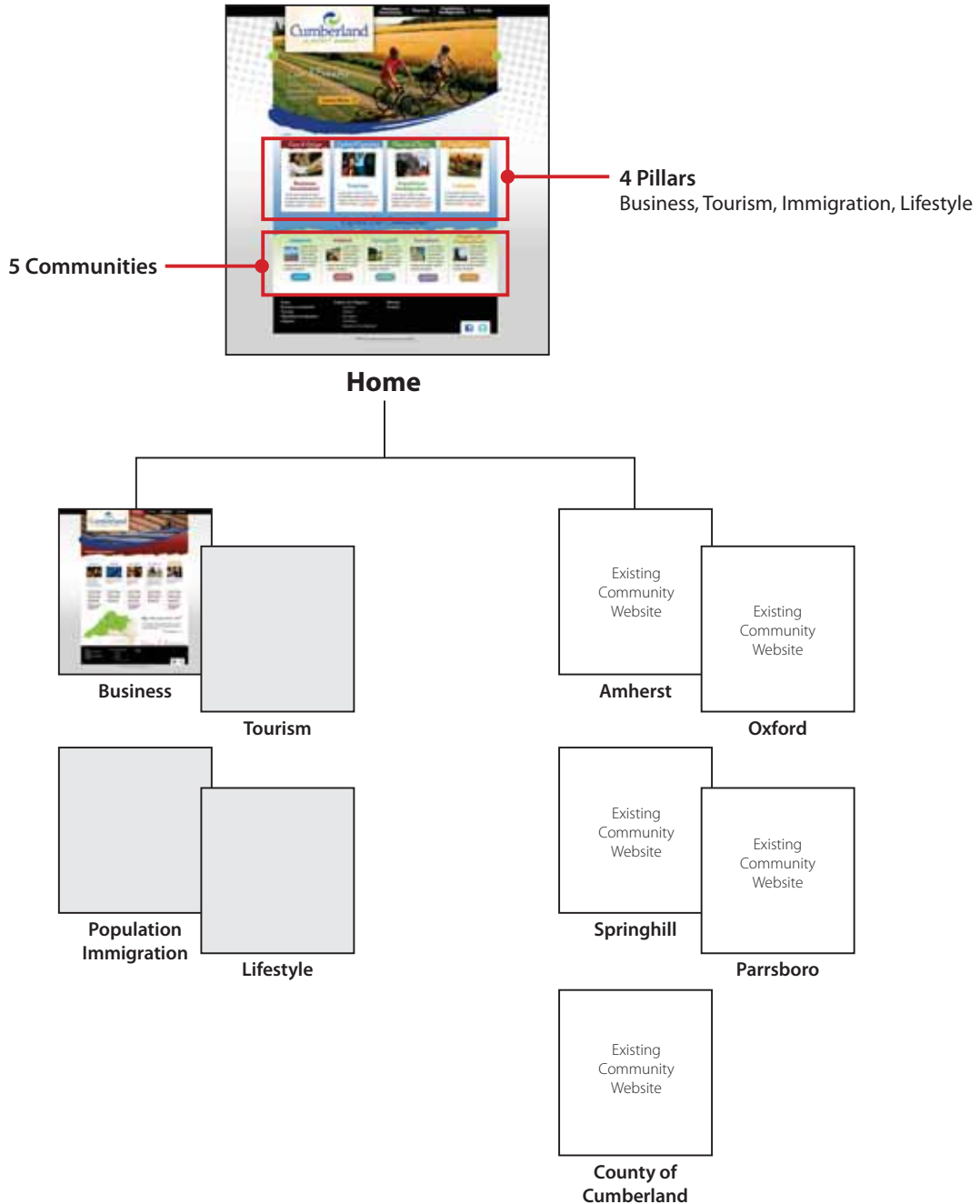
**Website Template - Secondary Page**

Below is a proposed concept of Secondary web page for Business Investment. For corporate consistency, the underlying aesthetic for all web pages would be derived from the Cumberland visual identity.



**Website Template - Site Map**

The following illustrates a preliminary concept of the how the Cumberland marketing strategy website could be developed.







**Print Advertisement Guidelines**

These guidelines have been developed to depict how the Cumberland visual identity should be applied to print ads for each target sector (i.e. tourism, lifestyle, population growth/immigration and business investment). Because there is no standard size for print ads, examples have been designed using both landscape and portrait formats. Actual ad dimensions should be determined by advertising budgets and publication specifications.

In terms of design approach, the ads are all based on a simple layout that uses a compelling photograph to capture the target audience. An enticing tagline is used to reinforce the image and sum up the intended message. The footer features the Cumberland logo with a URL address. Thumbnail images are used to reinforce the central image. Colours and fonts are consistent with the graphic standards.

An effort was made to minimize text and use a “less is more” approach to ensure visual distinction amongst other ads that may occupy the same print space.

The example below provides guidelines with respect to how brand-related imagery, fonts and graphics are applied to a typical print ad layout.

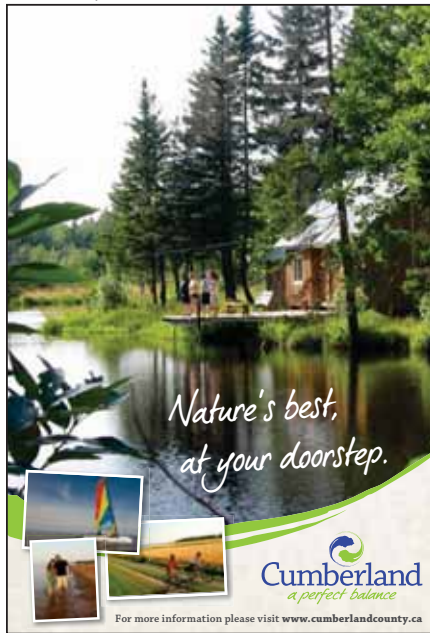


ALL CONTENT IS FOR EXAMPLE PURPOSES ONLY.  
 Imagery and content is the responsibility of the CRDA.

**Print Advertisement Guidelines (Continued)**

Sample ads have been created for each target sector (i.e. tourism, lifestyle, population growth/immigration and business investment). Landscape and portrait layouts are shown for each sector type.

Lifestyle  
Portrait Layout



Lifestyle  
Landscape Layout



Population Growth/Immigration  
Landscape Layout



Population Growth/Immigration  
Portrait Layout



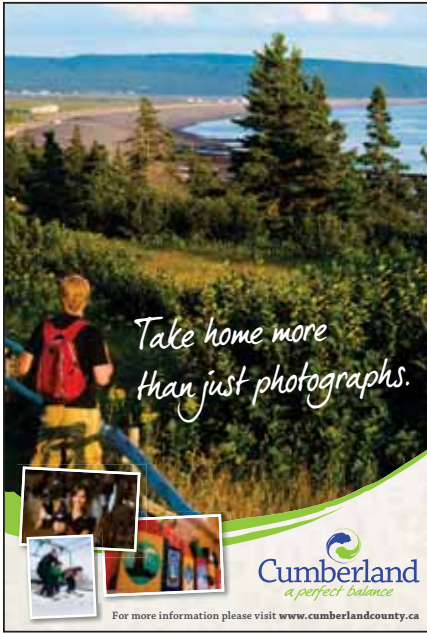
ALL CONTENT IS FOR EXAMPLE PURPOSES ONLY.  
Imagery and content is the responsibility of the CRDA.



**Print Advertisement Guidelines (Continued)**

Sample sector specific ads.

Tourism  
Portrait Layout



Tourism  
Landscape Layout



Business  
Portrait Layout



Business  
Landscape Layout



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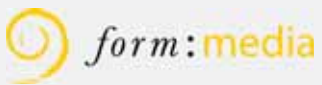
**Promotional Product Examples**

As a means of promoting the new Cumberland identity, the brandmark can be applied to marketing items for distribution at tradeshows or information sessions.

The examples below show the logo applied to a coffee mug and travelmug. These have been selected for their every day utilitarian use. It is recommended that disposable, smaller items such as pens keychains or bookmarks be avoided.







[www.form-media.ca](http://www.form-media.ca)