

**TO:** Joint Council (Town of Amherst, Town of Oxford, Municipality of Cumberland)

**FROM:** Michelle Byers, Municipality of Cumberland

**DATE:** May 2, 2019

**RE:** Inter-municipal tourism strategic planning

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The purpose of this memo is to provide an introduction to the inter-municipal Tourism Strategic Planning Committee's presentation of the Cumberland Region Tourism Development Strategy. The inter-municipal Tourism Strategic Planning Committee membership consists of councillors and staff from all three municipalities (Town of Amherst, Town of Oxford, and the Municipality of Cumberland) as well as tourism operators from throughout the Cumberland region. The Committee began work in May 2018 with the mandate to develop a strategy for tourism in the region to maximize the value of tourism to our local economy.

The Committee followed the "Guide to Community Tourism Planning in Nova Scotia," which was produced by the Province of Nova Scotia. This planning process included an in depth situation analysis, including a review of provincial and federal tourism goals. Following the situation analysis, the Committee identified target markets; developed a vision, goal, and objectives; and created an action plan to move forward. Below, is a summary of the vision, goal, and objectives included in the Strategy.

Stephanie Moreau, Tourism Development Office for the Municipality of Cumberland, will be at the May 14<sup>th</sup> joint council meeting to present the Cumberland Region Tourism Development Strategy.

**Vision:**

To be recognized as a four-season tourism destination through facilitating the development, enhancement, preservation and collective marketing of our natural, historic and cultural assets, leading to an improved economy and quality of life.

**Goal:**

The goal is to increase the visitors' lengths of stay in the region by two days resulting in an average length of stay by "pleasure visitors" of 8.3 days and an increase in tourism revenues of 1% by 2024 which will result in an additional \$10.5 million in revenues entering the local economy.

**Objectives:**

The following strategic pillars and objectives were developed to achieve the vision and the goal.

Strategic Pillar	Objective
1. Collaborative tourism leadership structure	Implement the strategy
2. Branding and marketing	Develop brand, marketing and signage strategies to be used to market the Cumberland region
3. Sustainable tourism asset development	Encourage sustainable development of market ready tourism products, support anchor attractions and protect our cultural and natural assets
4. Communication, engagement, and outreach	Improve collaboration, communication, awareness and engagement with tourism stakeholders
5. Extend shoulder season and develop winter	Increase visitation in shoulder season and develop winter