

CBRM Collaborative
Community
Planning

FORWARD

Project Team

Dillon Consulting

Project Management, Planning, Engineering and Infrastructure, Natural & Water Resource Management, Engagement

Jupia & Mellor Murray

Economic Development Strategy, Engagement Support

Partnerships

The work will be undertaken in partnership with CBRM and the Cape Breton REN

What is CBRM Forward?

- **Economic Development Strategy**
- **Growth Management Strategy**
- **Municipal Planning Strategy**
- **Enabling By-laws**

Round 1 Engagement

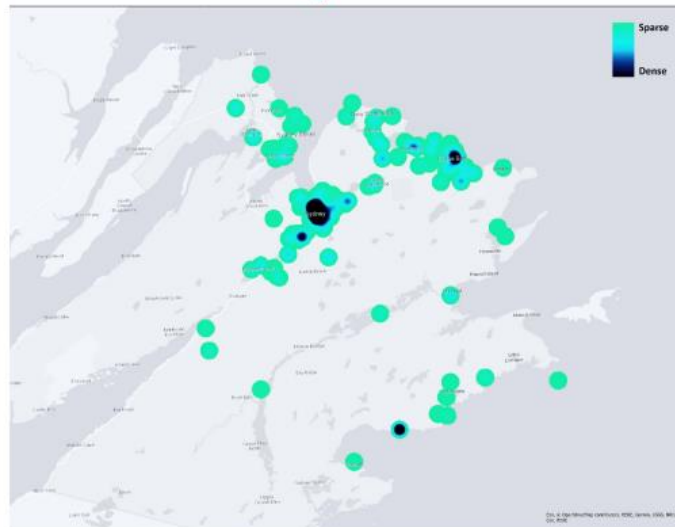
16 000 Website Visits

50 Participants at our first open house

240+ comments on our map

60+ **BIG IDEAS** shared

22 Organizations represented in our focus group conversations



A full report on the methods and results of Round One Public Engagement can be found at cbrmforward.ca

KEY THEMES

Housing

Economic
Development &
Employment

Municipal
Services &
Infrastructure

Quality of
Life &
Social Equity

Round 2 (now)

- Pop ups throughout the CBRM
- Open Houses (Port of Sydney, North Sydney and Glace Bay)
- Technical Advisory Committee
- Council Workshops
- Staff Workshops
- Targeted Interviews
- Online Mapping
- Online surveys
- Social Media



Milestones

Phase 1: April to October 2021

Background Studies, Round 1 Engagement (April 2021); Round 2 Engagement (August 2021), **Economic Development Strategy and Growth Management Strategy.**

Phase 2: October to March 2022

Round 3 Engagement (November 2021) Round 4 Engagement (February/ March 2022), **Municipal Planning Strategy**

Phase 3: March to December 2022

Round 5 Engagement (August/September 2022); **Land Use By-law, Subdivision By-law)**

Economic Development Strategy

To guide economic development over the next 5+ years.

To support the broader 20 year+ municipal planning strategy.



Methodology

A full review of the municipality's economic and demographic trends.

A best practices review to understand how other similarly sized municipalities have approached economic development.

Inventory of key regional assets and attributes.



Methodology

Consultations with key stakeholders across the municipality and beyond (30+ interviews, online survey (168), 3 focus groups).

Review of potential growth opportunities.

Development of the economic development strategy (including population growth considerations).

Timeline

August 2021: Phase 1 research and consultations completed.

September 2021: Draft economic development framework developed.

October 2021: Finalize the economic development strategy.



Interviews: Key themes

Population growth

Infrastructure

Municipal cohesiveness

Key institutions

Building on existing opportunities

Social issues/challenges



Community survey: Key themes

The importance of business attraction.

The need for services and support for business startups.

High rated business factors: Quality of life, land, financing, education, labour and Internet.

Lower rated: Taxes, proximity to markets, lack of pop. growth, higher costs.



Opportunities

Population growth – only 3% said not important.

Targeted industries (ex. Verschuren Centre, tourism, PSE, IT, etc.).

Building up the urban core – entertainment, retail, tourism biz.

CBRM Economic development strategy

The Growth Imperative

The Context

Over the last 20 years, CBRM steepest population decline of any municipality in Canada with 50,000 or more population.

Given demographic trends and other factors, we may be at a tipping point in 2021.

Why is economic and population growth imperative?

30% of CBRM workforce 55 and older.

Reliant on seasonal industries (32% EI usage rate).

One of the lowest rates of entrepreneurship.

One of the least densely populated municipalities in Canada.

Why Nova Scotia needs a thriving and prosperous CBRM

Almost all growth currently in HRM.

CBRM is a large municipality – 2nd largest in the Maritimes and larger than the next 20 NS towns combined.

NS needs a ‘growth pole’ strategy.

When NS economy was weak (2006-2015), gov. expenditures as a share of GDP went from 21 to 27%.

The Growth Imperative

To sustainably fund public services.

To ensure firms have enough workers.

To avoid rapidly escalating costs.

To sustain the K-12 student population.

To avoid a taxation death spiral.



Three population growth scenarios

Current trajectory.

To maintain the current size of the workforce.

To grow the workforce (+0.5%/year).



Potential workforce shortfall by 2040

Potential entrants	+14,700
Forecasted exits	<u>-22,000</u>
Shortfall	-7,300



1. Current trajectory

Projected outcome: Population forecast to decline from 100,700 in 2020 to 98,200 by 2040 (-3%). The workforce will decline from 48,900 to 41,800 by 2040 (-14%).

Implications: Any industry that is not required to physically be in the region is at risk of moving (manufacturing, transportation, etc.). This will weaken the local economy and tax base.



2. To maintain the current workforce size

Projected outcome: The population needs to grow to 113,100 by 2040 (+12%). The workforce stays at around 48,900.

Implications: Fewer workers for important export-focused industries.

The region will need to attract at least 1,000 (net) more people on average per year to achieve this population growth.

CBRM will need a population growth rate not seen in many decades.



3. To grow the workforce by 0.5% per year

Projected outcome: The population needs to grow to 125,600 by 2040 (+25%). The workforce grows to 53,800.

Implications: The population will need to grow by 24,800.

The region will need to attract at least 1,600 (net) more people on average per year to achieve this population growth.



Why focus on 2040?

The next two decades will be a time of great change and opportunity.

Unprecedented demographic shift.

Upheaval associated with greening the economy.

Oil and gas sector across Canada will be diminished.



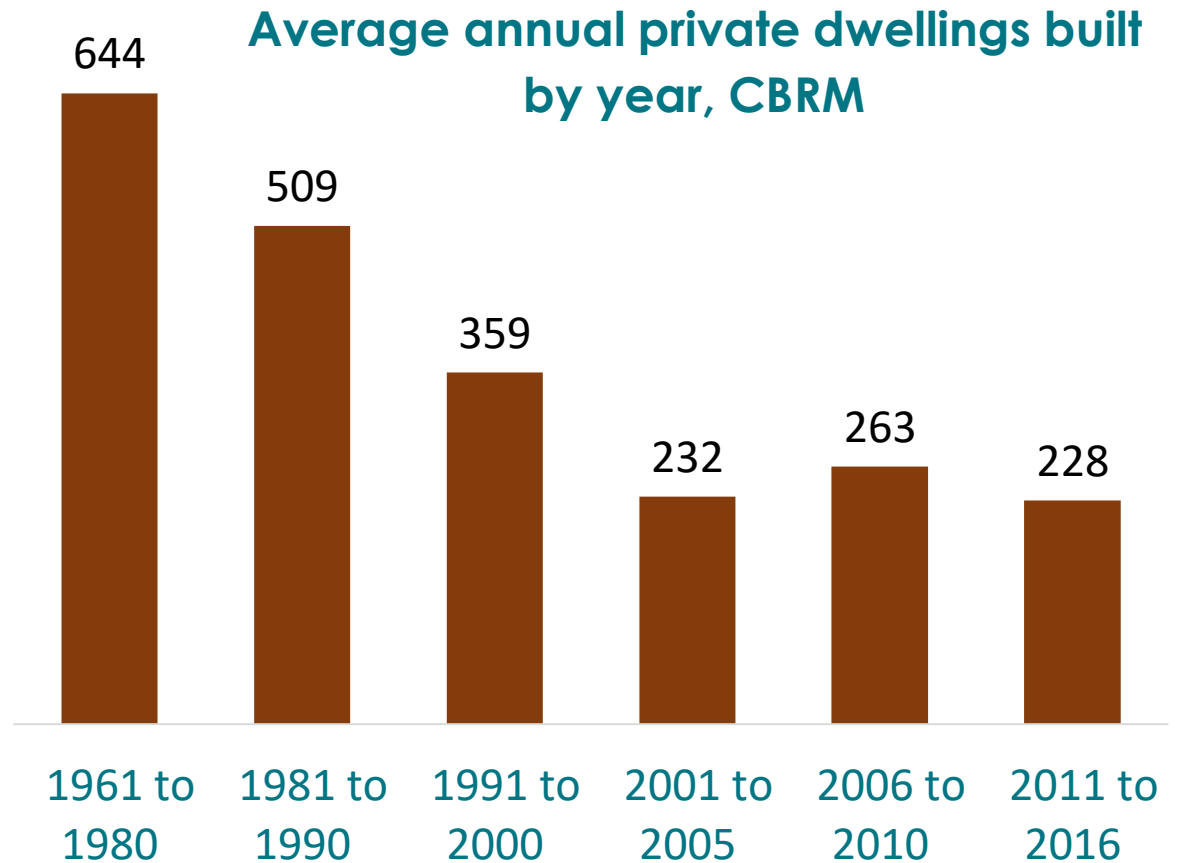
Where will the new population come from?


Some potential for Canadian migration but realistically, most new population growth will need to come from immigration.

CBRM will need to grow its annual immigration from 150 now to 1,100/year or more.

Already have a large number of non-permanent residents.

We must ensure adequate housing.





CBRM: Nova Scotia's next CMA?

CMAs have at least 100,000 population but need at least 50,000 in the urban core/population centre.

CBRM already at the 100,000 threshold but the Sydney population centre only 32,000.

Would need to add 18,000 to the urban core by 2040 to become a CMA (1,240/year).

How do we foster sustained economic growth in CBRM?

Commitment to population growth.

Attracting more entrepreneurs and industry.

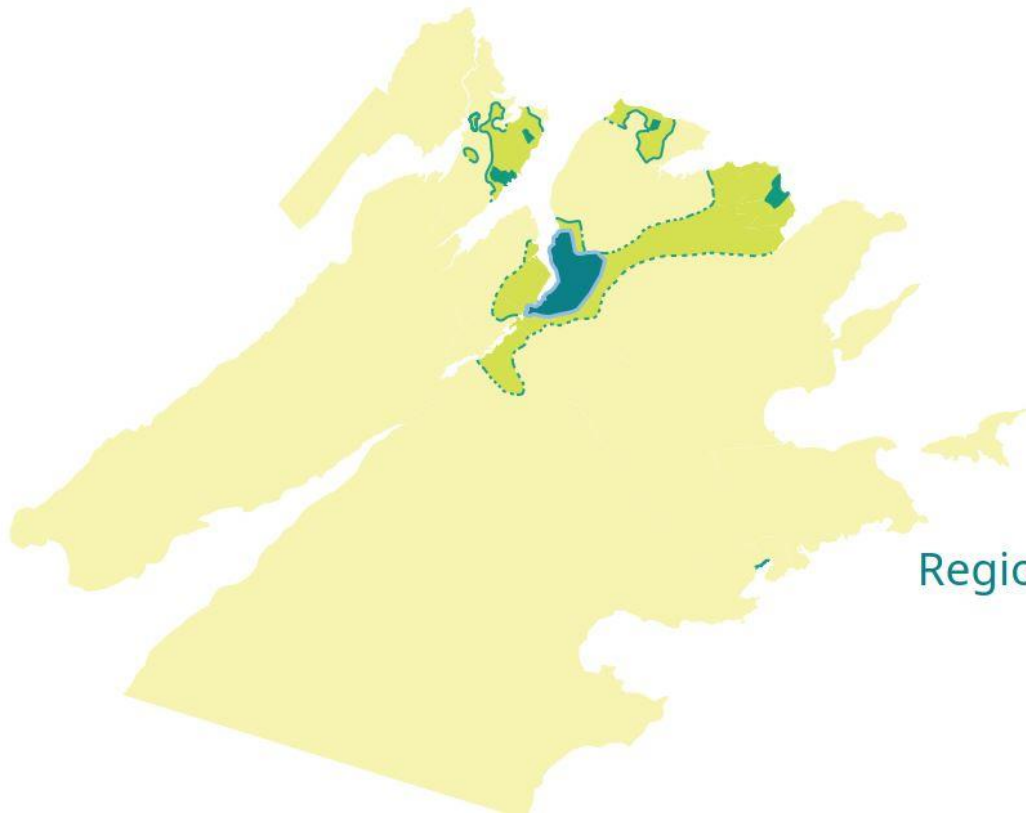
Leveraging key assets and institutions.

Commitment from provincial and federal governments.

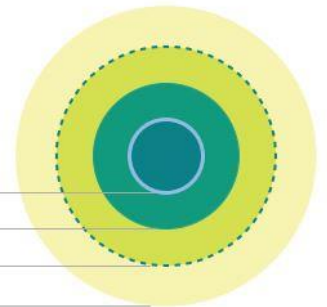
Discussion

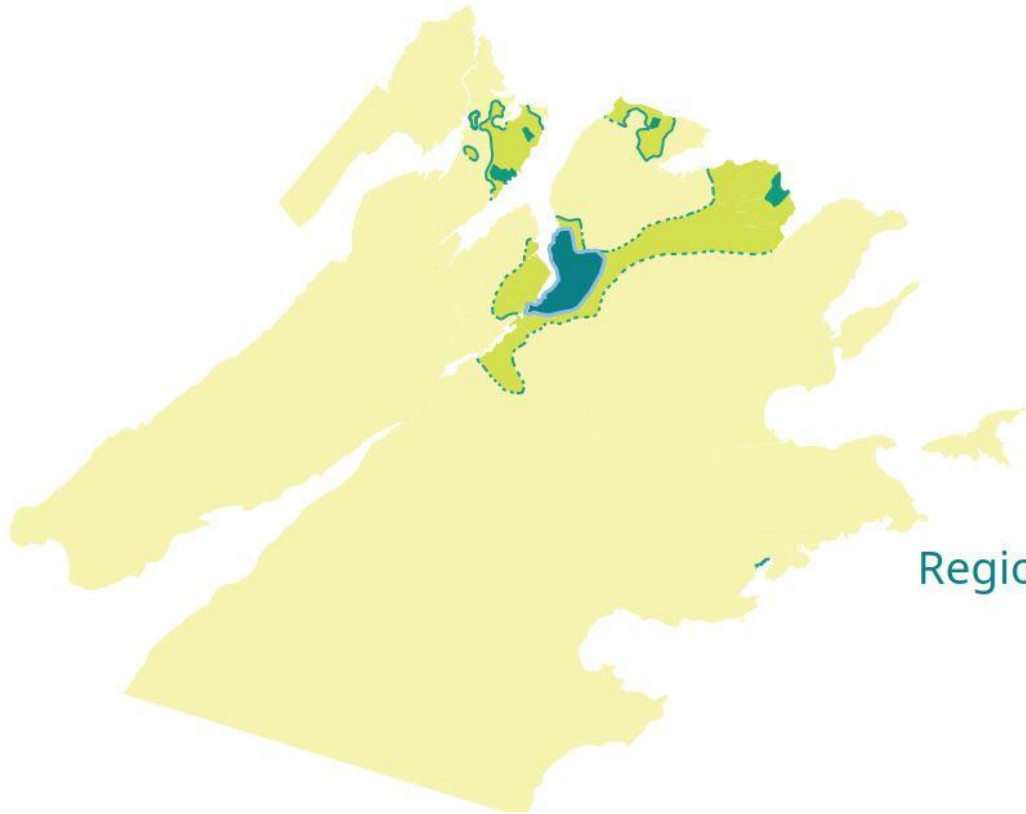


Considering Growth

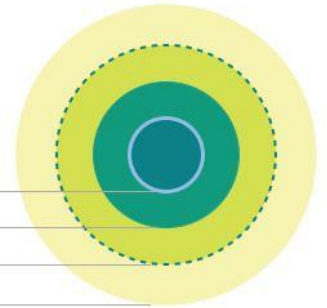


Regional Centre
Urban
Suburban
Rural





Regional Centre
Urban
Suburban
Rural



Urban

Suburban

Rural

\$17,987

\$22,783

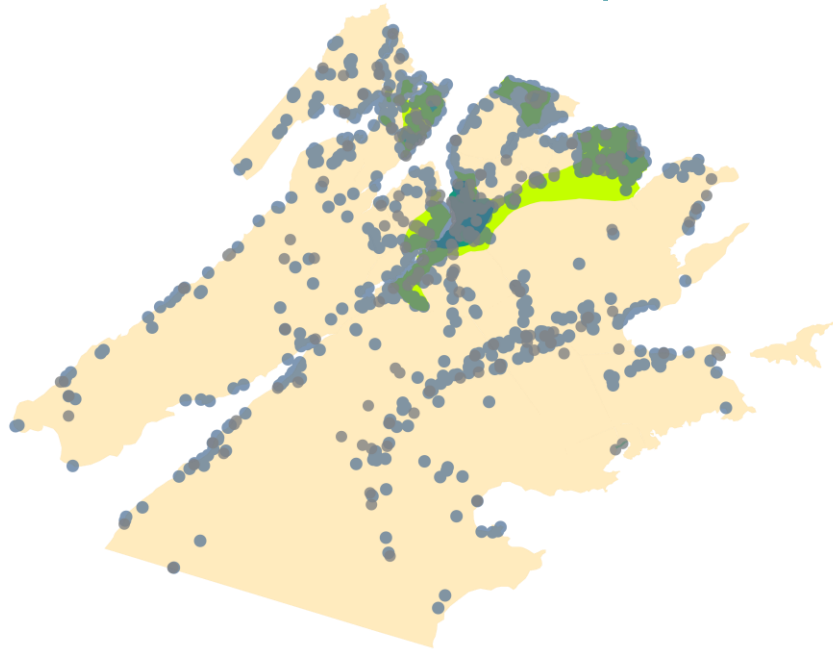
\$49,515

Average Infrastructure
Per Household
15m, Fully Serviced

Average Infrastructure
Per Household
20m, Partially Serviced

Average Infrastructure
Per Household
85m, No services

Development **today**



+1,273 permits

\$338 million

Urban

25%

Suburban

42%

Rural

33%

Development Option A



Urban

25%

+ 6,200 people
+ 2,818 units

Suburban

42%

+ 10,416 people
+ 4,734 units

Rural

33%

+ 8,184 people
+ 3,720 units

Development Option A



Urban

25%

+ \$0



Suburban

42%

+ \$107 Million



Rural

33%

+ \$180 Million

Directing Growth (Option B)



Urban

50%

+ 12,400 people
+ 5,637 units

Suburban

30%

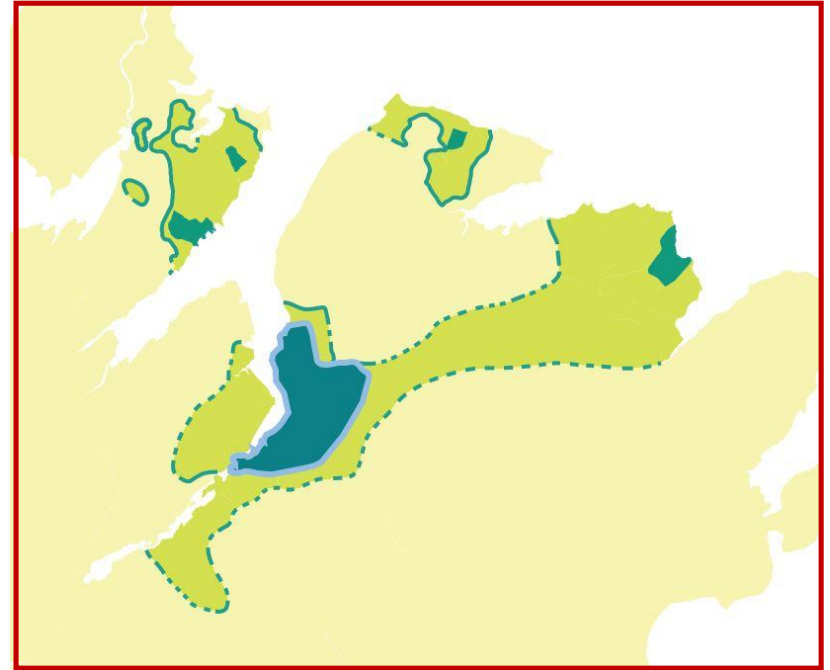
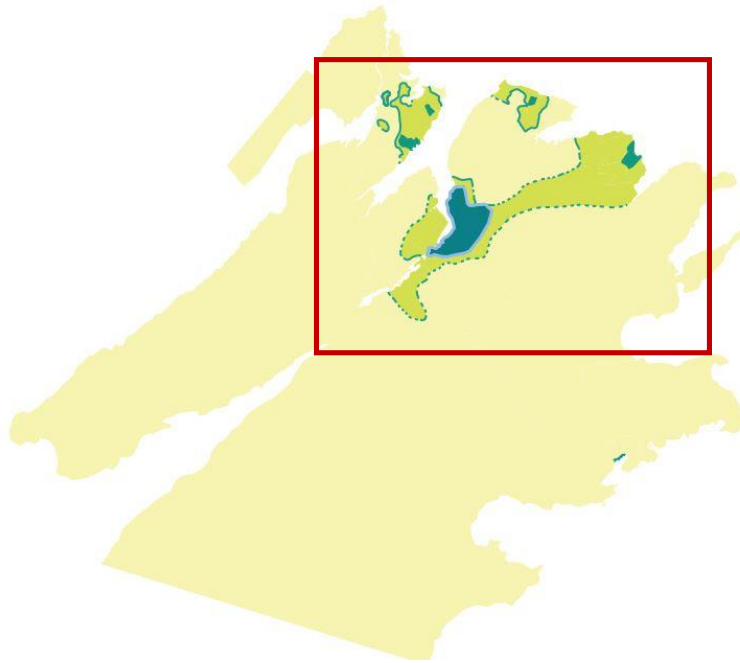
+ 7,440 people
+ 3,381 units

Rural

20%

+ 4,960 people
+ 2,254 units

Directing Growth (Option B)



Urban

+ 12,400 people
+ 5,637 units

+ \$0

Suburban

+ 7,440 people
+ 3,381 units

+ \$77 Million

Rural

+ 4,960 people
+ 2,254 units

+ \$111 Million

Suburban Growth (Option C)



Urban

25%

+ 6,200 people
+ 2,818 units



Suburban

50%

+ 12,400 people
+ 5,637 units

25%

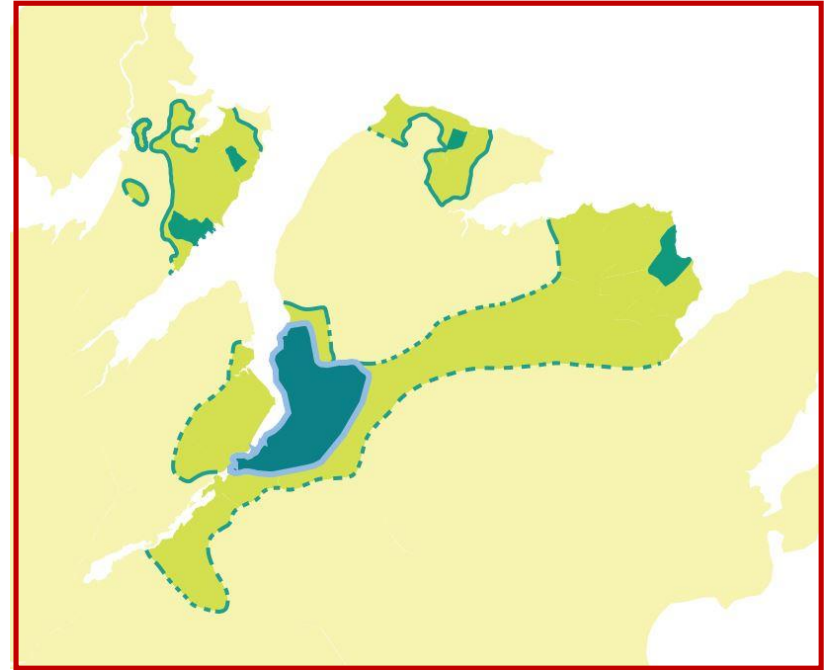
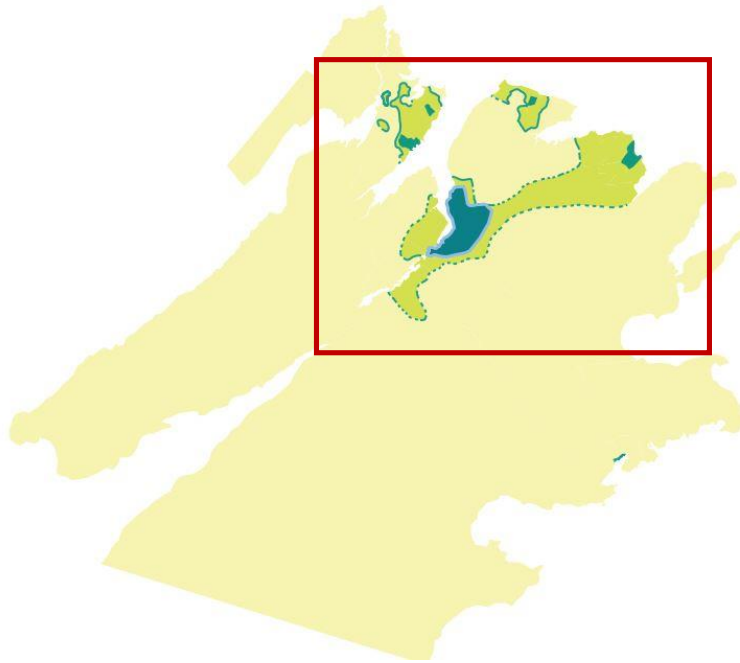


Rural

25%

+ 6,200 people
+ 2,818 units

Directing Growth (Option B)



Urban

+ 12,400 people
+ 5,637 units

+ \$0

Suburban

+ 7,440 people
+ 3,381 units

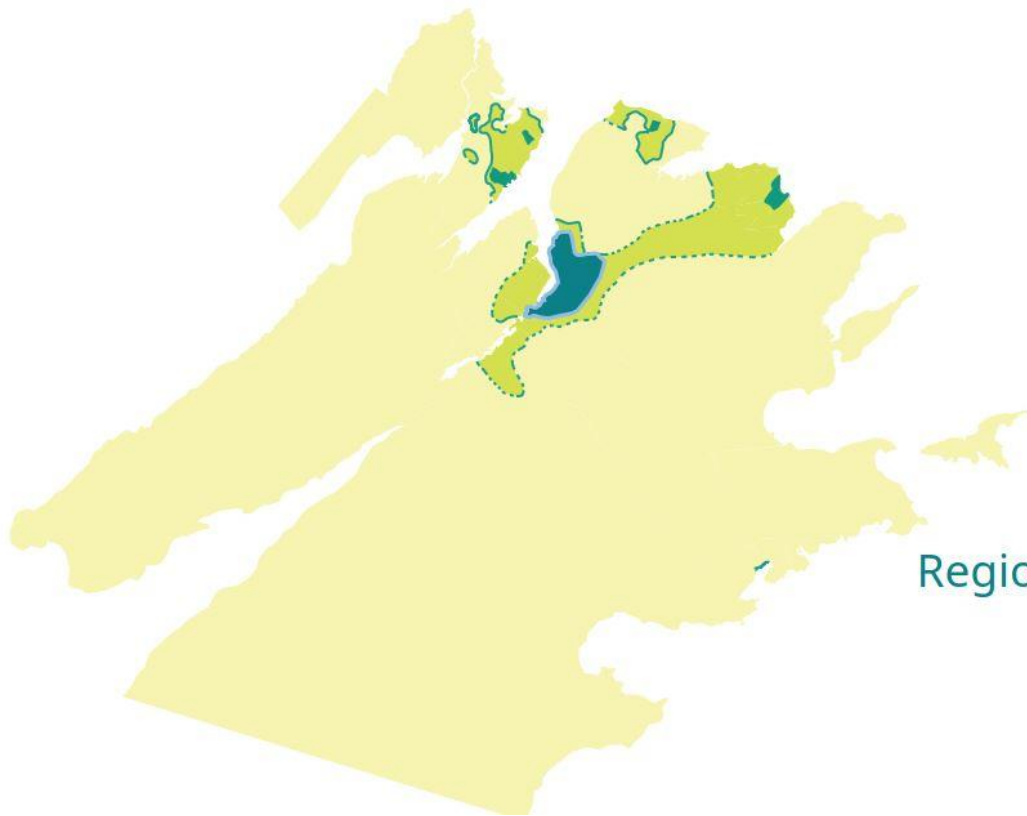
+ \$180 Million

Rural

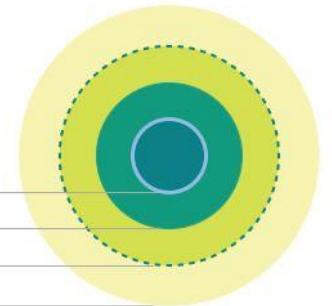
+ 4,960 people
+ 2,254 units

+ \$140 Million

Where should **Growth** Be focused?



Regional Centre
Urban
Suburban
Rural



Thank you

Tomorrow, Fireman's Club, North Sydney 6-8pm
Thursday, Miner's Forum, Glace Bay, 6-8pm

Pop up tonight at the Mall
Tomorrow in Florence and North Sydney
Thursday in Glace Bay and New Waterford
Friday at the Mira Gut and Louisbourg