

**CBRM** Collaborative  
Community  
Planning

**FORWARD**



# Presentation Agenda

- **Project Team**
- **What is CBRM Forward**
  - **Economic Development Strategy**
  - **Municipal Planning Strategy**
  - **Enabling By-laws Update**
- **Project Milestones**
- **How to get involved**



# Project Team

# 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?

**CBRM** Collaborative  
Community  
Planning  
**FORWARD**

# What is CBRM Forward?

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



# Economic Development Strategy

**CBRM** Collaborative  
Community  
Planning  
**FORWARD**



# Economic Development Strategy

Created through document review and analysis, stakeholder engagement, and economic and demographic analysis.

The strategy will:

- **Support existing business**
- **Encourage new business creation**
- **Attract new investment**

# Economic Development Defined

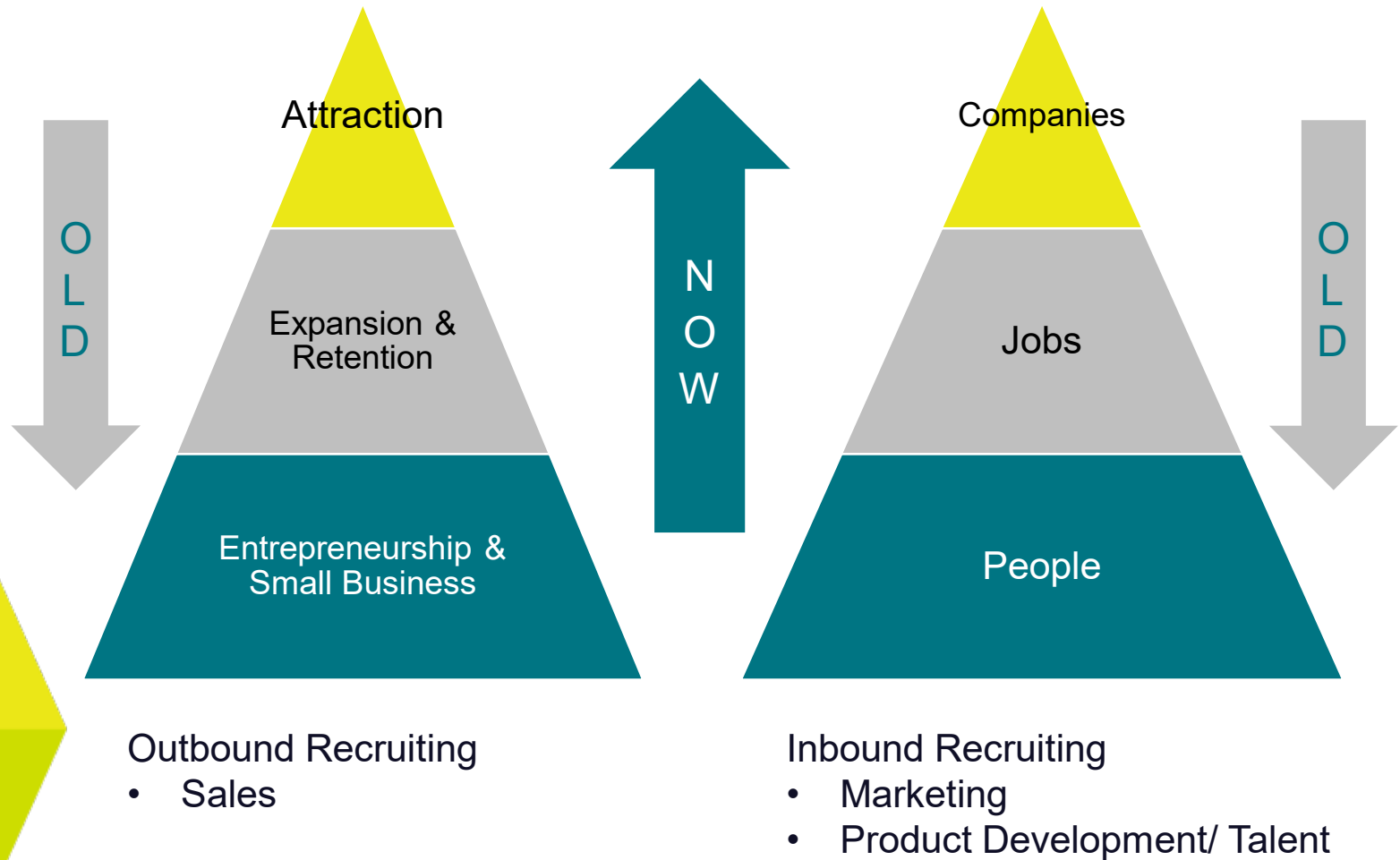
Creating an environment that

- Supports existing business
- Encourages new business creation
- Attracts new investment

# The Leaky Bucket



# Economic Development Paradigm Shift





# Economic Development Strategy

## **Project Launch**

Document review & analysis

## **Stakeholder Engagement**

Interviews, survey, focus groups

## **Economic and Demographic Analysis**

Economic & demographic profile

Growth industries & related trends

Best practices

Key assets & attributes

## **Strategy Development**

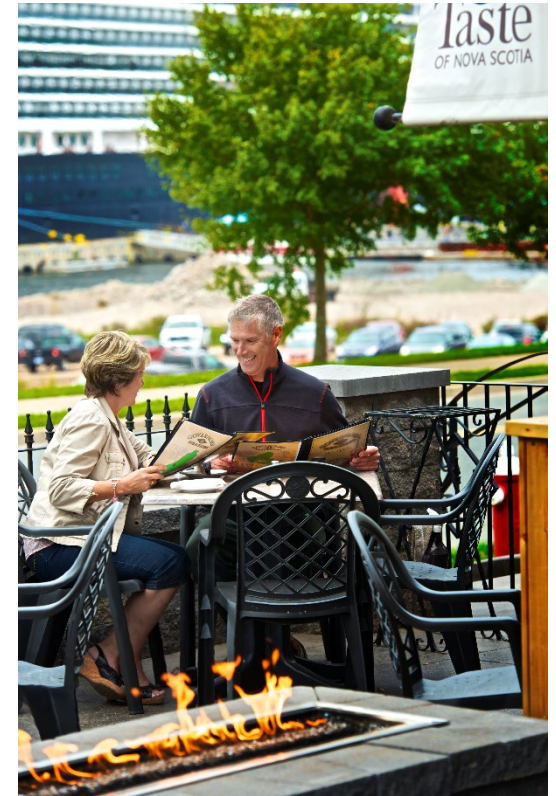
Strategic Priorities

Strategic Plan (incl. population growth)

# CBRM is:

Second largest municipality in Atlantic Canada by population (pop. 96,000). The City of Moncton is third at 79,500.

The urban centre for Cape Breton Island (pop. 134,000).





# CBRM has:

Many strategic economic development assets (CBU, NSCC, airport, port, etc.)

Multiple industries with high LQ values (business support services, fish/seafood, water transportation, home health care)

Green shoots – immigrant #s up, international PSE students up, etc.



# Potential barriers to growth:

Workforce aging out (17K aged 55-64, 10K aged 10-19)

Relatively low level of entrepreneurship (and 45% of entrepreneurs are over 55).

Transportation infrastructure

Lack of proximity to Halifax

Increasing competition (and now not just for investment)

# Opportunities:

TBD but initial thoughts:

- Expanding CBRM role as urban hub.
- Boosting PSE – as talent pipeline.
- Attracting population and entrepreneurs.
- Growing strategic industries (opportunities building on local strength or not tied to specific geographical attributes).



# Growth Management Strategy

**CBRM** Collaborative  
Community  
Planning  
**FORWARD**



# Growth Management Strategy

Background analysis on existing conditions and trends to determine how CBRM will grow over the next 15 years.

- **Built Environment**
- **Natural Environment**
- **Transportation & Infrastructure**
- **Demographic Trends**
- **Establish Growth Targets**
- **Establish a preferred Growth Scenario**



# Municipal Planning Strategy

**CBRM** Collaborative  
Community  
Planning  
**FORWARD**



# Municipal Planning Strategy

Establish sustainable land use and growth-focused policies relating to:

- **Housing**
- **Land Use**
- **Employment & Economic Dev.**
- **Transportation**
- **Environment & Climate Change**
- **Recreation**
- **Arts, Culture & Heritage**
- **Statements of Provincial Interest**



# Enabling By-laws



# Enabling By-laws

Update and modernize by-laws to operationalize the policies of the Municipal Planning Strategy.

- **Land Use By-law**
- **Subdivision By-law**
- **Others**



# CBRM Forward Engagement

**CBRM** Collaborative  
Community  
Planning  
**FORWARD**



# Engagement

Provide fulsome, inclusive and equitable engagement that informs the project to ensure the work is representative of CBRM.

# Methods of Engagement

- Citizens Advisory Working Group
- Technical Advisory Committee
- Dedicated Project Website
- Council Workshops
- Staff Workshops
- Focus Groups
- Targeted Interviews
- Online Mapping
- Online surveys
- Consultation with Eskasoni and Membertou
- Social Media

# Engagement Outline

## Round 1 & 2 Engagement: Exploring a vision for CBRM's Future

### Round 1 Engagement: April 2021

- Informs **public** and stakeholders about the project
- “Temp Check” for pressing issues & concerns, as well as all the positives
- Directly informs the Economic Development Strategy and Municipal Planning Strategy

# Engagement Outline

## Round 2 Engagement: June / July 2021

- Introduces and gauges public response to technical findings from first results of Economic Development Strategy and Growth Management Strategy
- Directly informs recommendations of Economic Development Strategy and Growth Management Strategy

# Engagement Outline

## Round 3 & 4 Engagement: Planning for CBRM's Future

### Round 3 Engagement: October / November 2021

- Seeks public and stakeholder feedback on each element of the Municipal Planning Strategy
- Seek input on implementation of Growth Management findings and recommendations
- Directly informs the Municipal Planning Strategy

# Engagement Outline

## Round 4 Engagement: March 2022

- Introduces the policy and implementation framework for the Municipal Planning Strategy and seeks feedback on each policy approach
- Directly informs final delivery of Municipal Planning Strategy and provides insight into needed updates to enable by-laws

# Engagement Outline

## Round 5 Engagement: August / September 2022

- Introduces the Land Use By-law and updated elements of the Subdivision By-law to the public and stakeholders for review and feedback
- Directly informs implementation strategy for enabling by-laws



# Project Milestones



# Milestones

## **Phase 1: April to October 2021**

Background Studies, Round 1 Engagement (April 2021); Round 2 Engagement (July 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)**

# How to get involved

## **Citizens Advisory Working Group**

Looking for two Councillors to participate in the advisory group.

**CBRMForward Website Launch: April 6<sup>th</sup>**

**Virtual Open House Event: April 14<sup>th</sup>**

**Public & Stakeholder Interviews and Focus Groups: Throughout April**

Questions?

**Project Team Contacts:**

**Stephen Stone**  
Planner  
Project Manager  
sstone@dillon.ca

**Jennifer Brown**  
Planner  
Engagement Lead  
jbrown@dillon.ca

**David Campbell**  
Economist  
Economic Development Strategy  
david@jupia.ca

**Aileen Murray**  
Economist  
Economic Development Strategy  
mellormurray@gmail.com

