

STRATEGIC VISION CBRM COUNCIL WORKSHOP

Wednesday, May 10, 2023

9:30 AM – 12:00 PM

Open to the Public

Council Chambers (City Hall)

Livestreamed at

cbrm.ns.ca/regional-council-live-webcast.html

9:30	Review Strategic Vision / Strategic Vision Survey	9:55
9:55	“Quality of Life” Initiative / Danny Graham, Engage NS	10:25
10:25	Break	10:55
10:35	Family Recreation / Dave Sawler, Undercurrent	10:55
10:55	Public Transit / Lynne McCarron, United Way	11:25
11:15	Affordable Housing & Homelessness / Catherine Leviten-Reid, Community-University Housing Research Lab	11:35
11:35	Recommendations	12:00

STRATEGIC VISION – Detail

1. Economic Development

1.1 – Modernize the CBRM Planning Strategy (CBRM Forward).

1.2 – Refresh branding & website (along with wayfinding/signage).

1.3 – Develop a new CBRM Economic Development Strategy.

2. CBRM Charter

2.1 – Build relationship with Municipal Affairs about the CBRM Charter.

2.2 – Define what CBRM wants to accomplish through the Charter.

2.3 – Re-engage Charter Committee.

3. Harbour Development

3.1 – Ongoing communications with Develop Nova Scotia.

3.2 – Ongoing and open communication with Port of Sydney Development Corporation.

3.3 – Stronger marketing and communications.

3.4 – Engage Membertou and Eskasoni in their role in harbour development.

3.5 – Transport infrastructure: Rail development & twinned highway.

4. Population Growth

4.1 – Work closely with CBRM REN to maximize use of all Federal and Provincial immigration pathways, increase retention, and participate in Municipal Nominee Program.

4.2 – Review hiring policies to accommodate participation in the various Provincial and Federal immigration programs as well as foreign worker recruitment when needed.

4.3 – Continued and increased long-term partnerships with CBRM's educational institutions.

4.4 – Focus on promoting services and amenities we currently have and strengthening services and amenities with a focus on the attraction and retention of residents.

4.5 – Support a campaign to try to bring back Cape Bretoners.

4.6 – Implement a workforce-based strategy on diversification at the CBRM, with appropriate training and creation of opportunities to increase representation at the organization.

5. Diversify Revenue

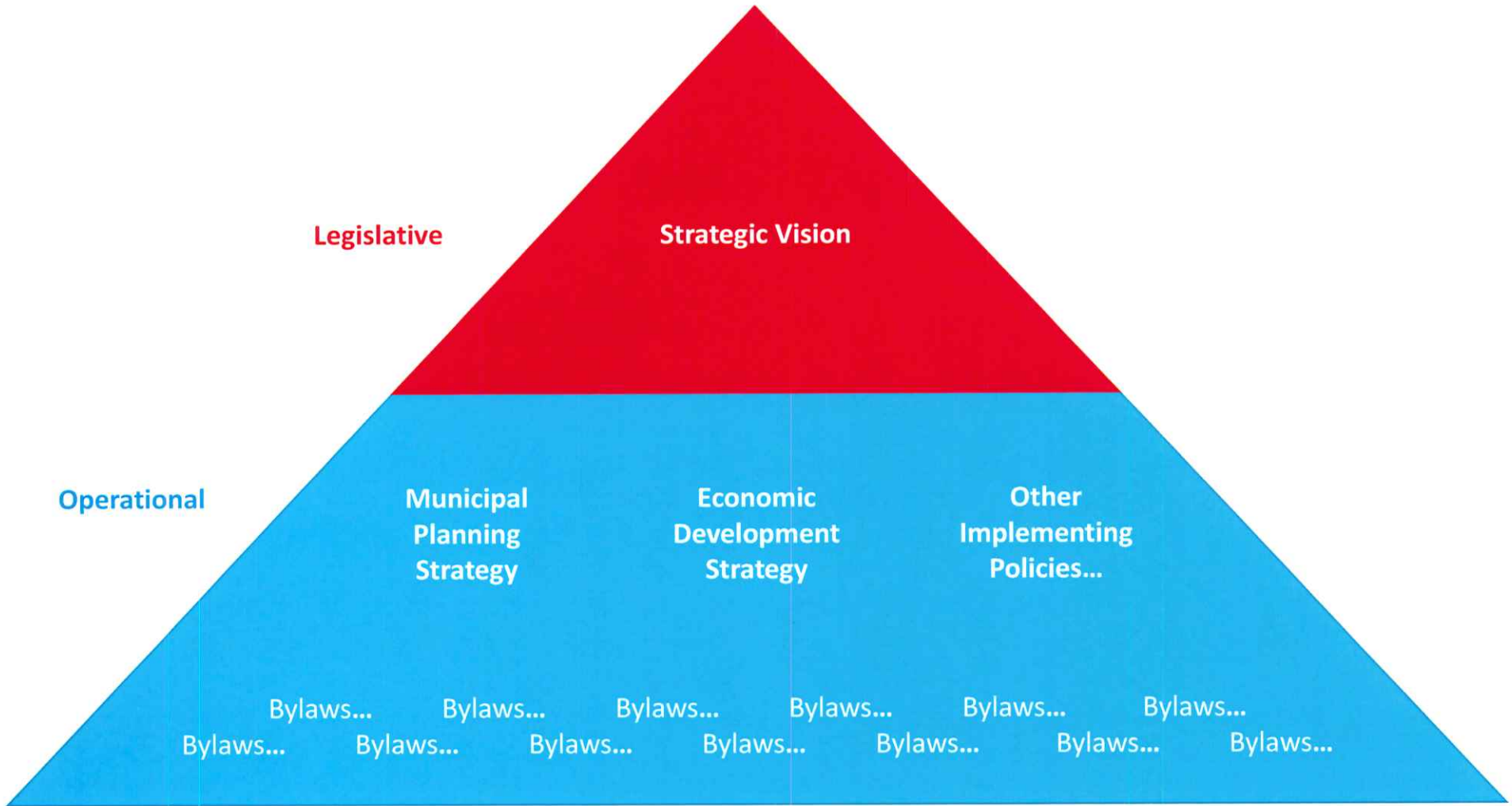
5.1 – Strengthen partnerships with different levels of government, access new funds.

5.2 – Investigate the feasibility to develop new sources of revenue related to waste disposal (e.g. medical waste disposal systems; international waste disposal; port-related waste; bio-solids; and waste-to-energy processes).

5.3 – Administer a Municipal/home lotto approach to fund non-profits and community groups.

5.4 – Analyze fee for services that we are providing but not currently collecting and begin to collect.

5.5 – Conduct a review and comparison of services versus cost recovery.



Legislative

Strategic Vision

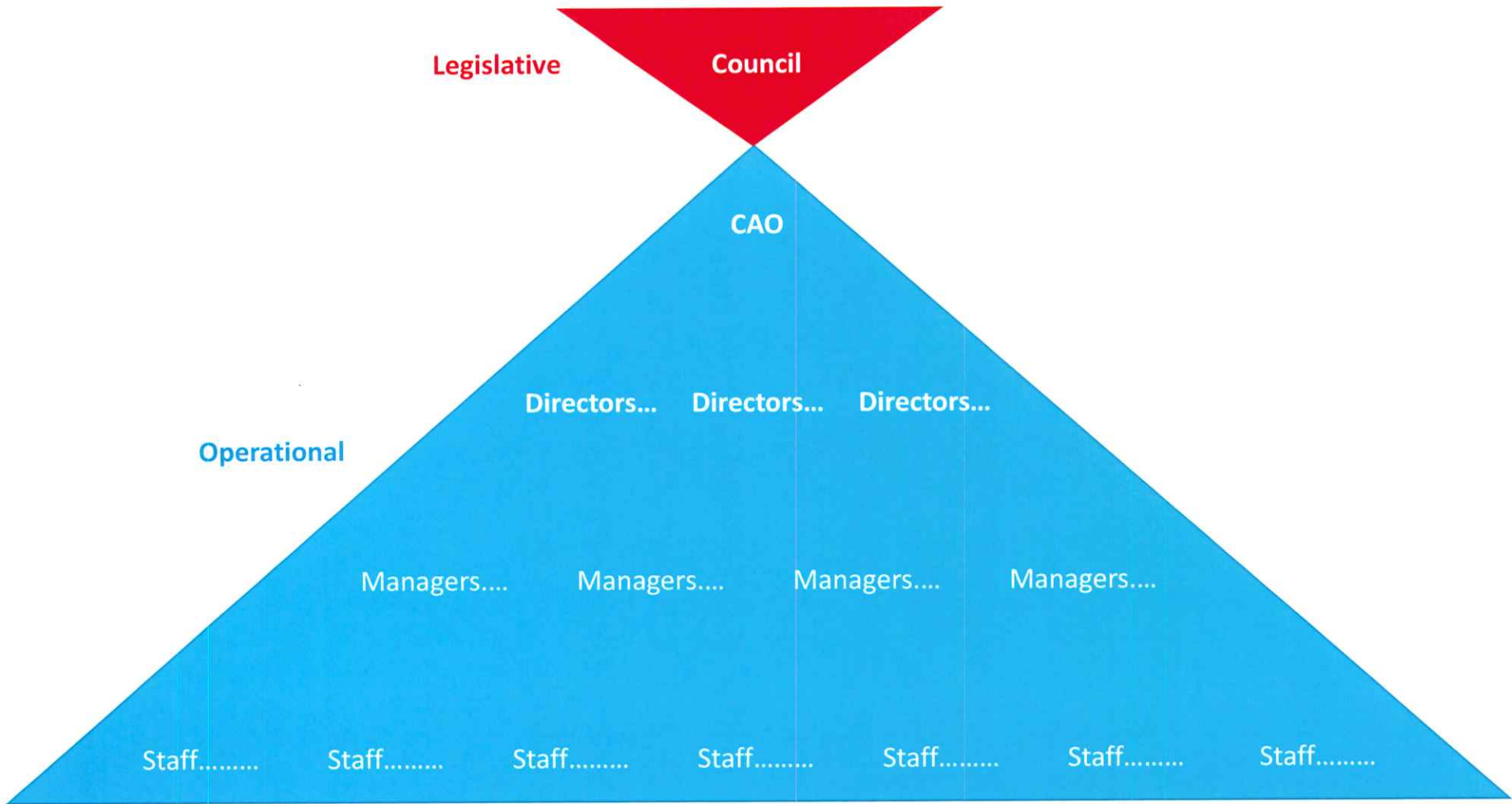
Operational

**Municipal
Planning
Strategy**

**Economic
Development
Strategy**

**Other
Implementing
Policies...**

Bylaws... Bylaws... Bylaws... Bylaws... Bylaws... Bylaws... Bylaws...
Bylaws... Bylaws... Bylaws... Bylaws... Bylaws... Bylaws... Bylaws...



STRATEGIC VISION – Summary

CBRM Council has developed a strategic vision, based on community consultation with residents and CBRM staff, that lays out the five priority areas where we believe collaboration and partnerships can build economic and social opportunities for all residents of the CBRM.

1. Economic Development

Modernize the municipality's planning and economic development strategies to make CBRM more accessible, more inclusive, and more attractive as a place to invest and do business.

2. A CBRM Charter

Make sure our municipality has the autonomy and authority — *the decision-making power* — to chart our own course.

3. Development of our Harbours

Capitalize on the many opportunities for growth in our ports and harbours — in Sydney, North Sydney, Louisbourg, and Glace Bay.

4. Population Growth and Inclusivity

Work with our Regional Enterprise Network (through the Cape Breton Partnership and in particular the Local Immigration Partnership) to grow our population, ensuring newcomers feel welcome and that they can actively participate in the economic and social life of our community — and make it *their* community.

5. Diversifying Municipal Revenue Streams

Fine-tune the operations of the municipality so that, as we're steering in this new direction toward a bright new future for the CBRM, we're doing so as efficiently, responsibly, and cost-effectively as possible.

Our strategic vision is about collaborating with community organizations, strengthening our relationships with all levels of government, and finding the balance between being creative and realistic so that we can focus our collective efforts where we believe we can have the biggest impact.

Above all, our strategic vision is designed to be a living document, brought to life with the input and participation of the community, to help us achieve our vision of CBRM as an *inclusive, prosperous, vibrant community that embraces culture, diversity, innovation, and* — at the centre of it all — *collaboration*.

Mayor Amanda McDougall
March 2022

Vision

An inclusive, prosperous, vibrant community through culture, diversity, and innovation.

A united, vibrant, inclusive community that prospers through innovation, while embracing its rich heritage and culture, where all residents have a strong quality of life.

Mission

To work with the community to create a safe and welcoming CBRM that fosters wellbeing and inclusive opportunity.

CBRM fosters community collaboration and productive partnerships to build economic and social opportunities for all and offers efficient and cost-effective services that uphold our safe and welcoming community.

Values

Inclusion

Innovation

Community Pride

Collaboration

Accountability

Inclusive

Innovative

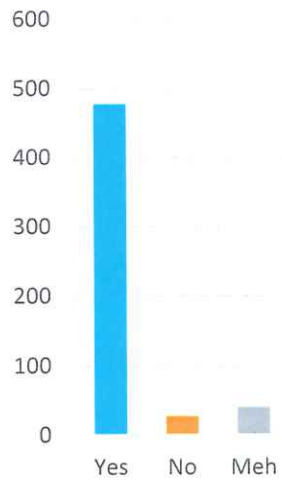
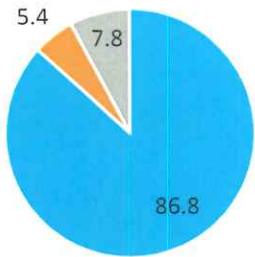
Community Pride

Collaborative

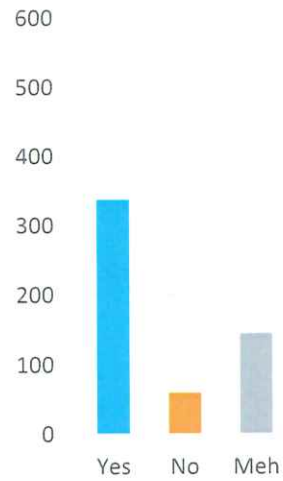
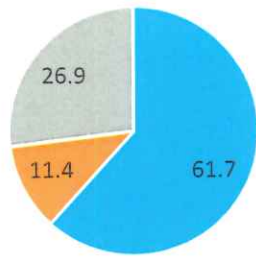
Accountable

- 
- **Strategic Vision** – *Planning Session*
 - **Progress Report #1** – *Council Presentation*
 - **Budget Consultations** – *Public Consultation*
 - **Online Survey** – *Public Consultation*
 - **Survey Results** – *Council Presentation*
 - **Progress Report #2** – *Council Presentation*

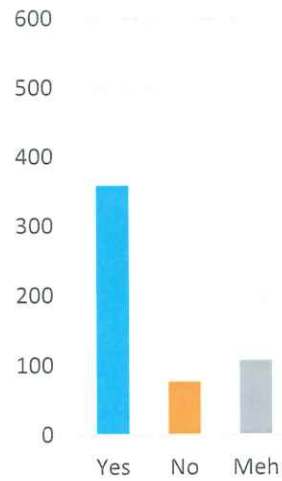
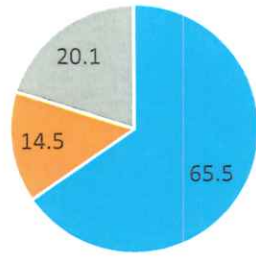
Economic Development



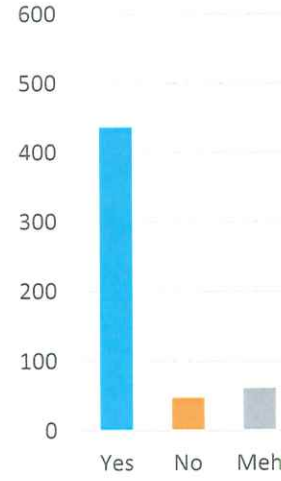
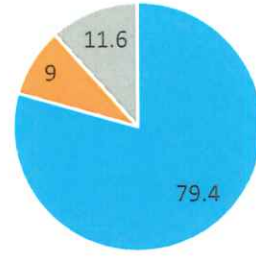
CBRM Charter



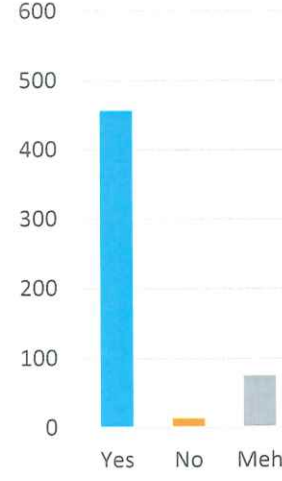
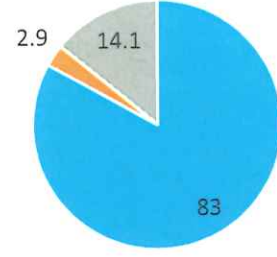
Harbour Development



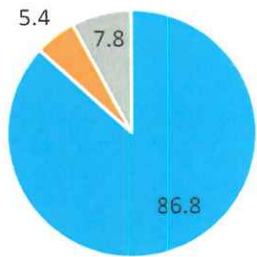
Population Growth



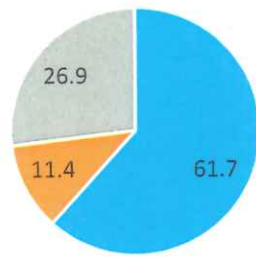
Diversify Revenue



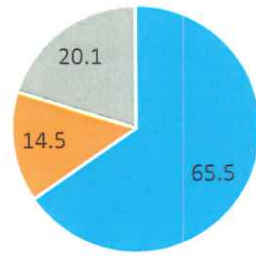
Economic Development



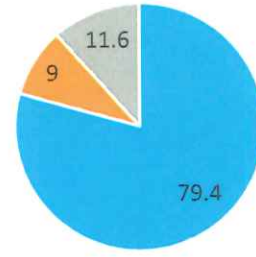
CBRM Charter



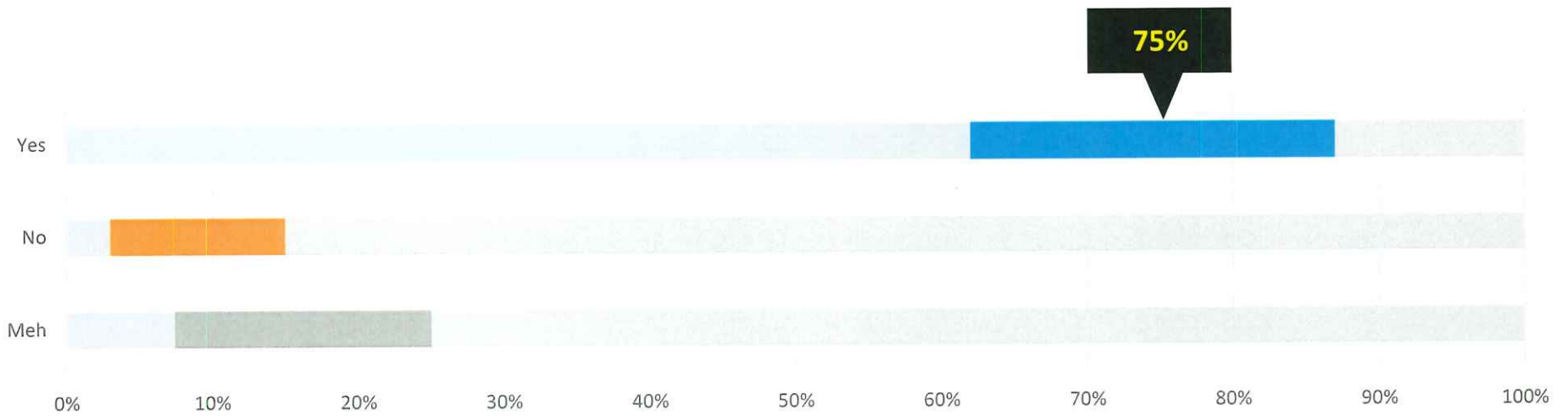
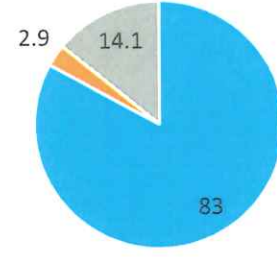
Harbour Development



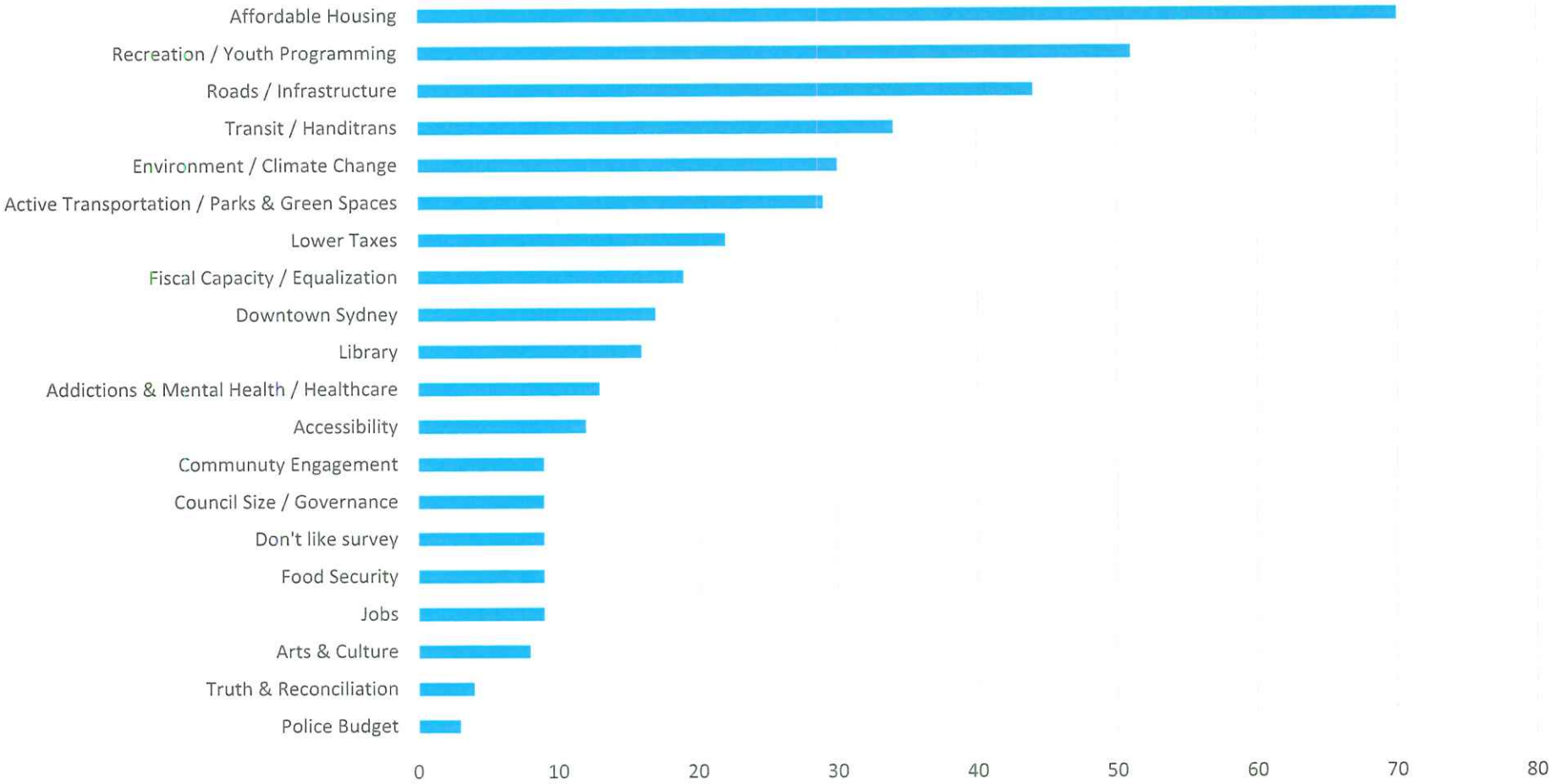
Population Growth



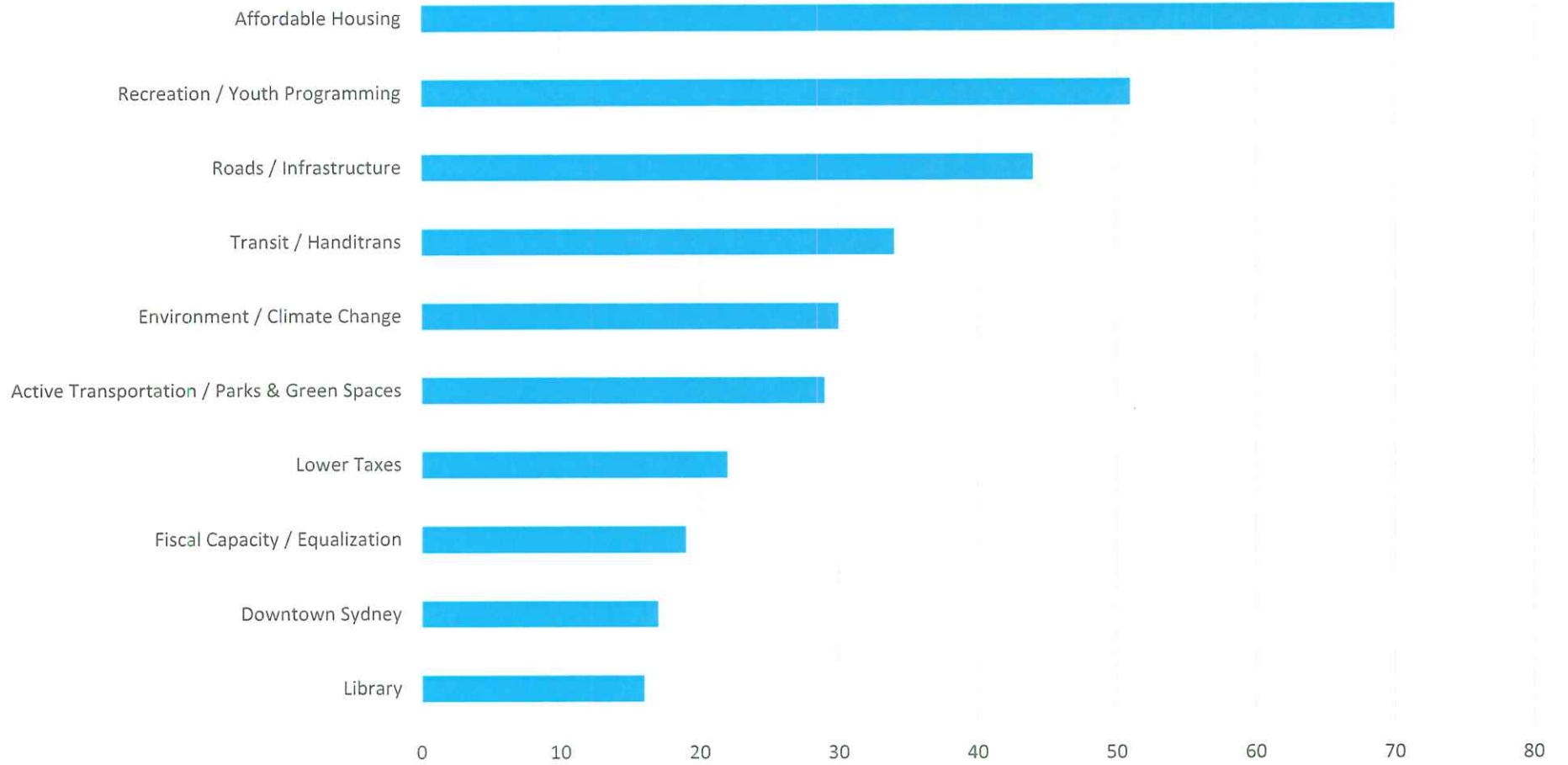
Diversify Revenue



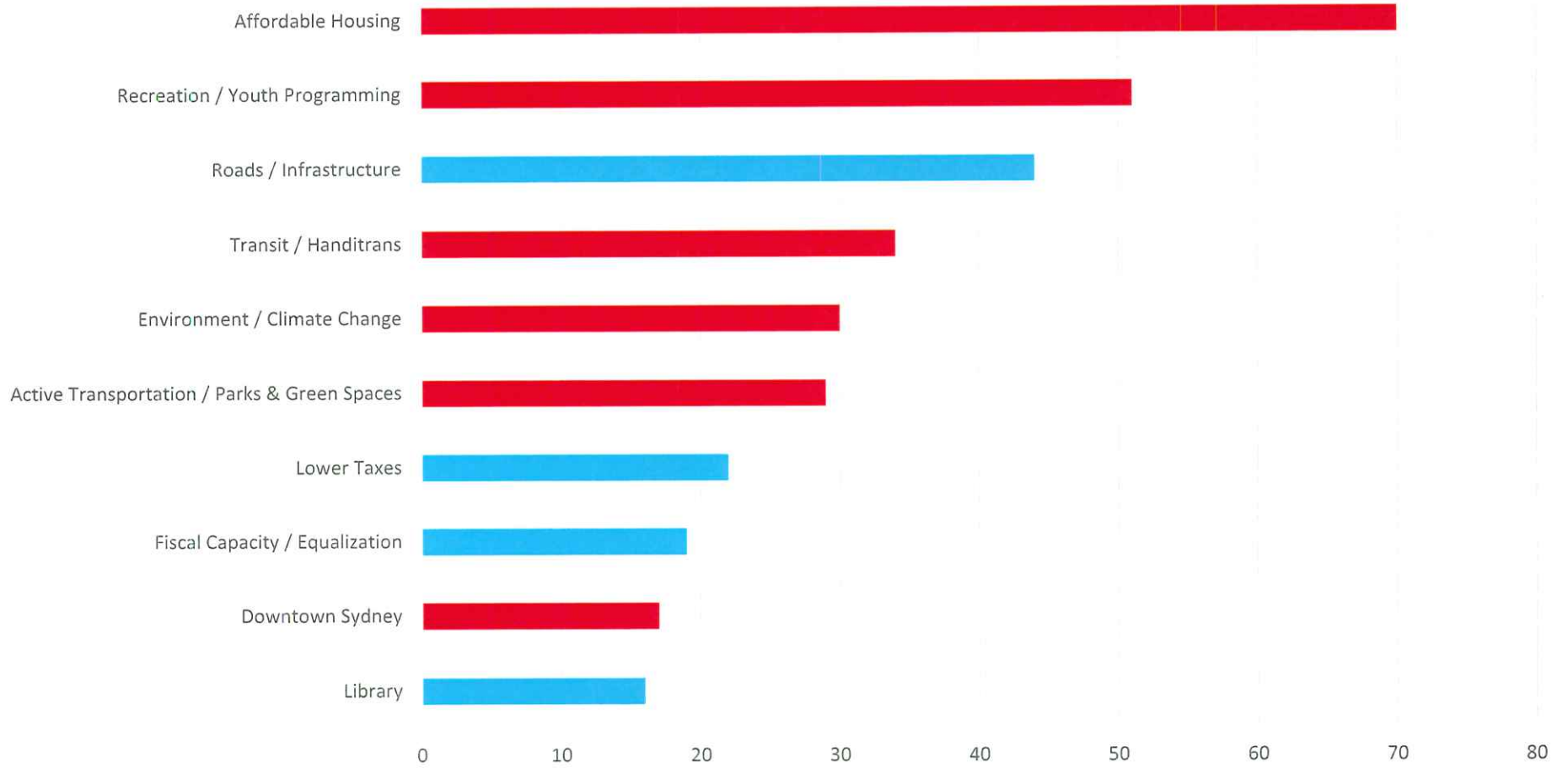
Q6: What did we miss?

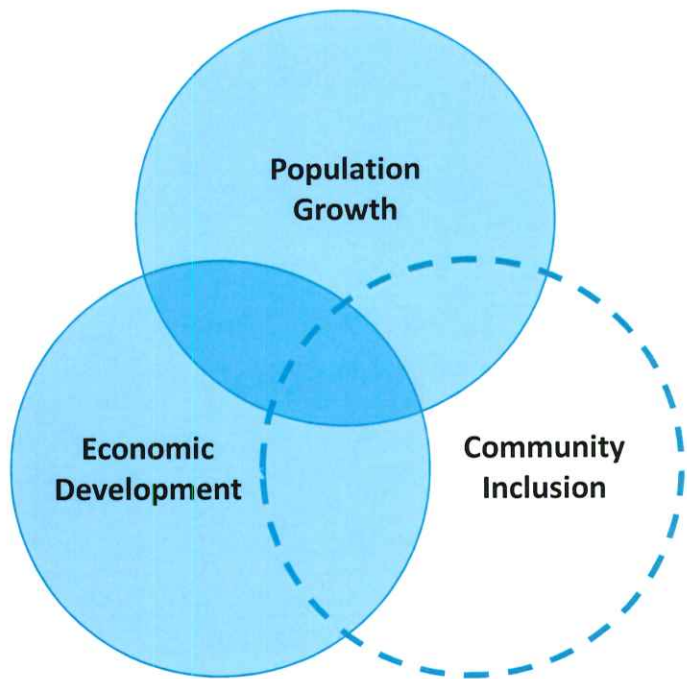


Top 10



Top 10 – Compared with CBRM Forward





Vision

An inclusive, prosperous, vibrant community through culture, diversity, and innovation.

“Quality of Life” Initiative

Danny Graham

Engage NS

Youth & Family Recreation

Dave Sawler

Undercurrent

Public Transit

Lynne McCarron

United Way

Affordable Housing & Homelessness

Catherine Leviten-Reid

Community-University Housing Research Lab

STRATEGIC VISION

1. Economic Development

a) Legislative and Operational Frameworks

- i. Modernize Municipal Planning Strategy.
- ii. Refresh branding, website, and wayfinding signage.
- iii. Develop new Economic Development Strategy.
- iv. Engage Charter Committee.

b) Harbour Development

- i. Ongoing communications with stakeholders.
- ii. Advocate for improvements to transportation infrastructure.
- iii. Improve marketing and communications for commercialization, development, and enhancing experiences for harbours.

c) Municipal Fiscal Capacity

- i. Advocate to the Provincial government – via Council and through the Nova Scotia Federation of Municipalities – for an independent, non-partisan Citizen’s Assembly on Equalization and the Municipal Capacity Grant.

2. Population Growth

a) Immigration Pathways & Hiring Policies

- i. Maximize all Federal and Provincial immigration pathways including participating in Municipal Nominee Program.
- ii. Review hiring practices and develop strategy to increase workforce diversity while addressing expected shortages.

b) International Student/Newcomer Retention

- i. Creating events/initiatives in partnership with stakeholders to retain graduates and support labour market entry.
- ii. Strengthen and promote services/amenities with focus on attraction and retention.
- iii. Align CBRM and REN communication efforts.

c) Bring back Cape Bretoners

- i. Create long-term attraction and repatriation campaign promoting current resources and services available for starting a business, finding employment, buying property, and settling in the CBRM.

3. Community Inclusion

a) Affordable Housing & Homelessness

- i. Strike CBRM Task Force.
- ii.
- iii.

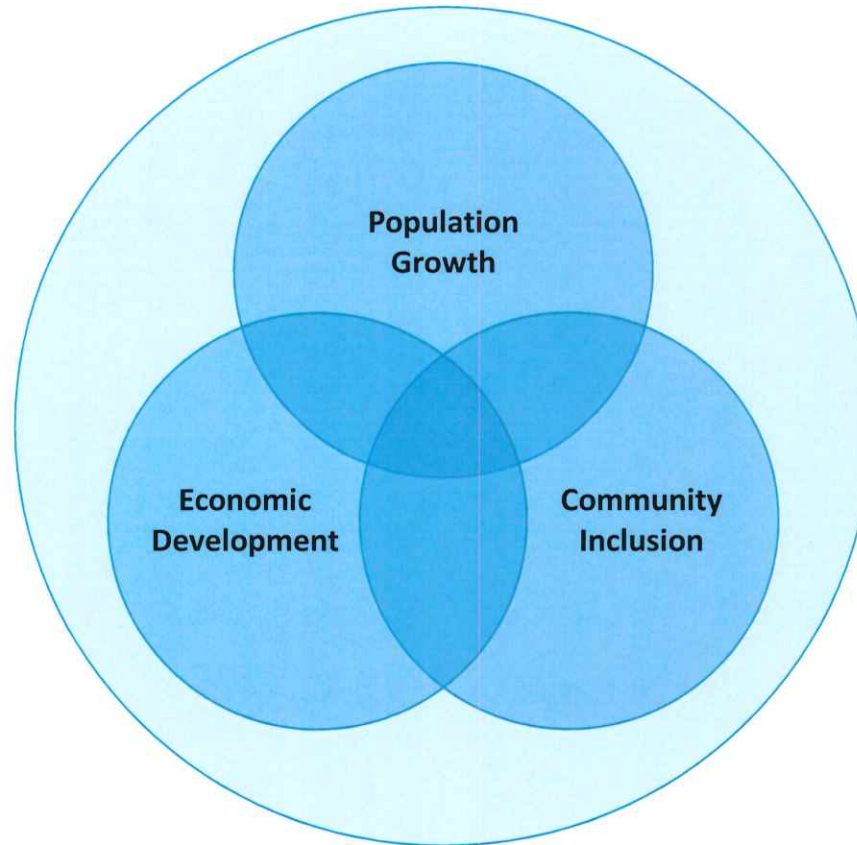
b) Youth & Family Recreation

- i. Strike CBRM Task Force.
- ii.
- iii.

c) Transit

- i. Strike CBRM Task Force.
- ii.
- iii.

Community Wellbeing



Vision

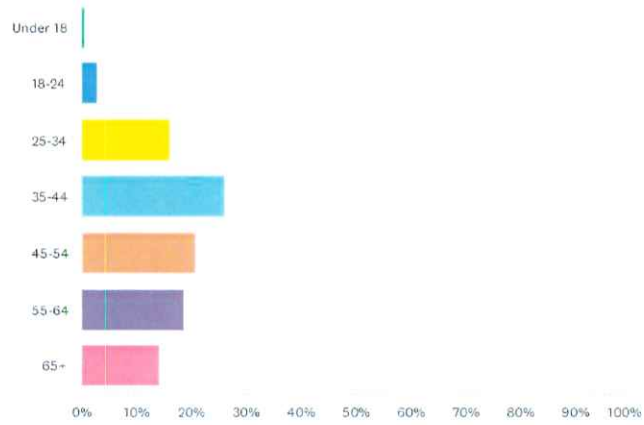
An inclusive, prosperous, vibrant community through culture, diversity, and innovation.

Mission

To work with the community to create a safe and welcoming CBRM that fosters wellbeing and inclusive prosperity.

Q9 Age Range:

Answered: 490 Skipped: 108



Gender Identity

Male 43%
Female 55%
Non-Binary/Trans 2%

ANSWER CHOICES

Under 18

18-24

25-34

35-44

45-54

55-64

65+

TOTAL

RESPONSES

0.61% 3

3.06% 15

16.12% 79

26.33% 129

20.82% 102

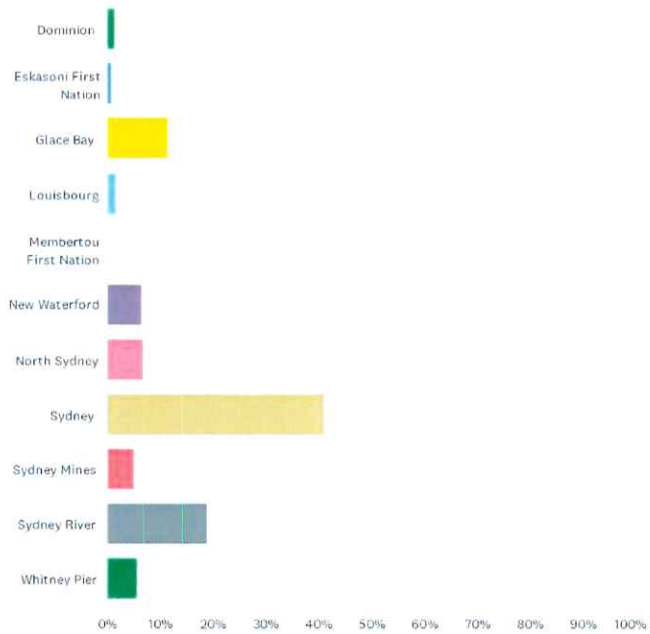
18.78% 92

14.29% 70

TOTAL 490

Q12 Home/nearest community:

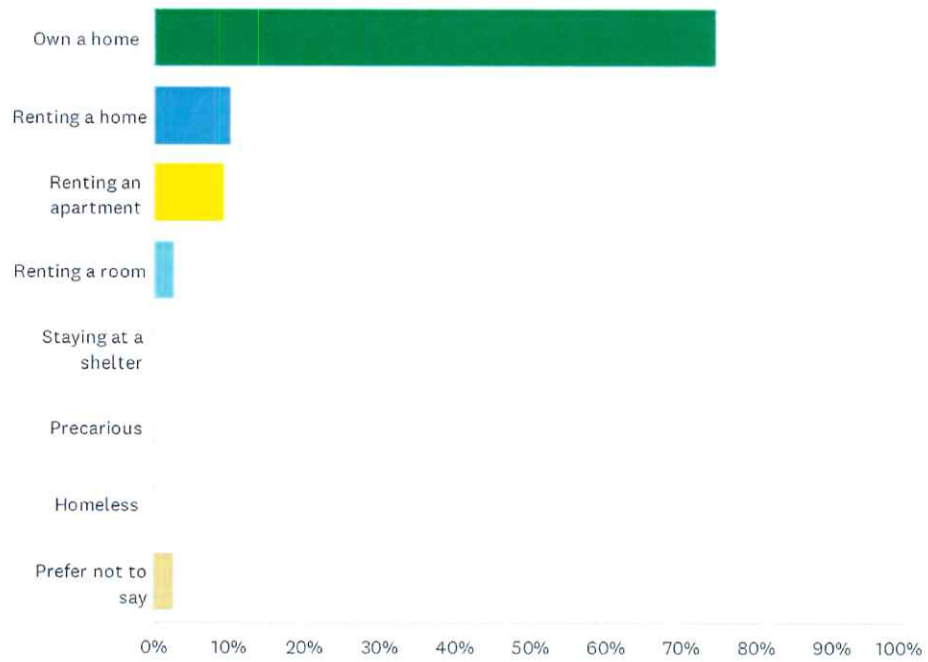
Answered: 472 Skipped: 126



ANSWER CHOICES	RESPONSES	
Dominion	1.48%	7
Eskasoni First Nation	0.85%	4
Glace Bay	11.44%	54
Louisbourg	1.69%	8
Membertou First Nation	0.21%	1
New Waterford	6.57%	31
North Sydney	6.78%	32
Sydney	41.10%	194
Sydney Mines	5.08%	24
Sydney River	19.07%	90
Whitney Pier	5.72%	27
TOTAL		472

Q11 Current housing status:

Answered: 484 Skipped: 114

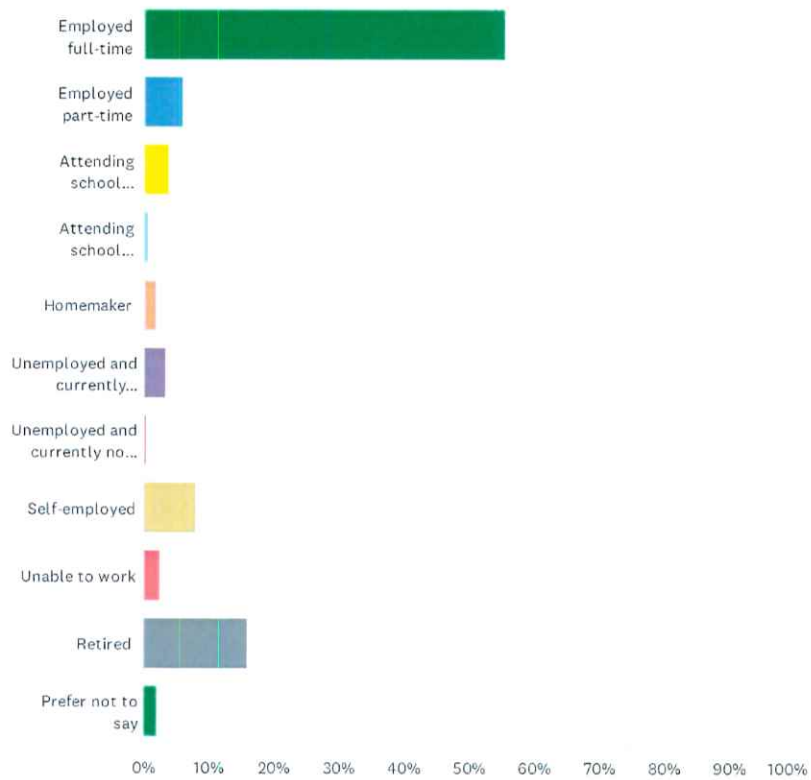


ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
Own a home	74.59%	361
Renting a home	10.33%	50
Renting an apartment	9.30%	45
Renting a room	2.69%	13
Staying at a shelter	0.00%	0
Precarious	0.21%	1
Homeless	0.21%	1
Prefer not to say	2.69%	13
TOTAL		484

Q13 Current work/school status:

Answered: 482 Skipped: 116

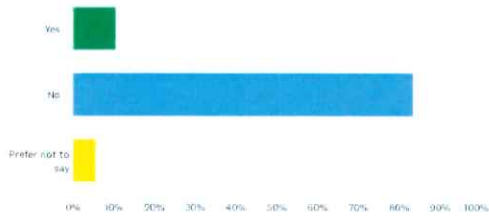


CBRM Strategic Vision

ANSWER CHOICES	RESPONSES	Percentage	Count
Employed full-time	55.39%	267	
Employed part-time	6.02%	29	
Attending school full-time	3.73%	18	
Attending school part-time	0.62%	3	
Homemaker	1.87%	9	
Unemployed and currently looking for work	3.32%	16	
Unemployed and currently not looking for work	0.41%	2	
Self-employed	8.09%	39	
Unable to work	2.49%	12	
Retired	15.98%	77	
Prefer not to say	2.07%	10	
TOTAL		482	

Q14 Do you identify as a member of the LGBTQIA2++ community?

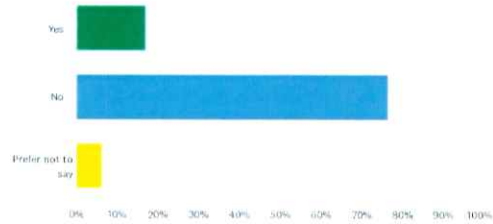
Answered: 489 Skipped: 139



ANSWER CHOICES	RESPONSES	
Yes	30.62%	52
No	93.64%	409
Prefer not to say	5.73%	29
TOTAL		489

Q15 Do you identify as a person living with a disability?

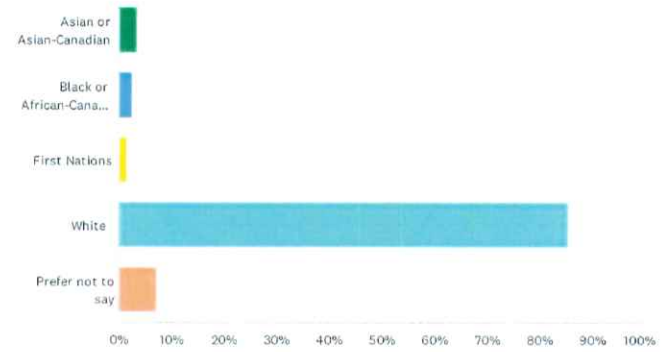
Answered: 491 Skipped: 107



ANSWER CHOICES	RESPONSES	
Yes	17.11%	84
No	76.56%	376
Prefer not to say	6.31%	31
TOTAL		491

Q16 How would you describe yourself?

Answered: 487 Skipped: 111



ANSWER CHOICES	RESPONSES	
Asian or Asian-Canadian	3.49%	17
Black or African-Canadian	2.46%	12
First Nations	1.44%	7
White	85.42%	416
Prefer not to say	7.19%	35
TOTAL		487