

Cape Breton Regional Municipality

Special Council Meeting

AGENDA

TUESDAY, MARCH 30TH, 2021

9:30 A.M.

Via Video Conference

Cape Breton Regional Municipality

Special Council Meeting

Tuesday, March 30th, 2021

9:30 a.m.

AGENDA ITEMS

Roll Call

1. **APPROVAL OF AGENDA:** (Motion Required)
2. **CBRM Forward – Collaborative Community Planning**
Spokespersons: Jennifer Brown, Planner and Engagement Specialist and Stephen Stone, Project Manager and Planning Lead - Dillon Consulting (See page 3)
3. **Committee Meeting Structure and Schedule:** Mayor Amanda M. McDougall (See page 10)

ADJOURNMENT

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

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**





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**



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

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

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

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





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



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 6th

Virtual Open House: April 14th

Public & Stakeholder Interviews and Focus Groups: Throughout April

Questions?



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FEWER COMMITTEES, MORE FOCUS, FASTER PACE

MEMORANDUM #2 (Final Memo)

TO: Mayor Amanda McDougall and Members of CBRM Council
FROM: Prof. Tom Urbaniak
RE: Follow-up to workshops on committee structure and meetings
DATE: February 17, 2021

This is the final step in my assignment as pro bono facilitator on committee structure and meetings.

As part of this process, a workshop was held with Council on January 19, 2021. A preliminary memo with recommendations for discussion was circulated on January 22, 2021. A follow-up session was held on February 12, 2021, to discuss the preliminary memo.

I am pleased to present this final memo for your consideration.

It is grouped into three themes: 1) Fewer Committees; 2) More Focus; 3) Faster Pace.

1.FEWER COMMITTEES

1.1 Use a General Committee model. Keep other standing committees to a minimum. Where other standing committees do exist, give them annual mandate letters from Council with specific requests for outputs linked to your strategic directions.

1.2 General Committee should be chaired by the deputy mayor or a councillor, not the mayor. This is because the mayor should be freed up in committee to make motions and actively debate. If GC is to be chaired by a councillor (instead of the deputy mayor), the chair can be selected by council once a year. It's somewhat like having a "Speaker of the House" for GC. The Mayor would of course still chair Council meetings, as required by the MGA. And the Mayor would still be very much involved in setting the GC agendas, but would not actually chair the GC meetings. (Note: I have removed the concept of rotating chairs for GC.)

1.3 I did not detect significant Council support for the preliminary recommendation of a Community Development Committee reporting to Council. I am therefore removing that recommendation. However, I am recommending that GC agendas/meetings be organized thematically according to "General Committee: Development" and "General Committee: Oversight and Good Governance." These two broad areas require somewhat different mindsets. Agendas should not be a random mix of both.

1.4 Council's representatives on outside bodies should periodically report on their activities to GC.

2) MORE FOCUS

2.1 Plan for three-hour agendas. Meetings can still be extended by simple motion. But trying for three hours is a good discipline. (Two sessions the same day after an extended gap is also possible. If the three-hour mark is reached and the meeting adjourns, items can be deferred to the next meeting or a spillover meeting.)

2.2 Where community presentations are not related to specific agenda items -- but instead focus on themes, general concerns and achievements -- move these (where possible) into facilitated, Council-hosted "**Solutions Forums.**" A facilitator can help Council with the Solutions Forums and come back with a short report after each one. These Solutions Forums should be held periodically (eg. once every two months).

2.3 Create a Standing Rule giving authority for the chair to cut off a speaker (after one caution about redundancy) or to ask for a wrap-up of a redundant intervention.

2.4 After Council has determined its priorities for the CBRM (strategic plan), use targeted, time-limited citizens' task forces or special advisors ("committee of one") to flesh out the key points and come back to Council with specific recommendations for what CBRM should do next -- and what Council should request of (or refer to) agencies or community partners. Task forces would use citizen members. They would normally be in place for about three months and then disband. Minutes of each task force meeting would not be required (this would ease the burden on staff), but the public would have the right to observe task force meetings (as per Municipal Government Act).

2.5 *Facilitator's Note:* Time is pressing to identify the CBRM priority areas. Pandemic-recovery federal/provincial infrastructure funding envelopes, which can benefit the municipality, are starting to appear. Federal and provincial elections are on the horizon. This is a time for CBRM to itemize specifically what it wants and needs.

3) FASTER PACE

3.1 A normal rhythm would be at least one, and sometimes two, Council meetings per month and two GC meetings per month. (Remember: Each one would normally be not more than three hours.) At least one Council meeting each month should be in the evening. GC meetings could normally be daytime, unless a special issue warrants an evening session. If a scheduled meeting is not needed because of a very light agenda, the Chair should cancel it and defer the items to the next one. But Council would have the meeting times set aside in their calendars so that a regular, rapid pace (rhythm) can be established.

3.2 Use the "Consent Agenda," as explained in the previous memo and in the follow-up session on February 12. It would still be transparent to the public what's on the Consent Agenda, and any councillor could request that something be taken off the Consent Agenda for further discussion later in the meeting. Generally, all motions already discussed and approved by GC would be on the council Consent Agenda for final ratification through one omnibus motion, unless there's a specific need to revisit or correct something.

3.3 Provide training for committee and task force chairs. The CBU Tompkins Institute can help with this (*pro bono*) if desired by Council.

3.4 Revisit the committee and meeting structure after a year with a follow-up workshop.

NEXT STEPS – CRITICAL PATH

February-March 2021: Draft a resolution incorporating the GC and scheduling model as discussed above.

February-March 2021: Draft a resolution to adopt the Consent Agenda feature to allow quick consideration at Council of items that have already been through long discussion at committee or that are likely to be non-controversial. (At the meeting, any councillor could still ask for a Consent Agenda item to be moved to the regular agenda, if more discussion is desired. The public would still see all the items on the Consent Agenda.)

March 2021: Adopt a Standing Rule to allow the chair discretion with respect to redundant interventions, as discussed in 2.3 above (and suggested by councillors themselves in the workshops).

March 2021: Council should finalize its priorities and strategic directions and use citizens' task forces or special advisors, as discussed above, to promptly come back with proposed follow-up steps. Because of forthcoming funding opportunities, priorities related to infrastructure (broadly defined) will be particularly urgent to itemize.

Spring 2021: Begin the "Solutions Forums" feature as discussed in 2.2 above.

Spring 2021: Begin a straightforward, focused training module for committee or task force chairs. (CBU can assist to put this together.)

One year from now: Follow-up workshop to assess effectiveness and consider (additional) changes, with the possibility of a brief interim appraisal in six months.

