

Cape Breton Regional Municipality

Special Council Meeting

AGENDA

WEDNESDAY, JUNE 30, 2021

9:30 A.M.

**VIA
VIDEO/TELECONFERENCING**

Cape Breton Regional Municipal Council

Council Meeting

Wednesday, June 30, 2021
9:30 a.m.

Via
Video/Teleconferencing

AGENDA ITEMS

Land Acknowledgement: Mayor Amanda M. McDougall

Roll Call

1. **APPROVAL OF AGENDA:** (Motion Required)
2. **Welcome and Introductions:** Mayor Amanda M. McDougall
3. **CBRM Strategic Plan – Strategic Visioning Facilitation Summary: Setting Priorities:** Alyce MacLean - President, Common Goods Cape Breton
(See page 3)

(Full document circulated separately)
4. **General Discussion**

ADJOURNMENT



Strategic visioning facilitation summary | Setting Priorities

JUNE 2021

The Cape Breton Regional Municipality (CBRM) was created in 1995 with the amalgamation of the City of Sydney, the towns of Glace Bay, Sydney Mines, New Waterford, North Sydney, Dominion and Louisbourg and the Municipality of the County of Cape Breton. In early March 2021, Mayor, Council, and staff embarked on a brief but meaningful and productive process to establish a vision, mission, values, and priorities for the municipality. This process, which allowed time and space for identifying opportunities, challenges, and goals, unites elected officials and municipal staff as we work every day in and for the community. Establishing these shared ideas makes our work more effective, strategic, and efficient.

The actions listed herein are not meant to be viewed as an exhaustive list of the only things the CBRM will work on over the next 3-5 years; rather, the priority areas and actions offer a high-level, strategic roadmap toward prosperity, to which the daily work of Mayor, Council, and staff will contribute. The working team acknowledges that the priority areas, action items, and measures below overlap at times and are not neatly categorized. The intent of this exercise is to give the Mayor, Council, and staff concrete objectives and publicly-accountable measures to collectively work toward over the next three years.

Your role

As a CBRM resident, it's your job to hold Mayor and Council accountable to the tasks outlined in this document. We spent the fall of 2020 talking to residents in our respective districts, and we continually carry your voice with us as we identify priorities to work towards. Outlined below is our best attempt to capture the wants, needs, and wishes of the community, and we're depending on you to give us your feedback, keep us on track, and support our collective efforts. You can submit your feedback and comments to Mayor@cbrm.ns.ca

● Vision

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

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

● Values

- Inclusive
- Innovative
- Community Pride
- Collaborative
- Accountable

Priority Areas & Measurable Actions

Below are the top five priority areas as defined by the CBRM Mayor, Council, and staff:

1. Economic Development
2. CBRM Charter
3. Development of Harbours
4. Population Growth and Inclusivity
5. Diversified Revenue Sources

As a full group, participants were asked to identify the highest impact actions for each of the top five priority areas and a complimentary means of measurement. The results are found on the following pages.



PRIORITY AREA:

Economic Development

Action

Tasks/Measures

Modernize the CBRM Planning Strategy (CBRM Forward)

- Refer to regular milestones as outlined in the planning strategy
- After implementation, review level of bylaw amendments council are receiving
- Track number of complaints

Refresh branding & website (along with wayfinding/signage)

- Within one year (March 2022), have a new refreshed, accessible website
- Include public in consultation of a renewed brand
- Measure continuity in use of branding and implement clear criteria around usage

Develop a new CBRM Economic Development Strategy

- Work with the Cape Breton Partnership through the CBRM REN to begin the implementation of the CBRM Economic Development Strategy.



PRIORITY AREA:
CBRM Charter

Action

Build relationship with Municipal Affairs about the CBRM Charter

Define what CBRM wants to accomplish through the Charter

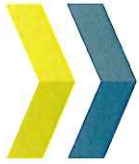
Reengage Charter Committee

Tasks/Measures

- Completion of the preliminary meetings
- Define next steps determined for the working relationship between the province and CBRM on the Charter

- Conduct best practice research globally to determine the contents and implementation of a municipal charter
- Complete a historical review of issues with Municipal Government Act
- Begin drafting legislation to accomplish the ultimate vision of Mayor and Council

- Set parameters and expectations for Charter Committee, and create terms of reference
- Create a schedule of meetings and actions that are reported back on



PRIORITY AREA:

Development of Harbours

Action

Tasks/Measures

Ongoing communication with Develop Nova Scotia

- Community Development Coordinator, with assistance from the CBRM REN, will work as a liaison between harbour communities and Develop Nova Scotia to identify opportunities and leverage municipal resources.
- Set at least 4 meetings per year with Develop Nova Scotia

Ongoing and open communication with Port of Sydney Development Corporation

- Quarterly communications between CBRM corporate & Port of Sydney Development Corporation

Stronger marketing and communication

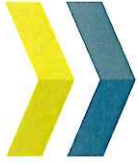
- Work with CBRM REN to develop marketing & communications for commercialization, development, and enhancing experience for harbours within the next year (March 2022)

Engage with Membertou and Eskasoni in their role in harbour development

- Increased engagement with Indigenous partners that interact with CBRM harbours

Transport infrastructure:
Rail development & twinned highway

- Continue regular communications with provincial and private sector stakeholders on improving rail and highway access



PRIORITY AREA:

Population Growth and Inclusivity

Action

Work closely with the CBRM REN to maximize use of all federal and provincial immigration pathways, increase retention, and participate in the federal Municipal Nominee Program when it is released.

Review hiring policies to accommodate participation in the various provincial and federal immigration programs as well as foreign worker recruitment when needed.

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

Tasks/Measures

- Municipal Nominee: CBRM REN will notify the CBRM when program criteria is released by the IRCC. If eligible, CBRM REN will support the CBRM in applying to participate in the program and explain the process after policy review.
- Increase retention by engaging newcomers and recent immigrants in community events and political life.
- Work with the CBRM REN's Labour Market Development & Immigration Officer in reviewing current hiring practices, talent pipeline and expected shortages to address them efficiently.
- Partner with educational institutions (private & public), the Connector Program, Settlement Providers and other relevant stakeholders in creating events and initiatives to retain graduates to the CBRM and support their labour market entry.

POPULATION GROWTH AND INCLUSIVITY
continued...

Action

Tasks/Measures

Focus on promoting services & amenities we currently have and strengthening service and amenities with a focus on the attraction and retention of residents

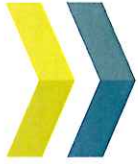
- See Economic Development Point: Refresh branding & website along with wayfinding/signage.
- Align CBRM Communication efforts with CBRM REN communication efforts, campaigns, and assets like www.WelcomeToCapeBreton.com to promote current services and amenities in the CBRM.
- Strengthen and grow transit, and e-services.

Support a campaign to try to bring back Cape Bretoners

- Work with the Cape Breton Partnership to create a long term attraction and repatriation campaign that promotes current resources and services available to starting a business, finding employment, buying property, and settling in the CBRM.

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

- CBRM HR department, in collaboration with the CBRM REN, will develop a workforce-based strategy, and measure and report on its effectiveness.



PRIORITY AREA:

Diversified Revenue Sources

Action

Tasks/Measures

Strengthen partnership with different levels of government, access new funds

- Administrative quarterly meetings with Minister of Municipal Affairs and federal MPs

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; biosolids; and waste-to-energy processes)

- Engage consultants and outside experts to determine feasibility
- Consult with municipal colleagues across NS for best practices in this regard

Administer a municipal/home lotto approach to fund non-profits and community groups

- Determine legal questions and logistics
- Consider the use of an arms-length, separate entity (with separate board)
- Consult public interest (support or not)

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

- Jurisdictional scan of other municipalities
- Task directors to look at their departments to determine if new fees need to be implemented
- Budget 2022 for implementation of new fees-for-service

Conduct a review and comparison of services versus cost recovery

- Within the next year (March 2022), have a completed review of fees and bring to council

