

Cape Breton Regional Municipality

General Committee Meeting

On Planning & Economic Development

AGENDA

TUESDAY, SEPTEMBER 19TH, 2017

3:00 P.M.

Council Chambers
2nd Floor, City Hall
320 Esplanade, Sydney, NS

Cape Breton Regional Municipality

General Committee Meeting On Planning & Economic Development

Tuesday, September 19th, 2017

3:00 p.m.

AGENDA ITEMS

Roll Call

1. APPROVAL OF MINUTES: (Previously Distributed)

- **General Committee on Planning & Economic Development:**
 - **May 8th, 2017**
 - **June 6th, 2017**
 - **June 19th, 2017**

2. Demonstration:

- a) **Website for CBRM-Owned Surplus Properties:** John MacKinnon,
Director of Technology

3. Sydney Waterfront Development:

- a) **Redevelopment of Sydney Waterfront – Expression of Interest:** John Phalen, Manager of Economic Development & Special Projects (See page __3__)
- b) **Review of Development Policy Along Downtown Sydney Waterfront:** Malcolm Gillis, Director of Planning & Development and Karen Neville, Planner (See page __6__)

4. DELEGATION:

- a) **Cape Breton Partnership Focus:** Spokesperson Mr. Keith MacDonald,
President & CEO (See page __8__)

ADJOURNMENT

REDEVELOPMENT OF SYDNEY WATERFRONT CALL FOR EXPRESSIONS OF INTEREST

1.0 Background

The Cape Breton Regional Municipality is the owner of approximately 4 acres of vacant land strategically located on the waterfront in Sydney, the largest urban area in the Municipality. The area is located immediately adjacent to the Joan Harris Cruise Pavilion, the arrival point for the more than 100,000 cruise ship visitors that the Port of Sydney welcomed in 2013. The site is also bordered by the Sydney boardwalk, a focal point for summer activities, and a small marina and breakwater which are owned by the Municipality. Two of Sydney's largest hotels, the downtown Sydney shopping district, the North End Sydney Heritage Conservation District, and the region's largest sports and entertainment complex (Centre 200) are all located within walking distance of the site.

The Municipality recently partnered with Enterprise Cape Breton Corporation to prepare a concept plan to guide development of the Sydney waterfront in the coming decades. The plan, which was presented to Council in July of 2014, is an ambitious and visionary document and all future development on the waterfront will be evaluated in the context of this plan.

The Municipality is now seeking for expressions of interest from developers interested in municipally owned parcels of land on the waterfront.

2.0 Description of Lands

The lands that are the subject of this call for expressions of interest are shown on the attached map.

3.0 Development Context

The Cape Breton Regional Municipality has been declining in population since the mid 1960s, when the population peaked at 131,000. The 2016 census reported that CBRM's population had shrunk below 100,000, and demographic projections prepared for the Municipality predict further decline at the regional level.

Despite the relatively weak demographic scenario facing the region, the vision document for the Sydney waterfront notes that because of the attractive and convenient location of the waterfront there are opportunities for residential and commercial development to take place there over the next several years.

4.0 Vision for the Sydney Waterfront

CBRM's vision for this site is described in the report referenced above, the *Sydney Harbourfront Conceptual Vision and Design* which was prepared by Ekistics in March 2014. All expressions of interest for development of this site should endeavour to

address the design principles and the overall vision for the area as articulated in that report. This vision was developed with much input from residents of the adjacent neighbourhood and new development should not represent a radical departure from this vision.

It is hoped that this development will be unique, will employ new ideas in urban design, and will set an example to follow for other developments not just in the CBRM but throughout Canada.

5.0 Submissions

Submissions must include the following components:

- (1) A concept plan that shows the approximate locations and sizes of access roads, buildings, parking facilities, green areas, recreational facilities, and other facilities or infrastructure being proposed. A written description of the concept, prepared by the Developer, outlining the overall theme of the concept
- (2) A preliminary business case for the development, outlining the costs associated with development and revenues that would be derived from development of the site. A phasing plan should be included with the business case. It is recognized that at this stage all figures will be preliminary, but cost and revenue estimates should be sufficiently detailed so as to demonstrate a commitment by the proponent to make the development work financially.
- (3) Background information on the proponent and any partners involved, including education, business experience (particularly with land or housing development), examples of past projects and references.
- (4) Discussion regarding how the proposed development could be coordinated with development of the privately owned parcels adjacent to the municipally owned sites.

6.0 Process

Expressions of interest received by the CBRM will be reviewed to ensure that they comply with the submission requirements in Section 5.0. Following that review, the CBRM will determine which proposal most fully addresses the vision outlined for the Sydney Harbourfront as outlined in the 2014 document prepared by Ekistics, and which proposal demonstrates the greatest potential benefit for the CBRM in terms of job creation and property tax revenue. The potential for development on the site to generate economic activity elsewhere in the downtown will be considered, not just the benefits of the development proposed for this specific site. The proponent whose proposal is deemed to most fully address the vision and design principles and appears likely to generate the greatest economic benefits will be requested to prepare a more detailed proposal for development of the site, with the terms of this second stage review to be negotiated between the CBRM and the Developer at that time.





ISSUE PAPER

TO: CBRM General Committee of Council

FROM: Malcolm Gillis and Karen Neville

SUBJECT: REVIEW OF DEVELOPMENT POLICY ALONG
DOWNTOWN SYDNEY WATERFRONT

DATE: September 8th, 2017

Introduction

During the roundtable discussion on economic development in June, reference was made to the various studies and reports that could be a valuable part of the Municipal Planning Strategy (MPS) review. One such report is the Sydney Harbourfront Conceptual Vision & Design Report which was prepared for CBRM by Ekistics Planning and Design in 2014.

The Ekistics report is a planning vision for Sydney's waterfront. Although its public consultation process was well attended, and it was well received by Council and the public, no action has yet been taken to implement it legally since it was originally presented to Council in 2014. It focuses on the waterfront properties bounded by the Esplanade to the east, the mouth of Wentworth Creek to the south and then northerly up to and including the Nickerson property, which is being considered as the site of the 2nd cruise ship berth.

The Ekistics report is a concept plan which has one primary objective supported by two guiding principles. The objective is that development in the waterfront corridor be managed holistically. The two guiding principles are (1) that development be managed by the implementation of a specific set of design guidelines and (2) management of development and the implementation of the guidelines should be the responsibility of a dedicated waterfront development corporation. The Sydney Ports Corporation could be an ideal fit for that role.

The chronological step-by-step procedure would be for Council to 1st adopt the Ekistics plan as a guiding document, 2nd create the waterfront development corporation to implement it and 3rd have that corporation work with CBRM's staff to draft the necessary amendments to the two Planning Strategies and their implementing land use bylaws to be 4th adopted by Council.

The continued role of the waterfront development corporation would be to manage development along the waterfront by:

- focusing on land assembly;
- marketing the CBRM owned lands for developments that would comply with the vision for the waterfront, including working on priority projects with the other levels of Government; and
- finding the funding for the infrastructure projects that support the vision.

Planning Department staff would continue to be responsible for administering the new policies and zoning provisions and processing applications for Building Development Permits.

Because of the continued stagnation of our regional economy and the resulting decline in population, the experience of this Department is that Council is becoming more and more eager to accept any development. And that's understandable. But such an approach is contrary to the aspirations of the Ekistics report, at least for Sydney's downtown waterfront. It advocates that the downtown Sydney waterfront is too vital a stretch of real estate not to get it right as a stage for Sydney and the Regional Municipality. For Council to buy into this vision you must be prepared to challenge the "any development is good development" advocacy which has been so prevalent over the last several years.

Recommendation

We recommend that Council read the Ekistics document and be prepared to discuss its merits and what aspects of it you believe should be implemented into policy of the CBRM at the next special meeting of the General Committee focused on planning and economic development.

Submitted by:

ORIGINAL SIGNED BY

Malcolm Gillis and Karen Neville
Planning and Development Department

June 14, 2017

Deborah Campbell, Clerk
Cape Breton Regional Municipality
291 Esplanade
Sydney, Nova Scotia B1P 6P4

Dear Ms. Campbell:

On behalf of the Board of Directors of the Cape Breton Partnership (Partnership) and the Cape Breton Regional Enterprise Network (CBREN), I would like to formally request the opportunity to appear before the CBRM Economic Development Committee at their next meeting.

The Partnership and CBREN continue to work diligently in partnership with key stakeholders to grow the economy of Cape Breton and Nova Scotia. Together with our municipal partners in Richmond, Inverness and Victoria Counties, we are working together to address pan-Cape Breton economic opportunities and challenges.

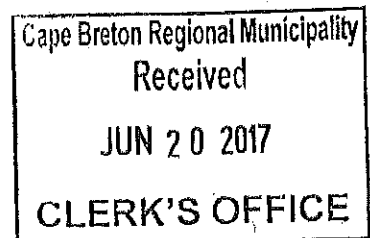
The presentation will outline current opportunities that the Partnership and CBREN are working on across Cape Breton Island, and how the Cape Breton Regional Municipality can collaborate with us to improve the economic climate in CBRM and across Cape Breton Island.

Thank you for the opportunity to present and I look forward to hearing from you regarding the timing for this presentation.

Sincerely,

ORIGINAL SIGNED BY

Keith MacDonald
President and CEO





Elevate Magazine



Support Business

- Research
- Advocacy
- HR Guidance
- Business to Business
- Business Ideas
- Marketing & Promotion
- Site Selection
- Leadership Opportunities
- Navigation
- Information on Business Support Programs

Goals



Prosperity Framework

Sector Teams

- Advanced Manufacturing
- Agriculture/Food
- Culture
- Energy-Clean Tech
- Environment & Engineering
- ICT/Knowledge Based
- Oceans
- Seafood/Aquaculture
- Social Enterprise
- Tourism

Economic Teams

- Business Retention & Expansion
- Entrepreneurship
- Immigration
- Investment Readiness
- Major Projects
- Workforce Development



Invest in Cape Breton

INVEST

— IN CAPE BRETON —

Investincapebreton.com

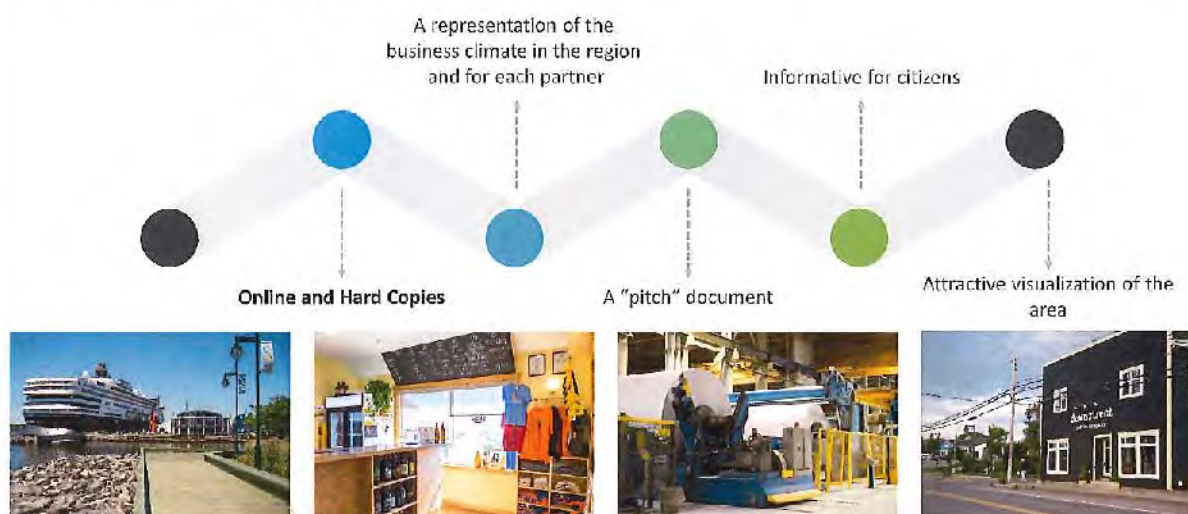
Land Asset Database



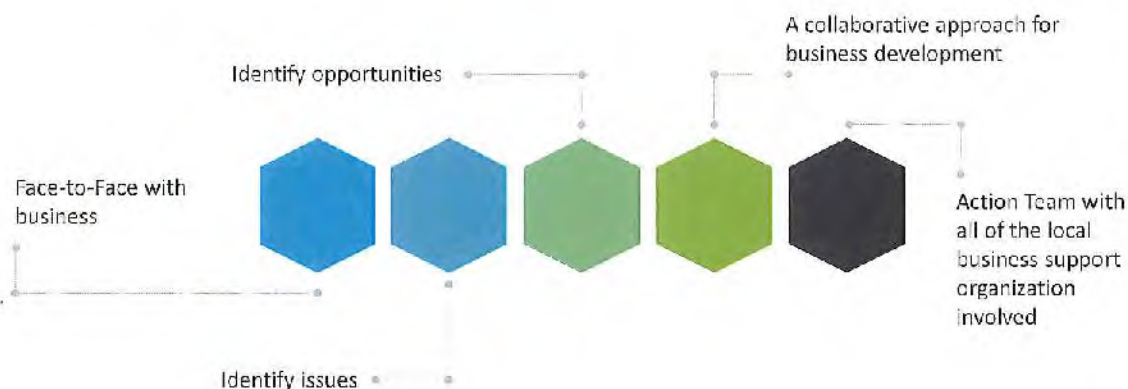
Business Directory



Community Profiles



BRE: BusinessNOW!



Cape Breton Connector Program

**HALIFAX
PARTNERSHIP**
CONNECTOR PROGRAM

CAPE BRETON
CONNECTOR
PROGRAM



The Connector and the Connectee meet (about 30 minutes) and discuss industry backgrounds, skills and areas of expertise, industry related news, current market demands, and hidden job opportunities in Halifax, Nova Scotia.

The Connector Program matches new residents, local and international graduates in Halifax, Nova Scotia with local employers, civil servants and community leaders based on industry experience, professional backgrounds, or the Connectee's interest in a specific organization.

Once the connection has been made, an introduction email is sent to the Connector and the Connectee to set up a meeting.

Connectors are asked to refer the Connectee to a minimum of three people in their network, and then each of these people are asked to refer the Connectee to three more. These referrals may be potential employers, influential leaders within their industry or other people who will benefit from meeting with a skilled professional.

As Connectees meet with business and community leaders in Halifax, they gain a better understanding of the local job market, learn about the community, and are exposed to business and career opportunities in Halifax.

Local Immigration Partnership



The Nikolic family from Novi Sad, Serbia, pictured outside their new home in Port Hood, Cape Breton. From left are Hana, 20 months, parents Bogdan and Olivera, Hana, 5, Leila, 7, and 10-year-old, S.



Atlantic Immigration Pilot



Government
of Canada

Gouvernement
du Canada

Canada

Improved Internet Services (Skye Glen)

A NAME TO REMEMBER.

The Cape Breton Partnership, through the Cape Breton Regional Enterprise Network (CBREN), is asking residents to help name the new Seaside Wireless Communications Skye Glen Digital Internet Tower. The CBREN is a collaborative effort between the Province of Nova Scotia and the Municipalities of Inverness, Richmond, and Victoria Counties. The CBREN activities are delivered by the Cape Breton Partnership with oversight from a private sector Board of Directors.

The Skye Glen Digital Internet Tower will upgrade Internet service that is essential for helping businesses grow and succeed and serve as an investment attraction tool for rural communities in Cape Breton. Internet bandwidth will be increased from 1.5 Mbps to 10 Mbps in the Skye Glen region of Inverness County. This will be the coverage for Centerville, Newcombe Valley, Brook Village, East Skye Glen, Skye Glen, and Glenwathrie.

NAME THE TOWER
www.namethetower.com



Vital Awards



Innovation District



Vietnam Economic Strategy Support

- Coordinated by Federation of Canadian Municipalities (FCM)
- 2 two-week missions per year
- Host 2 study visits over 4 years with delegations from overseas partners
- Long distance support
- Work together on
 - LED technical assistance
 - Knowledge sharing
 - Canadian community engagement
- Travel, accommodation and meal expenses covered by Global Affairs Canada

Our Partners:



Workforce Programs 2016-17

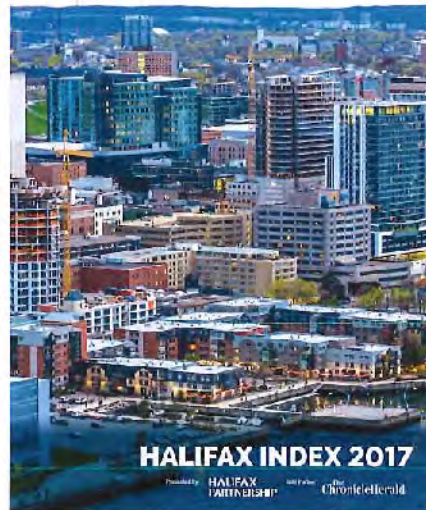
218 program participants in 2016/17



Connect with Students



State of the Economy Address



Economic Data

Industry
Sector
Impact

Labour
Market
Stats

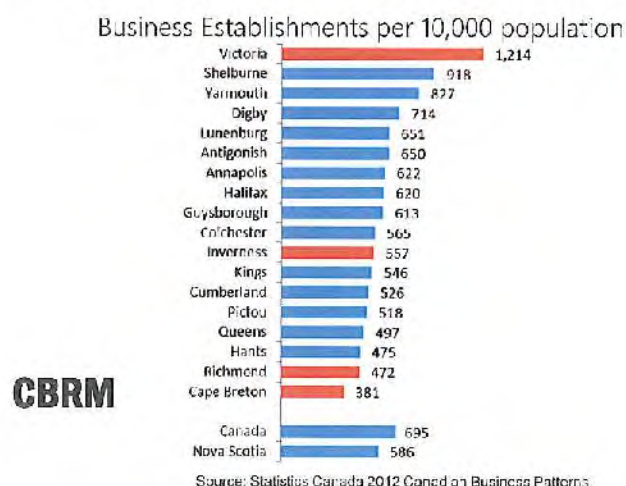
Retail
Expenditures

Business
Start-up
Numbers

Market
Analysis

Income
Data

Business Per Capita: CBRM



Business Per Capita: CBRM

CBRM Population 2012: **102,439**

CBRM Businesses per 10,000 of Population: **381**

NS Businesses per Capita: **586**

Canada Businesses per Capita: **695**

**Approximately 2050 businesses required to meet
Nova Scotia number.**

**Approximately 3140 businesses required to meet
Canada number.**

The Ask

The CBRM collaborate with the Partnership and the CBREN to advance the initiatives outlined and other potential opportunities.

2017 - 18
\$50,000

2018 - 19
\$100,000

Return on Investment



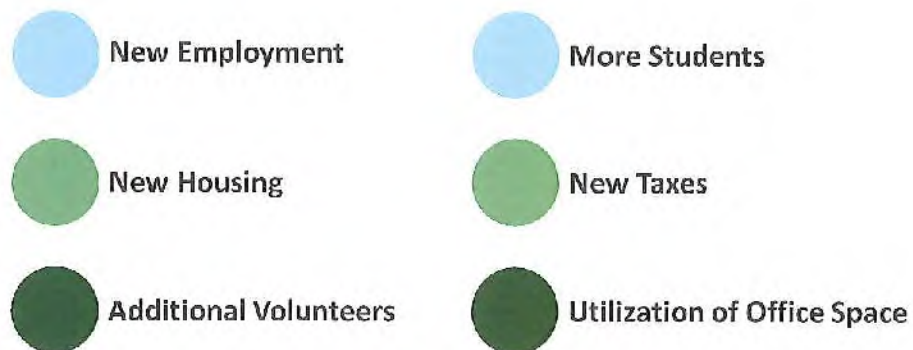
- Branding/promotion
- Advertising
- Direct Updates
- Leadership
- Creation of New Program

- 3 New Hires
 - Business Retention and Expansion Officer
 - Land Asset Database Coordinator
 - Junior Economist
- Reporting to Mayor & Council

Collaboration



Business is Good





QUESTIONS?

