

Cape Breton Regional Municipality

CBRM Charter

Public Consultation Session

AGENDA

MONDAY, JANUARY 15, 2018

6:00 P.M.

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

CBRM CHARTER

Public Consultation Session

**Monday, January 15, 2018
6:00 p.m.
Council Chambers, City Hall**

1. **Welcome and Introductory Remarks:** Mayor Cecil P. Clarke

2. **Review of Council-approved Request for Part 1 of a CBRM Charter and Associated Documentation** (See page 3)

3. **Remarks by the Province of Nova Scotia, Honourable Derek Mombourquette – Minister of the Department of Municipal Affairs**

4. **Public Participation:**
(10 minutes max. per presenter, followed by question opportunity with 2 minute Council intervals)
 - i. **CB Island Food Network** – Spokesperson Dr. Leigh Potvin (See page 12)
 - ii. **CB Voices** – Spokespersons Erika Shea & Nicole LaFosse (See page 21)
 - iii. **PC Caucus** – Spokesperson MLA Alfie MacLeod
 - iv. **Business Cape Breton** – Spokesperson Parker Rudderham, Chair
 - v. **Cape Breton Partnership** – Spokesperson Keith MacDonald, President & CEO
 - vi. **Membertou First Nation** - Spokesperson Jennifer Deleskie, Executive Business Development Officer
 - vii. **Mr. Tom Urbaniak** - CBU Political Science Professor

5. **Council Roundtable Discussion**

6. **Adjournment**

Harbor Port Development Partners Exclusivity Agreement Extension:

Motion:

Moved by Councillor MacLeod; seconded by Councillor George MacDonald to approve the following recommendations as presented:

- THAT HPDP's previously granted exclusivity rights be extended for an additional five year period commencing on the date of this Motion.
- THAT it is a condition of the agreement with Ports America that, in accordance with international standards, the financial return of CBRM be based upon its tax revenues as well as a market return on the Project lands.
- THAT the Administration be authorized to enter into on behalf of CBRM an extension and amendment agreement leading to a final definitive agreement to effect the foregoing and that this final definitive agreement be subject to Council approval
- THAT the CBRM continue to pursue a Municipal Charter, or other enabling accommodations, with the Province that outlines the needs listed above.

Motion to Postpone:

Moved by Councillor MacMullin; seconded by Councillor Coombes to postpone the question until a time that Council can obtain independent legal advice required to make an educated and informed decision in the best interests of CBRM.

Discussion Continued - December 19th, 2016

Mayor Clarke resumed the debate on the motion to postpone, with a recap of Council speaking times on the motions from the December 15th meeting.

The following issues were raised during discussion:

- Financial Implications of this motion and potential risk to CBRM;
- Royalties;
- Getting the best deal for CBRM;
- Flawed process;
- The Definitive Agreement must come back to Council for approval

The Mayor called for the vote on the motion to postpone.

Motion to Postpone Defeated.

Discussion of the Main Motion:

A question was raised by a number of Councillors that by approving this motion, is the Municipality obligated to sell the land for \$10 million or provide the 99 year lease.

Solicitor Gogan clarified for Council that there is no obligation to sell or lease the land until a final agreement has been reached with Council.

The Mayor called for the vote on the main motion.

Main Motion Carried.



SHAPING OUR FUTURE IN THE CAPE BRETON REGIONAL MUNICIPALITY

A Reorganization Plan for Positive Change

Approved by Mayor and Council, November 26, 2012

THE CBRM CHARTER ACT

It is vitally important that the CBRM respond directly to our own challenges and opportunities in a timely and flexible way. A Charter Act will allow us to function more effectively and efficiently by giving us the tools that we need, legislatively and financially, to address economic shifts and to take full advantage of opportunities as they arise.

The CBRM faces challenges with declining population and double-digit unemployment, yet it is the second largest municipal government in Nova Scotia. A Charter will allow us to address the public works, planning, economic development and needs of our urban and rural communities. In short, a Charter will allow us to once again be the economic engine of Eastern Nova Scotia.

Immediate Action:

Strike a motion to pursue a Charter Act for the CBRM - a positive and progressive path forward that will build on the Municipal Government Act, and give Council legally binding control.

Short-term Action:

Establish a working committee to draft legislation for presentation to the House of Assembly in 2013-2014.

Long-term Action:

Upon Royal Assent and Proclamation, establish a legislative and regulatory committee to address needed amendments to the CBRM Charter Act.



CAPE BRETON REGIONAL MUNICIPALITY
OFFICE of the MAYOR

January 6, 2017

Honourable Michel P. Samson
Minister and Government House Leader
c/o Department of Energy
Joseph Howe Building
1690 Hollis Street, PO Box 2664
Halifax, NS B3J 3J9
Email: energyminister@novascotia.ca

Dear Minister ~~Samson~~:

Thank you for your ongoing engagement and commitment to facilitate the government and legislative processes to achieve a Charter for the Cape Breton Regional Municipality. The Premier's commitment to advance the process is appreciated.

Attached is the two-page backgrounder that officials have drafted for consideration as the CBRM's request for an initial Charter specifically for economic and port development. A CBRM Charter would be focused on legislation with regulation and related authority for Cabinet and Ministerial oversight, reporting and accountability. The CBRM is seeking municipal powers for finance and taxation as well as for lease and land sales (including the authority to provide a 99-year lease on municipally-owned land). In addition, I am enclosing a one-page summary to highlight our rationale, along with broad categories that could be included.

The creation of legislation for a CBRM Charter strengthens the working relationship between our governments on the *Municipal Government Act* Review, the signing of a UNSM/Department of Municipal Affairs Partnership Framework, an all-party working group on the CAP, review of policing in Nova Scotia and infrastructure agreements.

I would welcome the opportunity to meet with you and our respective officials to plan next steps leading to draft legislation from you for consultation. Please be assured of the CBRM's priority to work through your office as Government House Leader, the Department of Municipal Affairs, and the Legislative Counsel Office.

In closing, I would like to thank you for so quickly acting on the Premier's response to a Charter request along with the collaboration and cooperation of Ministers Churchill and MacLellan to advance this request for the next sitting of the Legislature.

Kind personal regards,

ORIGINAL SIGNED BY

Cecil P. Clarke

CPC/tfd
Encs. - 2

c: Honourable Stephen McNeil, Premier
Honourable Geoff MacLellan, Minister, TR
Honourable Zack Churchill, Minister, DMA
Deputy Minister Kelliann Dean, DMA
Ms. Shannon Bennett, DMA
Mr. Michael Merritt, CAO, CBRM
Ms. Marie Walsh, CFO, CBRM

Sydney Charter 2016

Preamble:

The Sydney Charter is to give legislative authority to the Cape Breton Regional Municipality (CBRM) to adopt municipal powers that recognize the municipality has a unique municipal government within the Province of Nova Scotia. The CBRM is currently governed under the Province's Municipal Government Act (MGA) and will continue to be so governed under this act with the exception of specific clauses that are contained in the Sydney Charter that give the CBRM specific powers to operate as an autonomous level of government. The CBRM:

- Is the second largest municipality in Nova Scotia
- It is the second largest economic development entity
- It operates the Port of Sydney Development Corporation, The CBRM Water Utility and has its own Police Force
- The Municipality has budgetary responsibility for close to \$200 million through its operating and capital budgets and those of its enterprises.

The objectives of the charter is to allow for the CBRM

- To provide mechanisms to the CBRM to reduce red tape, to streamline processes and remove unnecessary bureaucratic duplication.
- To be provided authority to address economic development, taxation and fiscal matters that reflects the unique structure and capacity within the municipality.

Sydney Charter 2016

1. This act may be cited as the Cape Breton Regional Municipality Charter.
2. In this Act,
 - 1) "council" means the municipal council of the Cape Breton Regional Municipality;
 - 2) "municipality" means the Cape Breton Regional Municipality;
3. The Cape Breton Regional Municipality, as constituted upon the coming into force of this Act, is continued.
4. The provisions of the Municipal Government Act, S.N.S. 1998, c. 18, apply to the municipality except where inconsistent with this Act, in which case the provisions of this Act shall prevail.
5. The powers of the municipality under this Act shall be exercised by council.
6. The mayor and members of the council and the officers, by-laws, contracts, property, assets, and liabilities of the municipality when this Act comes into force, shall be the mayor and members of the council and the officers, by-laws, contracts, property assets and liabilities of the municipality as continued under this Act.

Leasing Provision

7. Notwithstanding s. 31(2)(d)(iii) of the Municipal Government Act, the chief administrative officer of the municipality may personally, or by an agent, negotiate and execute leases of real property owned by the municipality for terms of up to 99 years including renewals.

Tax Abatement and Concession

8. (1) A person may apply to the council for, and the council may, by a vote of 2/3 of the council members present and voting, grant an exemption, remission or deferment of taxes and interest on the taxes, either in whole or in part, for those periods of time that the council decides and the council may determine the evidence which it shall require to warrant that exemption, remission or deferment.
(2) The council may, by a vote of 2/3 of the council members present and voting, enter into tax agreements and offer tax incentives which vary existing rates of taxes.

Property Disposition Fair Market Value

9. (1) Notwithstanding s. 51 of the Municipal Government Act, where the council considers it to be in the best interests of the municipality, the municipality may sell or lease property to any person or organization at a price less than fair market value.
(2) A resolution to sell or lease property referred to in subsection (1) shall be passed by at least two thirds of the council members present and voting.
(3) (Where the council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the council shall first hold a public hearing respecting the sale.
(4) The council shall advertise the public hearing at least twice, in a newspaper circulating in the municipality, the first notice to appear at least fourteen days before the hearing. (5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale.
10. Notwithstanding s. 88(4) of the Municipal Government Act, the municipality does not require ministerial approval to enter into commitments extending past the end of the current fiscal year unless the total amount of the commitment exceeds \$500,000.

CBRM Charter

Provide authority to the CBRM that currently resides with the Province. Key reasons to access new authorities:

- Demonstrate Capacity
- Lack of Provincial Interest in Matter
- Streamline Processes (remove unnecessary duplication)
- Major Economic Region

Seeking Municipal Powers in the following areas

- Finance and Taxation
- Lease and Land Sales
- Planning
- Protective Services
- Economic Development

Discussions with Province:

- Would like to see changes incorporated in MGA as it is under review, however
- If MGA does not provide authority would seek it through a charter
- If issue arises prior to MGA Review Completion place it in Charter
- That the Charter will be regulatory in nature as opposed to a new piece of Legislation (so enshrine in Legislation but administer through regulation.

Other municipalities with charters or special legislation

- City of St. John's
- Halifax
- Charlottetown and Summerside
- Ville de Montreal
- Ontario (regional and local government's)
- Winnipeg
- Saskatchewan (Cities Act)
- Lloydminster (AB and Sask.)
- Edmonton and Calgary (expected in 2017)
- Vancouver

Each charter or legislative act varies depending on the authorities each municipality seeks and the authorizes each province already provides through their Provincial Legislation.

**Energy
Office of the Minister**



**Énergie
Bureau du ministre**

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Téléphone : 902-424-7793
Télécopieur : 902-424-3265
energyminister@novascotia.ca
novascotia.ca

January 10, 2017

Dear Mr. ~~Mayor~~:

Thank you for your letter dated January 6, 2017 regarding the legislative process to achieve a Charter for the Cape Breton Regional Municipality.

I would be pleased to arrange a meeting between representatives of CBRM and the Province of NS to discuss this matter further. In order to have this matter considered for the spring sitting of the legislature, I would recommend that this meeting take place in the near future.

I will await your response before proceeding further with this matter.

Your very truly,

ORIGINAL SIGNED BY

Michel P. Samsón
Government House Leader

C: Honourable Stephen McNeil, Premier
Honourable Geoff MacLellan, Minister, TIR
Honourable Zack Churchill, Minister, DMA
Deputy Minister Kelliann Dean, DMA
Ms. Shannon Bennett, DMA
Mr. Michael Merritt, CAO, CBRM
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A CHARTER FOR CBRM - *draft considerations*

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CBRM CHARTER CONSULTATION MEETINGS

will take place in January 2018

RSVP to clerksoffice@cbrm.ns.ca

Monday, January 15, 2018 6:00 pm Council Chamber City Hall

Saturday, January 20, 2018 1:30 pm Centre 200 main concourse



**Our Community, Our Food:
Food as a Lever for
Transformation in CBRM**



Island Food Network

- Cape Breton's Island Food Network is an umbrella for food action.
- We cultivate food initiatives, share knowledge, and connect food actors.
- We envision a vibrant, healthful, just, and resilient food system that serves as a lever for transformation in our communities.
- We value working collaboratively across sectors, with careful consideration for our environmental impact, and respect for indigenous knowledge.



Context

Why is Food Important to CBRM?

- Local interest in community food
- Good food makes people want to visit, and makes people want to stay
- Good food builds strong communities
- National Food Strategy in development, Grow NS
- Agriculture identified as one of the key areas of economic growth for Canada

Challenges Faced:

- Household food insecurity
- Declining population
- Significant rural population
- Regional isolation
- Agricultural land threatened
- Farming as a livelihood threatened
- Environment threatened



Key Points



- We must utilize and adapt existing resources/infrastructure to bolster CBRM's food system
- We must incorporate food system design into CBRM planning and development
- We need policies and supports conducive to food system change
- We must use food as a lever for transformation in CBRM (linking traditional domains to economic, social, and environmental needs)
- Community health hinges on food security

<https://d3fplf1m7bbt3.cloudfront.net/sites/default/files/media/browser/2016-09-01/hamilton-food-strategy-2016.pdf>

A Food Secure Cape Breton Means...

- "All people, at all times, have access to sufficient, nutritious, safe, personally acceptable, and culturally appropriate foods, and that the food supply is procured, produced, and distributed in ways that are environmentally sound, socially just and sustainable."



<https://novascotia.ca/dhw/healthy-communities/documents/Thought-About-Food.pdf>

Our Community, Our Food: Food as a Lever for Transformation in CBRM

Presented by: Leigh Potvin, Terry Gibbs
and Jody Nelson



The Island Food Network:

- Cape Breton's Island Food Network is an umbrella for food action.
- We cultivate food initiatives, share knowledge, and connect food actors.
- We envision a vibrant, healthful, just, and resilient food system that serves as a lever for transformation in our communities.
- We value working collaboratively across sectors, with careful consideration for our environmental impact, and respect for indigenous knowledge.

The Food Policy Working Group is a subcommittee of the IFN.

Context in CBRM and Beyond:

- **Why is Food Important to CBRM?**
 - Agriculture identified as one of the key areas of economic growth for Canada: replacing imported food with local food as key (local stat?)
 - Food Policy for Canada in development, Grow NS, Provincial poverty reduction strategy
 - Local interest in community food [i.e. Cape Breton Food Hub, Up!Skilling Food Festival, Island Food Network (Farmer to Farmer Retreat sold out!) GB Food Bank]
 - Good food makes people want to visit, and makes people want to stay
 - Good food builds strong communities

- **Challenges Faced:**

- High rates of poverty, resulting in household food insecurity
- Declining population (with CBRM representing a diverse, spread-out amalgamation of communities, with a significant number of rural households)
- Regional isolation
- Agricultural land threatened
- Farming as a livelihood threatened
- Environment threatened, with climate change becoming an unavoidable risk to our food production

How Can Food Make CBRM Stronger and How Can CBRM Make Food Stronger?

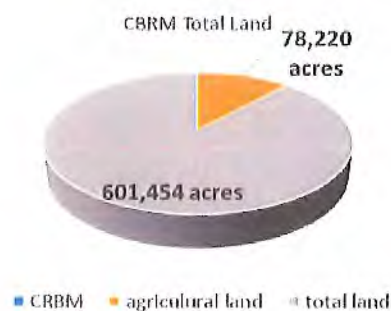
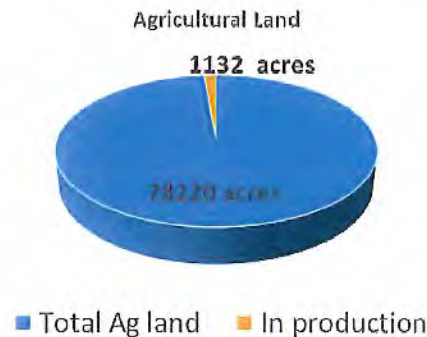
Food systems design presents an effective lever for CBRM to address economic, social and environmental concerns, offering an exciting opportunity to shape a municipal charter with scope beyond (but linking to) traditional domains (like water, sewer, transport, etc.). The support of a sustainable local food system and urban agriculture positively impacts community health and prosperity.

Integrating food into our planning and our community spaces (growing, processing, distributing, selling, consuming and celebrating) can be a tool for transformation, building a vibrant and resilient community.

- **Fostering Local Food Economy**

- Multiplier effect - local revenue re-circulates within the community (plus associated reduction in environmental footprint)
- Food Production, Processing and Distribution
 - Agricultural Plan > Agricultural Strategy
 - Scan of state of agriculture in our region (Department of Ag. Agricultural Profile 2016- 75 farms in CB County, 13478 acres, average age of principal operators=59, gross farm receipts= \$10.43million (#s all down from 2011).
 - Scan of agricultural land and land component of fisheries operations > Protection of existing ag land and land identified as suitable for farming
 - Tax incentive to maintain agricultural use of land?

- Agricultural land compensation plan for land lost to development?



- Support for farming at all scales (emphasis on small to mid sized farms as realistic, sustainable enterprises) as well as urban agriculture
- Support for local food businesses, such as associated processing, distribution and retail
 - i.e. mobile abattoir
 - i.e. Cape Breton Food Hub
 - Local, healthy food in stores and on menus (restaurants and institutions)
 - Farmer's Markets and pop-up markets
 - 2013 Economic Impact study - 1 market day in summer - CB Farmer's Market - 704 adult shoppers - spent \$8750 at FM and \$9687 at area shops
- Agritourism/ culinary tourism
 - Good food makes people come and it makes people want to live here
 - i.e. "Food Trail"- make CB a food destination

- Good food builds strong communities
 - Food is a way to celebrate our culture (i.e. KitchenFest and Celtic Colours integrating more food events and incenting local food sourcing)
- **Increasing Access to Healthy Foods**
 - Tax incentives, funding and programming that supports enterprises that increase access to healthy food and strengthens our local food system
 - I.e. Food bank innovation
 - Glace Bay Food Bank garden
 - Cost-Share Food Box Program
 - Food waste diversion
 - Innovative solutions to healthy food access
 - I.e. Mobile food market (HRM)
 - Healthy Eating in Recreational Spaces
 - I.e. Victoria County's HERSS policy
 - Exercise CBRM's purchasing power: Could explore institutional procurement within CBRM for events, CBRM meetings, and places such as rec, libraries, etc.
 - Community Food Centres (as hubs of growing, learning, processing, eating and celebrating food)
 - Food in all Planning and Development
 - Policies to support food security, remove barriers, and create opportunities for food uses in planning and development
 - Urban agriculture (use of vacant land, community green spaces) plus links to community programs
 - Edible landscaping
 - Community gardens supported by CBRM (i.e. summer staff)
 - Food opportunities should be a consideration with all future municipal projects; ie NSCC move, new library, charlotte street development, second berth, etc.
 - How can existing infrastructure be utilized to support food initiatives?
- Statement of provincial interest
 - Community health depends on community food security:
 - Food security definition from:
 - <https://novascotia.ca/dhw/healthy-communities/documents/Thought-About-Food.pdf>

All people, at all times, have access to sufficient, nutritious, safe, personally acceptable, and culturally appropriate foods, and that the food supply is procured, produced, and distributed in ways that are environmentally sound, socially just and sustainable.

- A demonstrated food priority within “community health” as a Provincial interest legitimizes our municipal role. This is where municipal commitment to an Agricultural Plan and a Food Strategy fit in.

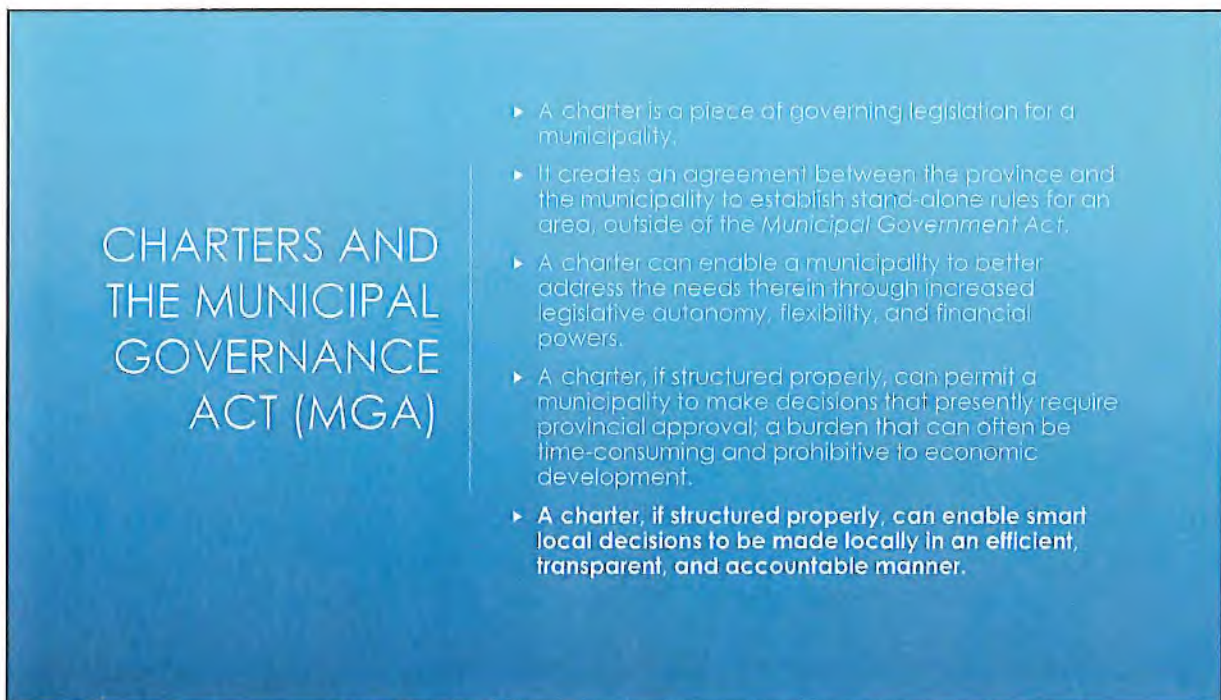
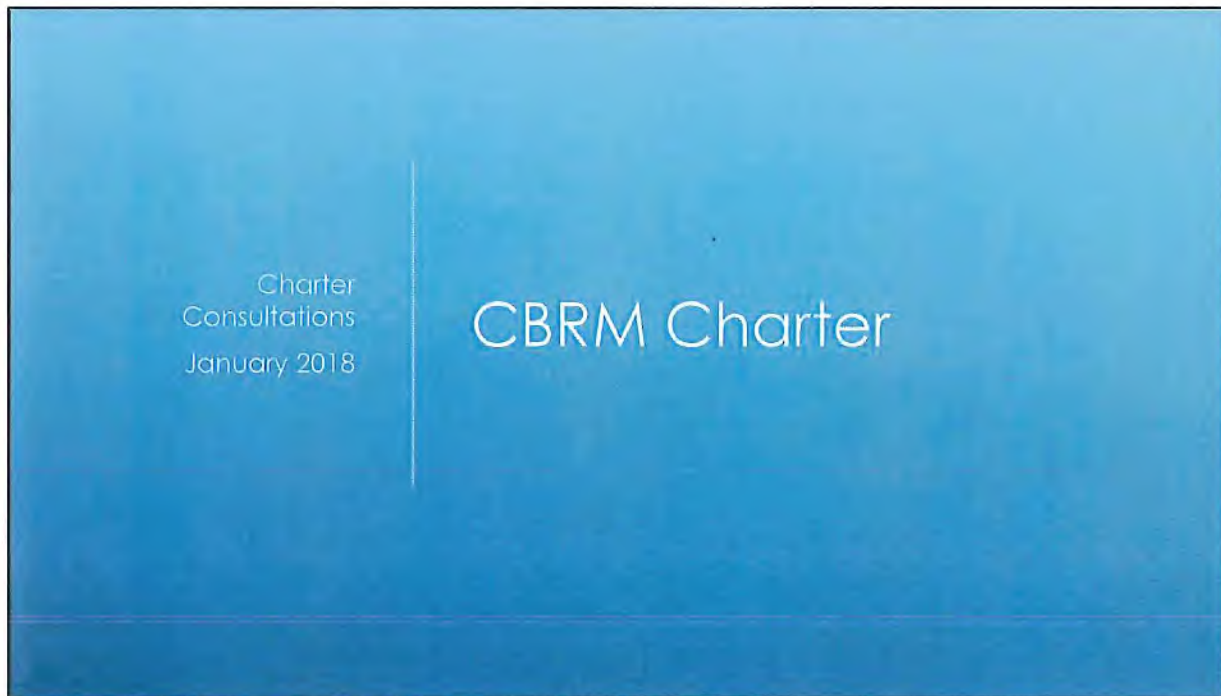


Key Points

- We must utilize and adapt existing resources/infrastructure to bolster CBRM's food system
- We must incorporate food system design into CBRM planning and development
- We need policies and supports conducive to food system change
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- Community health hinges on food security



(Diagram from the Hamilton Food Strategy. "Food is the New Steel")



CHARTERS AND REVENUE GENERATION

- ▶ Sections 92 and 93 of the *Constitution Act, 1867*, 30 & 31, Vict. c. 3, found a two-level system of government in which provinces maintain control over municipalities.
- ▶ Municipal governments administer many services, particularly: utilities, policing, infrastructure, and programs relating to property owners. Increasingly they are taking on roles that fall outside the traditional responsibilities of local government.
- ▶ At the same time, municipalities are only permitted to collect revenues through means specifically enumerated by the province. The main area of revenue production in the CBRM is property taxes and fees for some services/developments.
- ▶ Given their growing responsibilities and their limited revenue-generating ability, there is a growing gap between income and the provision of adequate services to a community.
- ▶ **A well-designed and thoughtful charter can help to address CBRM's growing gap between income and expenditures.**

IF A CHARTER, THEN HOW?

- ▶ Documentation on the charter, draft sections, draft elements, draft principles, and pieces before the province at present must be provided to Council as soon as possible.
- ▶ In advance of public consultations, copies of whatever has been shared with the Province should be shared with the public so that there is something to comment on. Otherwise an uninformed public is being asked to comment on an area of policy that only a few people locally have expertise in.
- ▶ Experts (as noted: Jim Guy and Tom Urbanik) should be retained, as CBRM has often retained outside legal counsel, to put together a paper for council's review on what a Charter should include. "Opening the process up to the public" and hoping that these individuals appear, is insufficient.
- ▶ The drafting of legislation rests with the province. It is within our power, however, to substantially influence the outcome. Expertise would be used to educate Council about the legal importance and significance of charters and what should be included, in turn influencing CBRM's request of the Province.
- ▶ **A charter is an important opportunity for the CBRM. The design of the initial charter occurs only once. The process, and transparency about the process, are essential. Council and the community should be authentically engaged and well-informed.**

IF A CHARTER, THEN HOW?

- ▶ Phases to design, engage, and implement a municipal charter should be laid out for Council and the community clearly and in advance of further negotiations with the province. These Phases should include anticipated dates of completion.
- ▶ This timeline should identify future anticipated opportunities for community reaction and input.
- ▶ **Quality is more important than speed. It is difficult to get this type of document finalized with the Province and it is important to do it right in the beginning so as not to have to return to the Province repeatedly for amendments.**

ALBERTA: A GOOD PROCESS EXAMPLE

- ▶ Historic collaboration agreement between Edmonton Mayor, Calgary Mayor, Alberta Finance Minister, Alberta Municipal Affairs Minister that commits the Province and its two largest cities to collaborate on and develop solutions for complex issues such as: social policy, planning policy, environmental policy, energy policy/energy efficiency, transportation policy and economic policy.
- ▶ The three parties have also been developing a financial framework that will support the needs and challenges of the two cities and the Province. Framework includes revenue sources that align with shifts in roles and responsibilities to enable the two cities to use a mix of tools over time that are responsive to changing economic circumstances.
- ▶ Includes a wide range of areas: governance, planning and development, assessment and taxation, social policies and programs, energy and the environment, transportation and economic policies.
- ▶ First public and stakeholder engagement in October 2016. Second engagement process in 2017 when elements of the Charter will be posted and shared. Anticipated four year design and enactment period.

IF A CHARTER, THEN WHAT?

- ▶ Should reflect a broad and agreed-upon vision for the community
- ▶ Should be clear about the principles or values on which it is based (accountability, transparency, evaluation, flexibility, local decision-making, etc.)
- ▶ Should not be based on the need to meet the terms outlined for a single project.
- ▶ Should, at a very minimum, understand economic development to encompass more than tax concessions, tax abatement, and 99 leases.
- ▶ **A charter is a tool; a means to end. If our end is undefined or ill-defined, a Charter will not take us from where we are today to the future that we want.**

CRITICAL POLICY AREAS

- ▶ Taxation
- ▶ Immigration
- ▶ Municipal elections
- ▶ Community well-being
- ▶ Economic development
- ▶ Provincial/municipal relationship
- ▶ Energy and sustainability
- ▶ Transportation

SAMPLE OBJECTIVES

- ▶ **Taxation:** revising the local system of taxation based on the principles of equity, effectiveness, efficiency, and ability to pay.
- ▶ **Immigration:** seeking the authority/capacity to address the CBRM's population crisis through the substantially increased recruitment and settlement of newcomers.
- ▶ **Municipal elections:** opening up municipal election participation to youth (16 and 17 year olds) and permanent residents.
- ▶ **Economic development:** surveying the municipality's broad economic aspirations and including the tools required to meet these broad aspirations.
- ▶ **Provincial/municipal relationship:** as in Alberta, using the charter as an opportunity to build a collaborative, more open, less distant partnership with the Province of Nova Scotia.

QUESTIONS FOR MAYOR AND COUNCIL?

- ▶ What is the vision or result that the Charter, as conceptualized, aims to achieve?
- ▶ Why would the granting of a 99 year lease by the CAO not require the approval of 2/3 of Council?
- ▶ Under what circumstances would a municipal government want to sell property for less than market value? Please provide an example.
- ▶ Will the public have additional opportunity to review and provide input on any draft legislation?
- ▶ If the "economic development" terms of the Charter before the provincial government are to allow one project to proceed, why not just ask the province to grant one-time exemptions or allowances?
- ▶ Why bother with a Charter if its only economic development provisions clearly relate to the execution of an arrangement with SHIP for the port?
- ▶ Are there no non-port, non-SHIP related provisions on economic development CBRM would like to have included in a Charter?
- ▶ If the MGA is going through revisions, and if there is not a broad, thorough, and sound plan for a CBRM charter, is this premature? Is it not better to wait until the MGA has been amended to consider what further changes are actually needed in a Charter?

CONCLUSION

- ▶ A charter is an opportunity to ask where we want to go and what very specific tools we need to get there.
- ▶ It should be based on a vision, a set of principles, and a clear list of objectives.
- ▶ It should balance a need for efficiency and autonomy with proper checks and balances and place the utmost emphasis on responsible, accountable sound long-term decision-making.
- ▶ It shouldn't be rushed to enable the execution of a single project – no matter how big or important that project.
- ▶ We must make the time and space to follow a credible and transparent and expertise-based process in designing a charter.
- ▶ Council should be well-informed throughout and the community engaged throughout.
- ▶ A charter whose provisions for economic development – seemingly the most pressing issue for the municipality – reflect the needs of a single project is an ill-conceived "charter".
- ▶ A charter, both in its provisions on economic development and in its commentary on other policy areas, should accurately reflect the full range of challenges and opportunities experienced by the CBRM.

