



Cape Breton Regional Municipality

Committee of the Whole Agenda

Tuesday, September 9, 2025

10:00 a.m.

Council Chambers
Second Floor, City Hall
320 Esplanade, Sydney, Nova Scotia

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Land Acknowledgement

Roll Call

1. Approval of Agenda: (Motion required)

2. Approval of Minutes: (Previously circulated)

➤ Committee of the Whole Minutes – June 3, 2025

3. Presentations

- 3.1 Municipal Conflict of Interest Act:** Ross MacDonald, Municipal Advisor, Nova Scotia Department of Municipal Affairs (See page 6)
- 3.2 Skateboard Amenities Strategy:** Robyn Young, Secretary, Island Skateboard Association (See page 22)

4. Planning Issues

- 4.1 Parking Management Study and Proposed Amendments to By-law P-100 (Parking Meter By-law T-5):** Travis Radtke, Housing Coordinator; Scott Parker, Supervisor Bylaw Services (See page 27)
Full Version of Attachment B (See page 48)

5. Fire and Emergency Services

- 5.1 Fire and Emergency Services Updates:** Mark Bettens, Fire Chief and Director of Fire and Emergency Services (See page 129)
- 5.2 Emergency Services Updates:** Bruce MacDonald, Manager, Regional Operations, Region 1
Verbal Update

5.3 Report – Training: Craig MacNeil, Fire Deputy Chief
(See page [130](#))

5.4 Report - Operations: Chris March, Fire Deputy Chief
(See page [132](#))

6. Corporate Services Issues

6.1 Nova Scotia Federation of Municipalities Board Member

Nomination: Christa Dicks, Municipal Clerk / Director of
Corporate Information Services (See page [135](#))

6.2 Temporary Building Closure due to HVAC Replacement:

Demetri Kachafanas, KC, Chief Administrative Officer (See
page [143](#))

6.3 CBRM Capital Priorities Forecast (DRAFT) 2026 – 2030:

Wayne MacDonald, P.Eng. Chief Engineer, and Director of
Strategic Partnerships (See page [144](#))

7. Council Agenda Requests

7.1 Port Morien Wildlife Association: Councillor Gordon
MacDonald (See page [165](#))

8. Committee Report

8.1 Funding Request for CBRM Board of Police

Commissioners: Glenn Paruch, CBRM Police Commission
Chair / Councillor (See page [168](#))

8.2 Engagement of MNP for Financial Statement

Preparation: Eldon MacDonald, Audit Committee Chair /
Deputy Mayor (See page [171](#))

9. Correspondence

9.1 Drought Conditions in CBRM to Hon. Kim Masland: Mayor

Cecil P. Clarke (See page 172)

Adjournment

Municipal Conflict of Interest Act

Cape Breton Regional Municipality

September 9, 2025



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Agenda

- Overview
- What is a Conflict of Interest?
- Actions
- Redress

Agenda

1.

2.

3.



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Purpose

As an elected member of Council, you have been given the public trust to make decisions on behalf of all citizens within your municipality. As an active member of your community, you may find yourself faced with a situation which could result in a possible conflict of interest. It is important that you understand the *Municipal Conflict of Interest Act* in order to avoid any violations.



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The Goal

When you have completed this workshop, you should:

1. Have a greater familiarity with the *Municipal Conflict of Interest Act*;
2. Be able to recall what a conflict of interest is as defined by the Act;
3. Have a greater understanding of your responsibilities under the Act;
4. Know the steps involved in recusing yourself should you find yourself in a situation; and,
5. Be familiar with avenues of recourse available to all citizens in general, and council as a body.



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Conflict of Interest: Municipal Conflict of Interest Act



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Overview: The Act

- *Municipal Conflict of Interest Act*
- <https://nslegislature.ca/sites/default/files/legc/statutes/municipal%20conflict%20of%20int.pdf>
- ... or type “Nova Scotia Municipal Conflict of Interest Act” into your favorite search engine.
- It’s brief – 7 pages long.



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What is a conflict of interest?

- A “conflict of interest” occurs when a matter before council/local board may have a **financial impact** on you, immediate family members, a person living with you, or an affiliated entity.
- The Act dictates the rules with respect to the who, what, when, where, and how of financial conflicts of interest.



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Overview: The Question

Will this put me in a position where I can use my influence in order to receive a financial benefit not available to others?



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Overview: Why?

Simply finding yourself in a situation where you may face a possible conflict of interest is not necessarily a bad thing.

What matters most: **what you do with that information.**

“When in doubt, sit it out”



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Overview: Who?

- Municipalities – towns, regionals, county/district municipalities
- Local boards – any board, commission, committee, body or local authority of any kind:
 - That exercises any authority under any general or special Act with respect to the affairs or purposes of a municipality
 - To which a municipality is required to provide funds



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What: Pecuniary Interests

- Pecuniary Interest
 - Could a matter before council/local board have a financial impact on me?
- Indirect Pecuniary Interest
 - Could a matter before council/local board have a financial impact on an organization that I have an interest in?
- Deemed Pecuniary Interest
 - Could a matter before council/local board have a financial impact on my spouse, immediate family member, or someone I live with?
- Intent to Obtain Interest
 - Could a matter before council/local board have a financial impact on me in the immediate future?



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What: Exceptions

- The Act does not apply to any interest in any matter that a member may have:
 - As an elector.
 - By reason of receiving the same service as other residents.
 - By reason of being appointed by council to another board.
 - By reason of having a pecuniary interest in common with electors generally.
 - By reason only of an interest that is so remote or insignificant that it cannot reasonably be regarded as likely to influence that person.



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Knowledge Check

- Who does this Act apply to?



- According to the Act, when does a conflict of interest occur?



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Knowledge Check

- Who does this Act apply to?

Municipalities – towns, regionals, county/district municipalities

Local boards – any board, commission, committee, body or local authority of any kind:

That exercises any authority under any general or special Act with respect to the affairs or purposes of a municipality

To which a municipality is required to provide funds

- According to the Act, when does a conflict of interest occur?

A “conflict of interest” occurs when a matter before council/local board may have a **financial impact** on you, immediate family members, a person living with you, or an affiliated entity.



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Actions: General

- Disclose the interest ASAP
- Withdraw from the meeting
 - Public meeting: leave the table
 - Private meeting: leave the room
- Don't participate in consideration, debate, or vote
- Don't try to influence the decision in any way
- If you aren't at a meeting, but you have an interest in a topic discussed, you must disclose it at the next meeting
- **It's not just about voting, it's about influence!**



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Actions: Record

- Record the declared conflict and the general nature in the minutes.
- Every municipality and local board shall keep a central record of disclosure, which shall be open to inspection by any elector without fee at all reasonable times.



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Actions: Quorum

- The MCOIA allows for a reduced quorum if it is lost due to conflicts of interest:
 - One third of the council/local board; or,
 - Two members (whichever number is greater).
- **If you are conflicted, do not participate in the matter simply because of a lack of quorum!**



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Actions: Perception matters

- Actual, perceived, or potential – does it really matter?
- You could be taken to court to defend your position regardless of whether or not the interest is real.
- It could sully your reputation and that of the municipality more broadly.
- **When in doubt, sit it out!**



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Knowledge Check

True or False:

“By disclosing my conflict of interest, I can still debate I just can’t vote on the matter”



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Knowledge Check

True or False:

“By disclosing my conflict of interest, I can still debate I just can’t vote on the matter”



Disclose, Withdraw, Don’t Participate

It’s not just about voting, it’s about influence!



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Redress: Self Disclosure

- The process of declaring a conflict of interest is self disclosure.
- This means that it is solely up to the person themselves to declare that there is a situation in which they find themselves to be in conflict.
- You cannot declare a fellow councillor to be in conflict.



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Redress: Process for Council

- As a council collectively
 - Request an inquiry (by resolution)
 - Attorney General may appoint someone to make the inquiry
- As an individual councillor
 - Same options as any other resident
 - You can go to court where a judge will determine whether the councillor has contravened the *MCOIA*



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Redress: Process for an Elector

- Go to court
 - A judge will determine if there has been a contravention of the Act.
- Have a Councillor make a motion on their behalf
 - Have council determine if there is interest to request an inquiry.
 - As a council: by resolution and adopted by majority vote.



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Redress: Penalties

- Fine of up to \$25k or imprisonment for up to a year (in default of payment).
- May result in forfeiture of office.
- Disqualification from office for up to 10 years.
- Restitution for any personal financial gain.
- Councillors in Nova Scotia have had to finance their own defense even when found not to be in violation of Act.



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Knowledge Check



If a Council has a serious concern that a conflict of interest is not being handled properly, which of the following is the appropriate course of action:

- Have the Mayor or Warden state that the member is in conflict.
- Adopt a resolution to request the Attorney General to strike a board of inquiry.
- Direct the CAO to take the matter to court so that a judge can determine whether or not the Act was contravened.
- Adopt a resolution which would declare that the member is in conflict and apply appropriate sanctions.



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Knowledge Check

If a Council has a serious concern that a conflict of interest is not being handled properly, which of the following is the appropriate course of action:

- Have the Mayor or Warden state that the member is in conflict.
- Adopt a resolution to request the Attorney General to strike a board of inquiry.**
- Direct the CAO to take the matter to court so that a judge can determine whether or not the Act was contravened.
- Adopt a resolution which would declare that the member is in conflict and apply appropriate sanctions.



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Bottom Line

- If an individual Councillor is concerned → independent legal advice
- If Council as a whole concerned → municipal solicitor
- Ultimately, only a Judge or Board of Inquiry can decide

“When in Doubt, Sit it Out.”



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In Summary

In this workshop, you have been introduced to:

1. The *Municipal Conflict of Interest Act*;
2. How conflict of interest is defined by the Act;
3. Your responsibilities under the Act;
4. The steps involved in recusing yourself should you find yourself in a situation; and
5. The avenues of recourse available to all citizens in general, and council as a body

- As an elected member of Council, you have been given the public trust to make decisions on behalf of all citizens within your municipality. As an active member of your community, you may find yourself faced with a situation which could be possible conflict of interest. It is important that you understand the *Municipal Conflict of Interest Act* in order to avoid any violations.



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Follow-up Workshops



Your team from Governance and Advisory Services would be happy to work with you on any of the material from a “menu” of topics.

We provide “advanced” training workshops that explore concepts in much more depth and that can help set you and your Council up for success.



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Disclaimer

- Information contained in the presentation is considered accurate to the date on the title slide, changes may occur after that date
- Any errors or omissions are solely the responsibility of the person presenting
- This presentation, and the related discussions; is **not legal advice nor is it a substitute for same**



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ISLAND SKATEBOARD ASSOC.

We are a volunteer-run society who support the culture and community of skateboarding on Cape Breton Island / Unama'ki. We also advocate for skateparks, and all skatepark users.

Our board is built up of skateboarders and non-skateboarders alike. We are business-owners, tradespeople, artists, parents, neighbours, and community leaders.

1

OUR PAST + CURRENT PROJECTS

COMMUNITYBUILD

2021 and 2023

- Volunteer run community builds
- Andrew MacKinnon Memorial Skatepark
- 3 new concrete features plus extensive repair work.



ELTUEK STAGE

2023

- Consulted with Eltuek Arts Centre to design a skateable piece of landscaping.
- Concrete performance area which doubles as a skate spot.

CBRL X ISKA

Ongoing

- Partnered with the CBRL to add skateboards, helmets, and pads to their roster of rental equipment
- 5 kits to borrow from any CBRL branch!



LENTOSKATE

Ongoing

- Monthly, free, volunteer-run learn to skate held at Coxheath
- Have 12 boards for the program
- Also run additional LTS (girls, schools, adult etc)



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WHY SKATEBOARDING?

Skateboarding benefits people directly, and the community as a whole.



IMPROVES POPULATION	IMPROVES SKILL LEVELS, STRENGTH, ABILITIES
IMPROVES ACTIVE TRANSPORTATION	IMPROVES AFFORDABLE & ACCESSIBLE EQUIPMENT
IMPROVES MAINTENANCE, RETURN INFRASTRUCTURE	IMPROVES TEAMWORK & COOPERATION
IMPROVES ADVENTURE TOURISM	IMPROVES PATIENCE & PERSEVERANCE
IMPROVES CULTURE & COMMUNITY	IMPROVES POSITIVE MENTAL OUTLET
IMPROVES STRUCTURED PLAY	IMPROVES AN ACTIVE LIFESTYLE

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SKATEPARKS IN THE CBRM

NAME/LOCATION	YEAR	PARK SIZE	GRADE	REQUIREMENTS
Andrew Mackinnon Skatepark [SAD] (Shipyard)	2005	Neighbourhood	4/10	Major renovation AND basic amenities required.
Lawrence Mansfield Skatepark (North Sydney)	1995	Neighbourhood	4/10	Major renovation AND basic amenities required.
Dan Taylor Skatepark (Glace Bay)	2009	Neighbourhood	6/10	Outside CBRM responsibility.
Island Skatepark (Coxheath)	2007	Community	7/10	Minor repairs AND basic amenities required.
New Waterford Skatepark	2019	Neighbourhood	8/10	Basic amenities required.
Kevin Quinlan Pump Track (Whitney Pier)	2023	Neighbourhood	9/10	Basic amenities required.
Eltuek Arts Centre Skate Stage (North End Sydney)	2023	Dot	9/10	Outside CBRM responsibility.

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SKATEBOARD AMENITIES STRATEGY

A document used to provide a roadmap for communities who are interested in developing skatepark infrastructure.

WHO WAS INVOLVED

We conducted community engagement sessions, shared our experiences and knowledge, and combined forces with ZZAP consulting to create the Strategy.

WHY IS IT IMPORTANT?

Cities and municipalities who have had the most success in developing their skate facilities begun with an amenities strategy.

outline current state of
skateboarding amenities in
CBRM

secure future generations of a
skateboard community by building a
network of parks, spots and dots

encourage investment from all
levels of govt in skateboarding by
proving it's worth a creative
outlet for people of all ages

identify short-term
investments with largest
impacts

supplement the broader CBRM
Recreation Strategy

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RECOMMENDATIONS

1

Incorporate a ~~regional, all-wheel sports facility~~
into CBRM capital planning for the Downtown
Sydney area

regional = 2000 sqm
example: Halifax
Commons

serve as a "hub" for all
other amenities, and is
key to the whole plan

recommended area:
Downtown Sydney/
Waterfront



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RECOMMENDATIONS

2 Incorporate ~~new community~~ facilities where gaps exist and expand existing facilities

community = 900 - 2000 sqm.
Eg: Andrew Mackinnon, Sydney

integrate with other recreation facilities for user convenience

recommended areas:
Glace Bay, Ashby, North Sydney,
South End of Sydney, Sydney Mines

Promote ~~new neighbourhood~~

~~parks~~ in areas unsuited for larger amenities.

neighbourhood = 200-900 sqm.
Eg: New Waterford

addresses gaps in community/
regional level facilities, start small
projects with space to grow

recommended areas:
Parkettes, Playgrounds, unused rec. spaces

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RECOMMENDATIONS

4 Develop ~~standard~~
~~amenity designs~~ and
minimum requirements

including garbage, shelters,
benches, signage

built with durable materials,
easy to build and duplicate

these could be skateable
features

as opportunities arise in
other capital projects.

spots = <200 sqm
dots = single feature

eg. street upgrades,
AT/greenways, park projects,
new schools, library

6 spaces with ~~pop-up programs~~
and features.

public spaces not
currently skateable

permanent or temporary,
and can be multi-functional

focus on areas lacking
funds, but in need

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THANKYOU.

CBRM Committee of the Whole

September 9, 2025

TO: Mayor Clarke and Members of Committee of the Whole

FROM: Demetri Kachafanas, Chief Administrative Officer

DATE: September 2, 2025

SUBJECT: **Parking Management Study and Proposed Amendments to
By-law P-100 (Parking Meter By-law T-5)**

ORIGIN

June 19, 2023, CBRM Community Council motion (Item No. 2):

MOVED by Councillor Gillespie, seconded by Councillor MacDonald:

Motion to direct staff to submit a Housing Action Plan, including the initiatives listed in Appendix A of the Issue Paper dated June 15, 2023, and any other required documentation to the Canada Mortgage Housing Corporation as part of the Municipality's application for the Housing Accelerator Fund (HAF).

MOTION PUT AND PASSED.

RECOMMENDATION

It is recommended that Committee of the Whole, recommend that CBRM Council:

1. Give first reading to the Parking By-law and schedule a public hearing to consider amendments to the Parking By-law, as generally set out in Attachment A of this report, at an upcoming meeting of Council;
2. Direct staff to proceed with implementation of consolidation projects, expansion and modernization of parking payment systems, implementation of time limits, and associated enforcement practices as recommended and outlined in the CBRM Parking Management Study; and

3. Direct staff to review residential exemptions, signage for private lots, and off-street parking expansion, and return to Council with recommendations for consideration.

BACKGROUND

The Municipality, as part of its commitments to the Housing Accelerator Fund and the CBRM Forward initiative, was tasked with updating parking requirements to support updated zoning and sustainable community growth. WSP Group Limited was engaged to conduct a study of current parking management, assess supply and demand, and make recommendations to improve these items. A copy of the CBRM Parking Management Study is attached for your reference as Attachment B. Some of the recommendations include transitioning from traditional parking meters to digital pay systems in downtown Sydney and identifying the need for amendments to Parking By-law T-5, now incorporated as By-law P-100 (Attachment C).

DISCUSSION

Study Findings and Recommendations

The parking study, commissioned through the Housing Accelerator Fund, served a dual purpose: to assess impacts of revised zoning changes to alleviate requirements in parking, and to conduct a comprehensive review of current parking operations and management. The following provides a general overview of the key topics explored throughout the study and related recommendations brought forward both in this report and in future updates to the bylaw and its policies.

Supply & Demand

Deficiencies in the downtown core areas of Sydney and North Sydney matched supply in Glace Bay but with future uncertainty about privately-owned lots. Section 3, pages 9-11 of Attachment B, explores these items in greater detail and is exemplified in figures 5 to 7.

Lot Consolidation

Three priority projects recommended that Sydney, Glace Bay and North Sydney are capable of increasing supply by up to 120 spaces in key blocks. Section 4, pages 13 to 19 of Attachment B, identifies opportunities for increasing the parking supply in the three downtown areas studied.

Street Modification

A lane reduction on Commercial Street in Glace Bay was proposed to create additional parking spaces. Parallel parking was also recommended to maintain community familiarity and provide traffic calming benefits. Figures 12 and 13 from Section 4.6, pages 17 and 18, showcase two examples of potential redesign.

Digital Payment Modernization

Replace meters with pay stations, introduce mobile payment options, and propose by-law amendments to regulate and assist with digital enforcement. Section 5.4, pages 19 and 20 of Attachment B, outlines existing meter locations and highlights key issues identified within the current metered parking approach.

Governance Approaches

Section 6, pages 25 and 26 of Attachment B, identify different approaches to the governance of parking. The recommendation on page 41 explores the establishment of a dedicated staff position for the coordination and management of parking.

Enforcement Staffing

Two additional enforcement officer positions were identified in section 7.3 (pages 31 and 32). These new staff positions would support the overall expansion of parking in Sydney, and greater enforcement in other downtown communities.

Accessibility & Environmental Design

A minimum target of 5% accessible parking spaces has been identified, with an emphasis on incorporating sustainable drainage solutions and adhering to updated design standards.

Other Operational Considerations

Enhanced signage, EV charging partnerships, residential permit programs, and improved loading zones.

Staff Supported Recommendations and Opportunities

A summary of the consultant's recommendations is provided on page V of the Executive Summary of Attachment B. Staff have reviewed the consultants' recommendations and recommend that the following items be incorporated into the revised parking by-law:

- Amend By-law P-100 to integrate digital parking systems. Staff see this as a modernization of the parking by-law to support the use of modern digital parking systems in line with recommendations outlined in section 8.8 (page 45) of Attachment B. This would result in the removal of single-space traditional parking meters;
- Prohibit on-street parking designations for special purposes, except accessible and commercial loading zones. Staff see an opportunity to further develop this recommendation by enforcing regulations under Section 94 of the *Motor Vehicle Act*, which focuses on unofficial signage and its relation to motor vehicles;
- Replace single-space traditional parking meters with multi-space pay stations. Staff have already begun the implementation of this recommendation with the recent installation of digital parking system solutions as part of the Charlotte Street redesign and upgrade project;
- Coordinate with CBRM Transit to address vehicle obstructions on key bus routes; and
- In alignment with Section 7.6 (page 35) of Attachment B, it is recommended that the practice of marking individual parking spaces be discontinued to reduce maintenance costs and improve overall parking availability.

Parking By-law Amendments

In addition to the amendments required as a result of the Parking Study, staff are also recommending a series of housekeeping amendments to the CBRM Parking Meter By-law. A redline version of the proposed changes is provided as Attachment A. The purpose of these amendments is to improve the clarity and implementation of the By-law. Most of

the proposed amendments do not alter the substance or intent of the By-law but rather make it easier to read and administer.

As the amendments include provisions for pay stations and the regulation of off-street parking on municipal property, staff are recommending that the title of the By-law be updated to the “Parking By-law.” Given the scope of changes and the name revision, it is recommended that the existing Parking Meter By-law be repealed and replaced with a new Parking By-law (Attachment A).

Statutory Authority

In spring 2019, the Province of Nova Scotia, through the Office of Regulatory Affairs and Service Effectiveness, partnered with several municipalities to improve the regulatory environment for local businesses. As part of this initiative, Portside Law reviewed all of CBRM by-laws to assess clarity, relevance, and enforceability. In addition to the amendments outlined in this report, the Parking Meter By-law has been revised to incorporate Portside Law’s recommendations, including changes to the structure of the Statutory Authority section.

Definitions

Several existing definitions are being updated for clarity. New definitions are also recommended, including EV Charging Station, EV-Designated Parking Space, Mobile Application, and Pay Station.

Parking on Municipal Property

The current By-law applies only to on-street parking. To provide greater flexibility, a new section (Section 9: Parking on Municipal Property) is being added to regulate parking on other municipal properties.

Type of Payment

The existing By-law recognizes only coin payment. To reflect technological advances, the By-law should be amended to include additional forms of payment.

Unlawful to Park or Impede

Existing provisions related to unlawful parking or impeding traffic apply specifically to metered areas. With the addition of pay stations, this section is being restructured to cover both payment methods.

Exemptions for Parking Restrictions

A new section titled *Exemptions for Parking Restrictions* is being recommended for inclusion in the revised By-law. This section is being added based on a jurisdictional review of other parking by-laws. With the addition of this section, emergency vehicles and municipal vehicles are exempt from certain parking restrictions while performing official duties. Additionally, motor vehicles equipped with valid Veterans’ License Plates, a valid accessible parking permit, or a number plate are permitted to park for the maximum time period for the parking area without payment. This is particularly important in areas without parking meters, where payment is made through a central pay station, to accommodate individuals who may face challenges using mobile devices, especially during of the transition to parking zones.

Penalty Provisions

The current penalty provisions are confusing and difficult to interpret. This section has

been reformatted for clarity. In addition, fine amounts have been updated, based on a jurisdictional review, to align with common provincial practice by linking penalties to the number of convictions.

As a result of clarifying language, adding new terms, and restructuring certain sections, the By-law requires reformatting and renumbering to ensure consistency and ease of reference.

Recommendations Not Currently Pursued by Staff in the Proposed Amendments

CBRM staff have identified the following recommendations for further review prior to adoption in a revised by-law:

- Adjust the management of off-street parking. Prior to further consideration of the establishment of additional off-street parking, other legislative approaches were considered as an interim step. Recommendations include a fee revision in conjunction with expansion to paid parking areas that reflect the walking radius of major generators of traffic. Additional staffing, budgetary considerations, policy and a public education campaign would be deemed necessary prior to any significant changes to area or fees applied to parking;
- Resolve access issues at public lots in North Sydney and Glace Bay.
- Create a formal parking lot development policy, including updates to the Land Use By-law;
- Expand residential parking exemptions and increase core enforcement. Significant policy development is required to develop and establish the process for residential parking exemptions that did not align with this initial proposed amendment. This recommendation partners with the expansion of paid parking areas to ensure residents in the area are not negatively impacted by the changes in parking areas. It aligns with other recommendations related to additional off-street parking;
- Initiate Park & Ride transit projects for intercommunity transit;
- Install wayfinding signage for public parking lots;
- Further assessing resourcing needs. Three new staff positions were included in the recommendations. A municipal parking coordinator position and two additional enforcement officers. The first position stems from the governance approach of the study, and would be incorporated into the next proposed budget, should council direct it. The latter reflects the proposed changes to enforcement in North Sydney and Glace Bay, including the implementation of parking time limits; and
- Exploring private sector partnerships to encourage utilization of existing electric vehicle (EV) charging systems. Additional evaluation of maintenance and fees of current available EV charging is required.

Consultant Proposals Not Supported by Staff

Staff have reviewed the proposed study and have made significant recommendations toward adoption of the outlined opportunities, however some items presented are not recommended by staff at this time. These include:

- *Adding commercial loading zones:* Staff have already met with various downtown businesses regarding their specific loading zone needs and feel that additional loading zones are not warranted at this time;
- *Expanding off-street parking in Sydney:* The study proposes expanding the enforced core areas of downtown parking. A visualization of this expansion is featured on page 13 of Attachment B. The proposed consolidation of parking lots would require substantial shifts from current parking strategies, including the purchase of private lots, joint-use agreements, or potential expropriation. Staff consider this to be a more aggressive approach compared to other recommendations and note that it would require significant resources to implement;
- *Setting a target for accessible parking spaces:* Staff have included an exemption for accessibility and veteran marked vehicles. As such, a target would no longer be necessary; and
- *Making street modifications to Commercial Street (Glace Bay):* Section 4.6, page 16 of Attachment B, showcases two revised layouts of parking options for Commercial Street in Glace Bay. Prior to proceeding with this recommendation, staff recommend conducting a traffic analysis of Commercial Street, Glace Bay, to ensure one-lane traffic is sufficient to support demand and the existing street network.

FINANCIAL IMPLICATIONS

The financial implications associated with generating a parking management study were identified in the Housing Accelerator Fund project. Staff's review of the study and the preparation of this staff recommendation report have been allocated under the approved operating budget for 2025-2026.

COMMUNITY ENGAGEMENT

The consultant held three public open house engagement sessions in Sydney, Glace Bay, and North Sydney, with participation by business owners, residents, and municipal councillors. Public input helped identify core issues, perceived shortages, and priorities for parking modernization.

LEGISLATIVE AUTHORITY

- *Municipal Government Act*, Section 47, Resolution Policies and By-laws and Section 170(1)(a) – Application Area
- *Motor Vehicle Act*, Section 153 – Municipal Parking Meter By-law and Section 154 – Exemption from Parking Restrictions

ATTACHMENTS

Attachment A: Proposed Amendments to By-law No: P-100 Parking By-law
Attachment B: CBRM Parking Management Study
Attachment C: CBRM Parking Meter By-law (P-100)

Report Prepared by:

Scott Parker, By-law Enforcement Supervisor, Planning and Development
Travis Radtke, Housing Coordinator, Planning and Development

Attachment A:
Proposed Amendments to By-law No: P-100 Parking By-law

CAPE BRETON REGIONAL MUNICIPALITY

By-Law No: P-100

Parking By-law

A BY-LAW TO PARKING WITHIN THE CAPE BRETON REGIONAL MUNICIPALITY

WHEREAS the Council of the Cape Breton Regional Municipality seeks to regulate parking on municipal streets and municipal properties;

WHEREAS Section 153 of the *Motor Vehicle Act*, Chapter 293, R.S.N.S., 1989, as amended, provides that the Council for the Cape Breton Regional Municipality may make By-Laws prohibiting or restricting the parking or leaving standing of vehicles upon any highway or part thereof in the limits of the Municipality and that such By-law may prohibit or restrict the parking or leaving standing of any vehicle, except in accordance with a sign, device on a Parking Meter or Pay Station;

WHEREAS the **Council of the Cape Breton Regional Municipality** also wishes to regulate the parking of vehicles in certain lots owned, leased or otherwise under the control of the Cape Breton Regional Municipality;

WHEREAS the Council of the Cape Breton Regional Municipality seeks to set forth provisions regarding parking enforcement, penalties, and restrictions;

BE IT ENACTED by the Council of the Cape Breton Regional, under the authority of the *Municipal Government Act*, S.N.S 1998, Chapter 18, as amended, and under the authority of the *Motor Vehicle Act*, R.S.N.S. 1989, Chapter 293, as amended, as follows:

Where a provision of this By-law conflicts with the provisions of another By-law in force within the Municipality, the more stringent provision shall prevail.

Bylaw

Cape Breton Regional Municipality
Amending the
Parking Meter **Parking Meter Bylaw** T-5

~~Bylaw~~By-law T 5, the ~~Parking Meter~~Parking Meter ~~Bylaw~~By-law of the Cape Breton Regional Municipality, is hereby repealed and replaced with the following ~~bylaw~~By-law by the Council of the Cape Breton Regional Municipality in the following manner:

BE IT ENACTED by the Council of the Cape Breton Regional Municipality pursuant to Section 153 of the Motor Vehicle Act as follows:

1. Short Title

~~This By-law shall be known as the “Parking By-law “and may be cited as the “Parking By-law, No. P-100, 2025”.~~ This By-law shall be known as ~~Bylaw~~By-law No. T-5 and may be cited as the ***“Parking Meter***~~Parking Meter~~
Bylaw~~By-law~~.

2. Application

In addition to the authorities under the Motor Vehicle Act:

- i. (1) This By-law shall apply to the public streets and highways in the Cape Breton Regional Municipality upon which Parking Meters or Pay Stations have from time to time been installed.
— This by-law applies to any parking lot owned, leased, or otherwise under the control of the Cape Breton Regional Municipality

~~The public streets and highways in the Cape Breton Regional Municipality and parts thereof to which this bylaw~~By-law applies are those upon which, under the ~~traffic authority~~Parking Authority, parking meterParking Meters have from time to time been installed.

2.A3. Definition

In this ~~Bylaw~~By-law,

“By-law Enforcement Officer” means the employee(s) of the Cape Breton Regional Municipality appointed to enforce one or more By-laws of the Cape Breton Regional Municipality.

“Commercial ~~Motor~~ Vehicle” means a type of ~~Motor~~ Vehicle that is used for carrying goods or passengers as defined by the Motor Vehicle Act.;

Conviction” includes payment of a penalty under Section 22.—

Electronic Payment” means payment by means of a device to the Municipality and to a person contracted with the Municipality to accept payment.

“Electric Vehicle (EV)” means a motor vehicle that uses electric motors powered by rechargeable battery packs.

“EV Charging Station” means equipment used to recharge Electric Vehicles (EV).

“EV-Designated Parking Space” means a Parking Space designated solely for EVs while actively charging.

“Mobile Application (Mobile App)” means a system established by or on behalf of the Municipality, accessible by way of a cell phone or other device, which, when activated by the owner or operator, records the pay parking zone in or the Parking Meter at which the vehicle is parked, the licence plate of the parked vehicle and the time required for the use of the Parking Space.

“Motor Vehicle” includes an automobile, truck, trailer, motorcycle and any other Vehicle propelled or driven otherwise than by muscular power, but does not include a motorized snow Vehicle or Motor-assisted Vehicle.

“Municipality” means the Cape Breton Regional Municipality, in the County of Cape Breton, Province of Nova Scotia.

“Municipal Vehicle” means a motor vehicle owned or operated for the Municipality by way of marking or permit.

“Parking” means the standing of a vehicle whether occupied or not, upon a Roadway, otherwise than temporarily for the purpose of and while actually engaged in loading or unloading, or in obedience to traffic regulations or traffic signs or signals;

“Parking Meter” means mechanical or electronic device designed to receive payment of fees for parking at a parking space, indicating whether any fee for parking has been paid, fix the period of parking allowed for any fee paid, and indicate whether the period for which any such fee has been paid has elapsed, and including any electronic payment display, including a pay station.

“Parking Permit” means a card or electronic notification authorized and approved for daily, weekly, monthly and yearly parking by the bylaw enforcement division and displayed on the vehicle or electronically available while in effect;

“Parking Space” means a space for parking a vehicle controlled and regulated by a parking meter or pay station or sign and may also include an EV-Designated Parking Space.

“Pay Parking Zone” means an area of a Roadway or property marked by signs or an application that indicates a period of time to park a Motor Vehicle shall be purchased from a Pay Station.

(a)

PS"Pay Station" means an apparatus to receive payment of fees for parking within a parking payment area and indicate at the time of fee payment the period of time for which parking has been paid for.

"Peace Officer" means a police officer of the Cape Breton Regional Police, By-law Enforcement Officer or a special constable appointed pursuant to the *Police Act*.

"Roadway" for the purpose of this bylaw means:

- (1) the whole of any land which is within the Cape Breton Regional Municipality and which is laid out by council as a road, street or public highway;
- (2) land which is vested in the Cape Breton Regional Municipality for the purposes of a road or street and includes any access way or service lane under the control of the Cape Breton Regional Municipality;
- (3) every parking place, square or place intended for use of the general public and any private parking areas delegated to Cape Breton Regional Municipality for parking enforcement.

"Traffic Parking Authority" means the individual(s) appointed to manage, supervise and enforce this Bylaw.

4. General Parking Regulations

(1) No person shall park a Motor Vehicle:

- (a) (a) In a designated no-parking zone;
- (b) (b) In front of a fire hydrant or within 5 metres of a hydrant;
- (c) (c) On a sidewalk or crosswalk;
- (d) (d) In a manner that obstructs traffic or pedestrian movement;
- (e) (e) In a space designated for persons with accessibility and/or mobility limitations without a valid permit; or
- (f) (f) In a manner that violates posted time limits.

53. Placing of Parking Meter

~~A parking meter installed in the Cape Breton Regional Municipality roadway, as laid out by council as a road or street, shall be placed on the sidewalk, near the curb or edge of the roadway or building, and shall designate the parking space associated with it as hereinafter set forth.~~

(1) A Parking Meter installed in the Municipality shall be placed on the sidewalk and shall designate the Parking Space associated with it as hereinafter set forth.

(2) A Pay Station installed in the Municipality shall be placed in the right of way in the pay parking zone associated with it.

46. Parking SpaceParking Spaces

(1) The Parking SpaceParking Space provided with each meterParking Meter shall be of sufficient size to be accessible and accommodate one standard passenger automobilevehicle. The placing of motorMotor Vehicles vehicles shall be as follows:

(1a) When Parking is parallel to the curb or edge of the roadwayRoadway, the foremost part of the vehicleMotor Vehicle shall be placed within a space measured along the curb not more than 101 millimetres beyond the parking meterParking Meter nor more than one meter-metre in measurement to the rear of the parking meterParking Meter:-

(b2) When the Parking is established at an angle to the edge of the roadwayRoadway, this shall be appropriately marked or signed, and unless otherwise clearly indicated, a Motor Vehicle vehicle parked at an angle where Parking Meters have been installed shall be placed in contact with the curb immediately to the right of the Parking Meter which applies to the Motor vehicleVehicle; and

(c3) When two Parking Meters are supported by one standard, a Motor Vehicle shall be parked wholly within the Parking Space provided for each Parking Meter in a manner that no portion of the Motor Vehicle projects beyond the Parking Space.

(2) Where a Pay Parking Zone is established by the Parking Authority and a period of time is purchased by Electronic Payment, Mobile App or at the PSPay Station:

(a) a Motor Vehicle shall be parked parallel to the curb or edge of the RRoadway; or

(b) where appropriately marked or signed, a Motor Vehicle shall be parked at an angle to the curb or edge of the RRoadway.

7. Marking of Space

(1) Notwithstanding anything contained in this bylawBy-law, special limitations of a parking spaceParking Space may be clearly marked and where so marked, will govern the permissible location of a motorVehicle.

(2) It shall be an offence and a violation of the bylawBy-law for any person to park or leave standing any vehicleMotor Vehicle beyond such line or marking, except as provided in Section 106.

(23) Not more than one Motor Vehicle shall be parked in each parking spaceParking Space described in Sections 4 and 5 above6 and Subsection 5(1).

8. Meter Number and Pay Parking Zone Number

(1) A Parking Meter or Pay Station shall be identified by a number which shall be known as the Parking Meter number.

(2) Every Pay Parking Zone shall be identified by a unique set of alphanumeric characters which shall be known as the Pay Parking Zone number.

9. Parking on Municipal Property

(1) The Municipality may erect parking signs prescribing terms or conditions upon which Motor Vehicles may be parked in parking lots owned, maintained or operated by the Municipality, including but not limited to signs prescribing:

- (a) permit parking only;
- (b) customer parking and/or employee parking;
- (c) maximum free parking time;
- (d) fee for parking;
- (e) EV Parking Only While Charging; and
- (f) any sign deemed necessary by the Parking Authority.

(2) Every person shall comply with the directions set forth on any sign erected pursuant to this By-law.

(3) The municipality may designate Parking Spaces on municipal property for EV charging stations.

(4) EV-designated spaces may only be used by Electric Vehicles while actively charging.

(5) It shall be an offence for non-Electric Vehicles or Electric Vehicles not actively charging to be parked in an EV-Designated Spaces

610. Large Motor Vehicles

In the case of parallel Parking, where the dimensions of a large Motor Vehicle are such that the Motor vehicle Vehicle extends into an adjacent Parking Space, the Motor Vehicle shall be considered to occupy all Parking Spaces so affected, and the driver shall be responsible for payment of fee coin deposit in all applicable Parking Meters.

711. Indication of Time

Each parking meterParking Meter installed shall have thereon an appropriate sign stating the maximum parking time permitted in the individual parking spaceParking Space to which it relates.

(2) When in operation, each parking meterParking Meter shall indicate by a digital display the period of time acquired by coin deposit or parking card during which parking is permitted in the parking spaceParking Space to which such meter relates.

(3) Upon the expiration of the period of time permitted for Parking, the parking meterParking Meter shall indicate that Parking in such space is in violation of this BylawBy-law.

(4) A sign in the Pay Parking Zone shall indicate the hours and days when payment is required to park in the Pay Parking Zone and the maximum amount of time that a Motor Vehicle may be parked in the Pay Parking Zone in a twenty-four-hour period.

- (5) The maximum time a Motor Vehicle may be parked under Subsection (1) of this section shall include the total of any intervals of time that may be purchased.
- (6) Parking is permitted in a Pay Parking Zone, when payment is required under Subsection (4) of this section, when:
 - (a) The following is entered into the Pay Station or submitted through Electronic Payment or Mobile Application (Mobile App);
 - (i) The license plate number of the Motor vehicle parked in the Pay Parking Zone, and
 - (ii) The period time to be purchased, and
 - (iii) The required fee for the time entered in sub clause (ii) of this Section is paid in full, and
 - (b) The maximum amount of time that a Motor Vehicle may be parked in the Pay Parking Zone has not been exceeded.

12. When in Effect

~~Each parking meter shall bear thereon directions indicating the days and hours when the requirement to deposit coins or use a parking permit therein shall apply, the value of the coins to be deposited and the limited period of time for which parking is lawfully permitted in the parking space to which such meter relates.~~

- (1) Each Parking Meter and Pay Station shall display the value of the coins, money, and Electronic Payment to be paid and the limited period of time for which parking is lawfully permitted in the Parking Space to which such Parking Meter relates.
- (2) Where payment is made by Electronic Payment, each Parking Meter and remote device shall retain electronically, for a period of time at least 24 hours, the license plate number and the amount of time for which Parking is permitted.
- (3) The amount of time retained under Subsection (2) of this Section, may be assessed remotely or otherwise by a Peace Officer or By-law Enforcement Officer to determine the amount of time to park at the Parking Meter that has been purchased or whether the amount of time purchased to park at the Parking Meter has expired.

139. Payment

- (1) When used in directions on a Parking Meter or Pay Station, the required payment shall refer only to lawful money of Canada.
- (2) When used in directions of a Pay Station, the required payment may be by Electronic Payment or Mobile Application (Mobile App).
- (3) Where so indicated on the Parking Meter or Pay Station, payment shall be by:
 - (a) coin,
 - (b) debit or credit card, or
 - (c) if Subsection (2) applies, by Electronic Payment and Mobile Application (Mobile App).

Coins

~~When used in directions on a parking meter~~Parking Meter, the required coins shall refer only to lawful money of Canada.

14. Parking Rates

The rate for ~~parking meter~~Parking Meters within the ~~Cape Breton Regional~~ Municipality shall be set by the ~~Traffic Authority~~Parking Authority of the Municipality from time to time and as approved by the ~~General Committee~~Committee of the Whole.

15. ~~1~~-Parking in Excess of Time Allowed

- (1) It shall be an offence and a violation of this ~~Bylaw~~By-law for the driver of a ~~Motor Vehicle~~ to park or leave the same standing in any ~~parking space~~Parking Space regulated by a ~~parking meter~~Parking Meter for a period of time in excess of the maximum period allowed by the direction set forth on such ~~parking meter~~Parking Meters regardless of the ~~number of coins~~payment deposited or whether the word "expired" is visible in the observation window of the ~~parking meter~~Parking Meter or where the ~~Parking Meter~~ has a digital display reading "00:00" or the time indicated on the receipt provided under Section 11 has expired.
- (2) When the driver of any ~~Motor Vehicle~~ has parked or left standing in any ~~parking space~~Parking Space for a period of time in excess of the maximum period of time allowed by the directions set forth on such ~~parking meter~~Parking Meter or Pay Station, it shall be a new and separate offence for each additional hour that an offence continues.

16. ~~2~~-Commercial

- (1) The driver of a ~~Commercial Motor Vehicle~~ may park or leave such ~~Commercial Motor Vehicle~~ standing in any ~~parking space~~Parking Space for the purpose of loading or unloading goods, wares, merchandise, materials or passengers for any period of time not exceeding thirty minutes, without depositing any ~~coin or coins~~payment in the ~~parking meter~~Parking Meter or Pay Station relating to such ~~parking space~~Parking Space.
- (2) It shall be an offence and a violation of this ~~Bylaw~~By-law for the driver of a ~~commercial motor vehicle~~Motor Vehicle:
 - (a) to park or leave same standing in any ~~parking space~~Parking Space for any period of time in excess of thirty minutes; or
 - and (b) notwithstanding Subsection 1 of this Section, to fail to comply with the direction set forth on the ~~parking meter~~Parking Meter relating to such ~~parking space~~Parking Space.

17. Unlawful to Park or Impede

(1) It shall be an offence and a violation of this By-law for the driver of a Motor Vehicle to park or leave standing a Motor Vehicle in a Parking Space that is not part of a Pay Parking Zone:

- (a) If a period of time for Parking has not been purchased from a Parking Meter or Pay Station
- (b) If the word "Expired" is visible in the observation window of the Parking Meter relating to such Parking Space or where the Parking Meter has a digital display reading "00:00", unless such Motor Vehicle is parking pursuant to the provisions of Section 12 herein or the phase "Out of Order" is visible in the observation window of the Parking Meter relating to the Parking Space.
- (c) If a remote device indicates that the time purchased by Electronic Payment has expired.

(2) It shall be an offence and violation of this By-law for the driver of a Motor Vehicle to park or leave a Motor Vehicle standing in a Pay Parking Zone:

- (a) If a period of time for parking has not been purchased from a Pay Station or mobile application (app), or
- (b) If the Pay Station related to the Parking Space in the Pay Parking Zone indicates that the time purchased by Electronic Payment has expired, or
- (c) If the remote device indicates that the time purchased by Electronic Payment has expired, or
- (d) If the Pay Station or the mobile application (app) indicates that parking is unavailable in the Pay Parking Zone.

(3) Unless a Motor Vehicle is parked in excess of the maximum time allowed pursuant to Section 11, there is no violation of Subsection (1) or (2) of the Section if:

- (a) The Motor Vehicle is parked pursuant of Section 12 of the By-law, or
- (b) The phrase "Out of Order" is visible in the observation window of the Parking Meter relating to the Parking Space where the Motor Vehicle is parked or left standing.

(4) It shall be an offence and a violation of this By-law for any person to impede, block or divert a Motor Vehicle from parking in any Parking Space in the Municipality without written permission to do so from the Parking Authority.

13. Unlawful to Permit Parking With "Expired" Visible on Meter

~~It shall be an offence and a violation of this Bylaw for the driver of a vehicle to permit the same to be parked or left standing in any parking space while the word "Expired" is visible in the observation window of the parking meter relating to such parking space or where the meter has a digital display reading "00:00", unless such vehicle is parking pursuant to the provisions of Section 12 herein or the phase "Out of Order" is visible in the observation window of the parking meter relating to the parking spaceSpace.~~

18. Unlawful to Deposit

It shall be an offence and a violation of this BylawBy-law for any person to deposit or cause to be deposited in any parking meterParking Meter in the Cape Breton Regional Municipality any device, slug, dice, metallic substance, or other substitute for the coins permitted to be deposited in accordance with this BylawBy-law.

1519. Parking Administration Traffic AuthorityParking Authority to be in Charge of Parking MeterParking Meters

The operation, maintenance, regulation and use of all parking meterParking Meters and Pay Stations installed in the Cape Breton Regional Municipality, along with municipally designated parking lots shall be under the authority management, supervision, and direction of the Traffic AuthorityParking Authority appointed for the purpose to enforce this BylawBy-law.

20. Exemption from Parking Restrictions

- (1) Emergency vehicles and Municipal Vehicles shall be exempt from certain parking restrictions while performing official duties.
- (2) The Municipality may grant temporary exemptions for special events upon request.
- (3) A Motor Vehicle identifiable by a Veteran's License Plate, issued pursuant to the *Nova Scotia Veterans Number Plate Regulations*, may park at any regulated Parking Space for the maximum time period referenced in Section 11 without payment. Parking beyond the maximum time period shall be subject to a penalty.
- (4) A Motor Vehicle displaying a valid accessible parking permit or number plate issued by a province, or another permit recognized under the *Motor Vehicle Act*, may park at any regulated Parking Space for the maximum time period referenced in Section 11 without payment. Parking beyond the maximum time period shall be subject to a penalty.

21. Enforcement

It shall be the duty of any Police Officer of the Cape Breton Regional Municipality or Special ConstableBy-law Enforcement Officer delegated by the traffic authorityParking Authority responsible for this bylawBy-law to enforce this BylawBy-law.

22. Penalty

- (1) A person who contravenes any Section of this By-law is liable upon summary conviction to a penalty:
 - (a) for the first five or less convictions within a period of 12 months, not less than twenty-five dollars (\$25.00);

- (b) for the sixth to twelfth convictions within a period of 12 months, not less than forty-five dollars (\$45.00); and
- (c) for more than twelve convictions within a period of 12 months, not less than sixty-five dollars (\$65.00),

and in default of payment, to imprisonment for a term not less than seven (7) days.

- (2) For the purpose of Subsection (1), the period of 12 months is the period of time that ends on the calendar day before the date of the current offence, and commences 12 months before that end day, and includes both days.

~~A person who contravenes any section of this Bylaw is liable upon summary conviction to a penalty of not less than that approved under the terms of the Nova Scotia Summary Proceeding Act and Summary Offence Tickets Regulations, Twenty five dollars (\$25.00) and as amended from time to time and in default of payment, to imprisonment for a term not less than seven (7) days.~~

- (2) Any person alleged to have violated the Bylaw shall be given notice by a ticket left on the vehicle for each offence. The ticket shall set a penalty of twenty five dollars (\$25.00) for each hour of violation which maybe paid to the Cape Breton Regional Municipality if paid within sixty days of the ticket issuance date (specifying the place and manner of payment), or \$55.00 after sixty days, however provide that such payment is made within a period of (7) days following the day on which the alleged violation was committed, then such payment shall be reduced to twenty dollars (\$20.00) for each hour of violation. Any person alleged to have violated this By-law shall be given notice by way of a ticket left on the Motor Vehicle for each offence.

- (4) The ticket shall set a penalty as set out in Subsection (1) for each hour of violation, payable to the Cape Breton Regional Municipality, if paid within sixty (60) days from the date of issuance, and shall specify the place and manner of payment.

- (5) However, if payment is made within seven (7) days following the date on which the alleged violation was committed, the penalty shall be reduced to by five dollars (\$5) per hour of violation.

- (6) If payment is not made within sixty (60) days, the penalty shall increase by an additional thirty six dollars and sixty cents (\$36.60 per hour of violation.

- (7) Payment of the applicable fine within the timeframes outlined shall constitute full satisfaction, releasing and discharging the person from all further penalties and imprisonment related to the alleged violation(s).

- (8) A Peace Officer or By-law Enforcement Officer The traffic authority of the Parking Authority may cause to be removed from any roadway, parking space

Space or transportation station, a vehicleMotor Vehicle using same in breach of this bylawBy-law, and require payment of the reasonable costs of its removal to a place of safety.

17A23. Liability of Owner and Driver

- (1) The owner of a Motor Vehicle shall incur the fine provided for any violation of this bylawBy-law unless at the time of such violation the Motor Vehicle was in the possession of some person other than the owner without the owner's consent, either expressed or implied, and the driver of a Motor Vehicle not being the owner shall also incur the penalties or other consequences provided for any such violation.
- (2) Any person alleged to have violated the BylawBy-law shall be given notice by a ticket left on the vehicleMotor Vehicle for each offence. The ticket shall set out that if a penalty of twenty-five dollars (\$25.00) is paid within sixty days of the ticket issuance date (specifying the place and manner of payment) or said amount plus court costs after sixty days, prosecution will be avoided.
- (3) The owner of a Motor Vehicle who incurs a fine under Subsection (2) is not in any event liable to imprisonment.

1824. Parking Permit-Construction Industry Parking Permit

- (1) ~~For the facilitation of operations in the construction industry or in the operation of utilities (including drainage, electrical, road construction and maintenance services, telecommunications, water supply, and similar services), an authorized officer may, subject to conditions deemed appropriate in the circumstances and upon payment of the prescribed fee, grant an exemption known as a "Parking Permit." Such a permit may be issued to specified persons, in respect of certain motor vehicles or conditions, exempting them from some or all provisions of this By-law.~~
~~For the facilitation of operation in the construction industry or operation of utilities (including drainage, electrical, road construction and maintenance services, telecommunications operations, water supply and similar services), an authorized officer may, subject to such conditions as are considered appropriate in the circumstances and on payment of the prescribed fee, grant an exemption known as a "Parking Permit" to specified persons generally in respect of specific vehicles or conditions, whether owned by that person or otherwise, from some or all of the provisions of this bylaw.~~
- (2) Without limiting the generality of Subsectionsection18 (1)-of this bylaw, conditions imposed under that clause may include the following:
 - (a) a requirement to show on any vehicleMotor Vehicle or vehicleMotor Vehicles to which the exemption applies-, a sticker, label or similar document setting out the

days and times when the exemption has effect; and a limitation to specific geographic areas and or [meterParking Meter](#) numbers.

(b) the closure of the [meterParking Meter](#) or [meterParking Meters](#) in effect by way of bagging or no parking signage as approved and installed by the enforcement body of this [bylawBy-law](#).

(3) [Parking Authority may establish a permit procedure for parking in designated areas.](#)

(4) [Permits shall be issued by the Municipality upon application and payment of applicable fees.](#)

(5) [Permit holders must display the permit in a visible location inside the Motor Vehicle.](#)

[2519. Designated **Parking Space****Parking Spaces** for a Manufacturing Use](#)

(1) An authorized officer may designate a [parking space](#)[Parking Space](#) or spaces for the use of the owner of a manufacturing use for the purpose of loading/unloading of goods subject to the following conditions:

- (a) This designation shall be for specific hours and days of the week and shall not be assigned for longer than a three hour period daily.
- (b) Payment shall be prorated in compliance with the monthly rate of \$220.
- (c) Payment must be submitted annually.

(2) Upon approval of a designated space(s), the authorized officer will ensure the necessary signage is posted and states the days and times when the designation is in effect.

(3) The enforcement of unauthorized [vehicle](#)[Motor Vehicles](#) occupying any designated space during an approved period shall be the sole responsibility of the owner of the manufacturing use.

[26. Previous By-law Repeal](#)

[Bylaw No. T-5, cited as the Cape Breton Regional Municipality Parking Meter Bylaw is hereby repealed.](#)

[PASSED AND ADOPTED by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipality held on the _____.](#)

[Mayor Cecil P. Clarke](#)

[Christa Dicks, Municipal Clerk](#)

[I, Christa Dicks, Municipal Clerk of the Cape Breton Regional Municipality, hereby certify that the above noted by-law was passed at a meeting of the Cape Breton Regional Municipal Council on _____.](#)

Mayor _____ Municipal Clerk

THIS IS TO CERTIFY that the attached is a true and correct copy of the [Parking Meter](#)[Parking](#) -By-law of the Cape Breton Regional Municipality [including amendments to July 6, 2021](#)

Christa Dicks, Municipal Clerk

Publication Date: [April 15, 2011; May 26, 2016; July 10, 2021](#)



CAPE BRETON REGIONAL MUNICIPALITY

PARKING MANAGEMENT STUDY

FINAL REPORT



Bylaw

of the
Cape Breton Regional Municipality
Amending the
Parking Meter Bylaw T-5

Bylaw T-5, the Parking Meter Bylaw of the Cape Breton Regional Municipality, is hereby repealed and replaced with the following bylaw by the Council of the Cape Breton Regional Municipality in the following manner:

BE IT ENACTED by the Council of the Cape Breton Regional Municipality pursuant to Section 153 of the Motor Vehicle Act as follows:

1. Short Title

This By-law shall be known as Bylaw No. T-5 and may be cited as the ***“Parking Meter Bylaw.”***

2. Application

The public streets and highways in the Cape Breton Regional Municipality and parts thereof to which this bylaw applies are those upon which, under the traffic authority, parking meters have from time to time been installed.

2A. Definition

In this Bylaw,

- (a) **“commercial vehicle”** means a type of vehicle that is used for carrying goods or passengers;
- (b) **“parking meter”** means an apparatus designed to receive payment of fees for parking, indicating whether any fee for parking has been paid, fix the period of parking allowed for any fee paid, and indicate whether the period for which any such fee has been paid has elapsed, and includes any pay and display parking meter;
- (c) **“parking permit”** means a card authorized and approved for daily, weekly, monthly and yearly parking by the bylaw enforcement division and displayed on the vehicle while in effect;

(d) “**roadway**” for the purpose of this bylaw roadway means:

1. the whole of any land which is within the Cape Breton Regional Municipality and which is laid out by council as a road, street or public highway;
2. land which is vested in the Cape Breton Regional Municipality for the purposes of a road street and includes any access way or service lane under the control of the Cape Breton Regional Municipality;
3. every parking place, square or place intended for use of the general public and any private parking areas delegated to Cape Breton Regional Municipality for parking enforcement.

(e) “**traffic authority**” means the individual appointed to manage, supervise and enforce this Bylaw

3. Placing of Parking Meters

A parking meter installed in the Cape Breton Regional Municipality roadway, as laid out by council as a road or street, shall be placed on the sidewalk, near the curb or edge of the *roadway or building*, and shall designate the parking space associated with it as hereinafter set forth.

4. Parking Spaces

The parking space provided with each meter shall be of sufficient size to be accessible and accommodate one standard passenger automobile. The placing of vehicles shall be as follows:

- (1) When parking is parallel to the curb or edge of the roadway, the foremost part of the vehicle shall be placed within a space measured along the curb not more than 101 millimeters beyond the parking meter nor more than one meter in measurement to the rear of the parking meter.
- (2) When the parking is established at an angle to the edge of the roadway, this shall be appropriately marked or signed, and unless otherwise clearly indicated, a vehicle parked at an angle where parking meters have been installed shall be placed in contact with the curb immediately to the right of the parking meter which applies to the vehicle.
- (3) When two meters are supported by one standard, a vehicle shall be parked wholly within the parking space provided for each meter in a manner that no portion of the vehicle projects beyond the space.

5. Marking of Space

- (1) Notwithstanding anything contained in this bylaw, special limitations of a parking space may be clearly marked and where so marked, will govern the permissible

location of a vehicle. It shall be an offence and a violation of the bylaw for any person to park or leave standing any vehicle beyond such line or marking, except as provided in Section 6.

- (2) Not more than one motor vehicle shall be parked in each parking space described in Sections 4 and 5 above.

6. Large Vehicles

In the case of parallel parking, where the dimensions of a large vehicle are such that the vehicle extends into an adjacent parking space, the vehicle shall be considered to occupy all spaces so affected, and the driver shall be responsible for coin deposit in all applicable meters.

7. Indication of Time

Each parking meter installed shall have thereon an appropriate sign stating the parking time permitted in the individual parking space to which it relates. When in operation, each parking meter shall indicate by a digital display the period of time acquired by coin deposit or parking card during which parking is permitted in the parking space to which such meter relates. Upon the expiration of the period of time permitted for parking, the parking meter shall indicate that parking in such space is in violation of this Bylaw.

8. When in Effect

Each parking meter shall bear thereon directions indicating the days and hours when the requirement to deposit coins or use a parking permit therein shall apply, the value of the coins to be deposited and the limited period of time for which parking is lawfully permitted in the parking space to which such meter relates.

9. Coins

When used in directions on a parking meter, the required coins shall refer only to lawful money of Canada.

10. Parking Rates

The rate for parking meters within the Cape Breton Regional Municipality shall be set by the Traffic Authority of the Municipality from time to time and as approved by the General Committee.

11. Parking in Excess of Time Allowed

- (1) It shall be an offence and a violation of this Bylaw for the driver of a vehicle to park or leave the same standing in any parking space regulated by a parking meter for a period of time in excess of the maximum period allowed by the direction set forth on

such parking meters regardless of the number of coins deposited or whether the word "expired" is visible in the observation window of the parking meter or where the meter has a digital display reading "00:00".

(2) When the driver of any vehicle has parked or left standing in any parking space for a period of time in excess of the maximum period of time allowed by the directions set forth on such parking meter, it shall be a new and separate offence for each additional hour that an offence continues.

12. Commercial

The driver of a commercial motor vehicle may park or leave such commercial motor vehicle standing in any parking space for the purpose of loading or unloading goods, wares, merchandise, materials or passengers for any period of time not exceeding thirty minutes, without depositing any coin or coins in the parking meter relating to such parking space. It shall be an offence and a violation of this Bylaw for the driver of a commercial motor vehicle to park or leave same standing in any parking space for any period of time in excess of thirty minutes and fail to comply with the direction set forth on the parking meter relating to such parking space.

13. Unlawful to Permit Parking With "Expired" Visible on Meter

It shall be an offence and a violation of this Bylaw for the driver of a vehicle to permit the same to be parked or left standing in any parking space while the word "Expired" is visible in the observation window of the parking meter relating to such parking space or where the meter has a digital display reading "00:00", unless such vehicle is parking pursuant to the provisions of Section 12 herein or the phase "Out of Order" is visible in the observation window of the parking meter relating to the parking space.

14. Unlawful to Deposit

It shall be an offence and a violation of this Bylaw for any person to deposit or cause to be deposited in any parking meter in the Cape Breton Regional Municipality any device, slug, dice, metallic substance, or other substitute for the coins permitted to be deposited in accordance with this Bylaw.

15. Traffic Authority to be in Charge of Parking Meters

The operation, maintenance, regulation and use of all parking meters installed in the Cape Breton Regional Municipality shall be under the authority management, supervision, and direction of the Traffic Authority appointed for the purpose to enforce this Bylaw.

16. Enforcement

It shall be the duty of any Police Officer of the Cape Breton Regional Municipality or Special Constable delegated by the traffic authority responsible for this bylaw to enforce this Bylaw.

17. Penalty

- (1) A person who contravenes any section of this Bylaw is liable upon summary conviction to a penalty of not less than that approved under the terms of the Nova Scotia Summary Proceeding Act and Summary Offence Tickets Regulations, Twenty five dollars (\$25.00) and as amended from time to time and in default of payment, to imprisonment for a term not less than seven (7) days.
- (2) Any person alleged to have violated the Bylaw shall be given notice by a ticket left on the vehicle for each offence. The ticket shall set a penalty of twenty five dollars (\$25.00) for each hour of violation which maybe paid to the Cape Breton Regional Municipality if paid within sixty days of the ticket issuance date (specifying the place and manner of payment), or \$55.00 after sixty days, however provide that such payment is made within a period of (7) days following the day on which the alleged violation was committed, then such payment shall be reduced to twenty dollars (\$20.00) for each hour of violation.
- (3) The traffic authority may cause to be removed from any roadway, parking space or transportation station, a vehicle using same in breach of this bylaw, and require payment of the reasonable costs of its removal to a place of safety.

17A. Liability of Owner and Driver

- (1) The owner of a motor vehicle shall incur the fine provided for any violation of this bylaw unless at the time of such violation the motor vehicle was in the possession of some person other than the owner without the owner's consent, either expressed or implied, and the driver of a motor vehicle not being the owner shall also incur the penalties or other consequences provided for any such violation.
- (2) Any person alleged to have violated the Bylaw shall be given notice by a ticket left on the vehicle for each offence. The ticket shall set out that if a penalty of twenty-five dollars (\$25.00) is paid within sixty days of the ticket issuance date (specifying the place and manner of payment) or said amount plus court costs after sixty days, prosecution will be avoided.

18. Parking Permit

- (1) For the facilitation of operation in the construction industry or operation of utilities (including drainage, electrical, road construction and maintenance services, telecommunications operations, water supply and similar services) ,an authorized officer may, subject to such conditions as are considered appropriate in the circumstances and on payment of the prescribed fee, grant an exemption know as a

“Parking Permit” to specified persons generally in respect of specific vehicles or conditions, whether owned by that person or otherwise, form some or all of the provisions of this bylaw.

(2) Without limiting the generality of section 18 (1) of this bylaw, conditions imposed under that clause may include the following:

- (c) a requirement to show on any vehicle or vehicles to which the exemption applies, a sticker, label or similar document setting out the days and times when the exemption has effect: and a limitation to specific geographic areas and or meter numbers.
- (d) the closure of the meter or meters in effect by way of bagging or no parking signage as approved and installed by the enforcement body of this bylaw.

19. Designated Parking Spaces for a Manufacturing Use

- (4) An authorized officer may designate a parking space or spaces for the use of the owner of a manufacturing use for the purpose of loading/unloading of goods subject to the following conditions:
 - (a) This designation shall be for specific hours and days of the week and shall not be assigned for longer than a three hour period daily.
 - (b) Payment shall be prorated in compliance with the monthly rate of \$220.
 - (c) Payment must be submitted annually.
- (5) Upon approval of a designated space(s), the authorized officer will ensure the necessary signage is posted and states the days and times when the designation is in effect.
- (6) The enforcement of unauthorized vehicles occupying any designated space during an approved period shall be the sole responsibility of the owner of the manufacturing use.

Mayor Amanda M. McDougall

Deborah Campbell Ryan
Municipal Clerk

THIS IS TO CERTIFY that the attached is a true and correct copy of the Parking Meter By-law of the Cape Breton Regional Municipality including amendments to July 6, 2021

Deborah Campbell Ryan, Municipal Clerk

Publication Date: April 15, 2011; May 26, 2016; July 10, 2021



CAPE BRETON REGIONAL MUNICIPALITY

PARKING MANAGEMENT STUDY

FINAL REPORT



PARKING MANAGEMENT STUDY

CAPE BRETON REGIONAL MUNICIPALITY

FINAL REPORT

PROJECT NO.: CA0023327.4028

DATE: MARCH 10, 2025

WSP

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EXECUTIVE SUMMARY

Overview and Objectives

Of the many services that a Municipality provides, public parking may be one of the more challenging ones. The ability for residents to conveniently and reliably access businesses, education, health care and other services often requires a parking space. But while ample parking can be viewed as important economically, excessive parking can be expensive to create and maintain. It occupies space that can interrupt the dense nature and cohesiveness of a downtown. Finding the right balance is the key to ensuring that parking is effective but not intrusive.

Cape Breton Regional Municipality manages and maintains on-street parking throughout the Municipality and owns and operates some off-street parking lots in three major commercial areas: Downtown Sydney, Downtown Glace Bay, and Downtown North Sydney. With this Parking Management Study, the Municipality hopes to understand the effectiveness of parking today, and the issues that parking creates, in order to improve the management of parking for the benefit of businesses and institutions that rely on it and the residents and visitors who use it.

The goal of this project is to develop a Plan that allows the Municipality to provide and manage parking in an effective and sustainable manner that serves the needs of the community as a whole. To achieve this goal, the following objectives have been established:

- Identify issues, challenges, and opportunities for improvement
- Develop recommendations to optimize parking resources, enhance efficiency, reduce congestion, and promote sustainability within the downtown areas of Sydney, Glace Bay and North Sydney
- Assess the environmental (inclusive of stormwater runoff) impacts of existing parking practices and propose sustainable solutions
- Ensure that parking facilities and practices are accessible to all, including individuals with disabilities
- Engage with stakeholders and the community to gather input and ensure a comprehensive understanding of local needs

Existing Conditions Inventory

To understand the community perceptions and issues experienced with parking in the three downtowns, three separate public engagement sessions were held. In total, nineteen attendees participated in these sessions and contributed a range of perspectives on the existing situations and the future desired for parking. Those comments are summarized in Appendix A of this report.

Inventories were collected for the existing parking supply within the downtown areas for all parking – public and private, and on-street and off-street. In addition, selected sections of on-street parking spaces were monitored using time-lapse cameras to determine how well they were being utilized.

Section 2 of this report describes the collection of data and the results.

Parking Supply and Demand

To determine the ability of the parking supply measured in Section 2 to meet the expected demands of businesses and institutions in the downtowns, a demand projection was undertaken. To conduct this assessment, a full manual scan of downtown buildings was undertaken with approximate square footage of space and general usage recorded. Expected parking generation rates by usage type were extracted from the Parking Generation Manual (Institute of Transportation Engineers; 6th Edition), a document that provides representative data from parking studies throughout North America. This technique was used to approximate the parking demand block-by-block, and then compare it with the parking supply determined in the inventory.

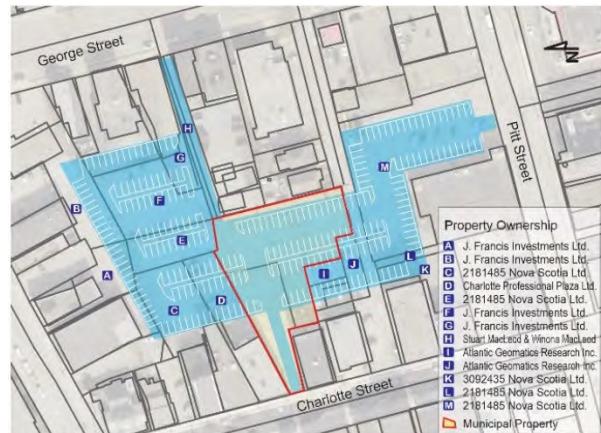
The results of this analysis, shown in Section 3 of this report, indicate that predicted demand for parking exceeds supply in all three downtown areas. By portraying the supply and demand block by block, the analysis allows for determining specific areas within the downtown where a supply shortage is highest.

Parking Supply Opportunities

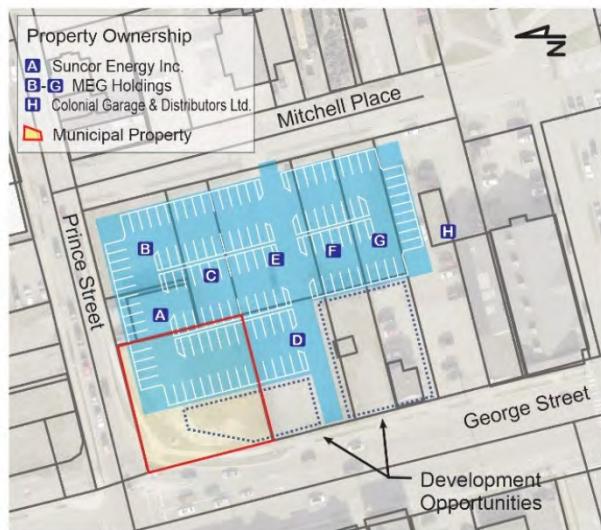
To address the need for additional parking to meet excess demand, a variety of opportunities were explored. As discussed in Section 4 of this report, the greatest opportunity for creating additional parking supply appears to be in the consolidation of existing abutting, but separated, parking areas and in the modification of street space.

Three opportunities for parking lot consolidation were identified as promising:

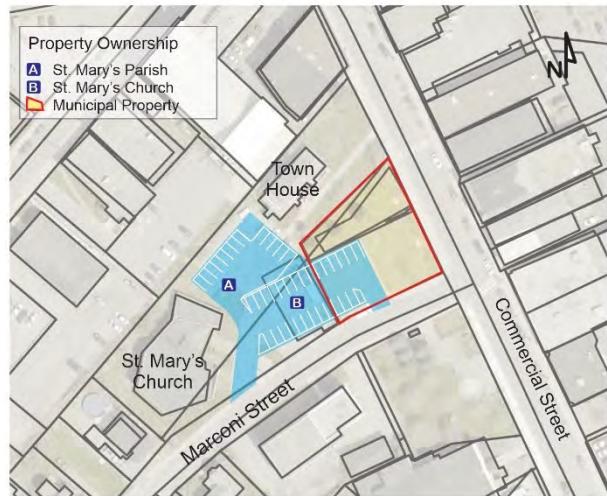
Downtown Sydney North End - This block, bounded by Charlotte, Pitt, George and Dorchester Streets currently has approximately 130 parking spaces divided amongst several private lots and one municipally owned lot used for monthly parking. A consolidation of this area into a single, unified lot could produce 250 parking spaces. This space is also sufficient for the footprint of a future parking structure.



Casino Parking George Street – A large unsurfaced parking area, owned by the casino and used only periodically, could be expanded onto adjacent municipally-owned land to double the current parking space count of 70.



Glace Bay Marconi Street – Parking lots owned by the municipality, St. Mary’s Church, and Town House could be combined to double the available parking from 20 to 40 spaces.



One opportunity for a street change was found to have merit in increasing the amount of space available for parking:

Commercial Street Lane Drop Glace Bay - On this street, we propose that the existing two traffic lanes on this one-way street provide more traffic flow capacity than is needed and may create speeding issues and sight-distance/overtaking issues at crosswalks. Eight to ten additional parking spaces may be created by removing one of the traffic lanes and replacing it with a second lane of parallel parking.



Recommendations

Implementing the following key recommendations will help to add parking supply in the downtown areas and better manage parking to meet the needs of those who rely on it.

Create a Municipal Parking Co-ordinator Position – The Municipality should create a staff position or shared staff position (at least half of a full-time equivalent) for the planning and co-ordination of parking.

Consolidate Parking Lots – Each of the three parking lot consolidation projects identified above should be implemented. The Municipality may achieve this through the following means:

- Outright purchase
- Joint agreement
- Expropriation

We believe the most effective approach is the first one listed. It can only be effectively achieved, however, with the agreement of each the effected landowners, so must be seen as having mutual benefit to all. Each

party must recognize that they are retaining the same degree of parking they had going into the agreement, but having the issues of maintenance, management, and enforcement taken over by the Municipality.

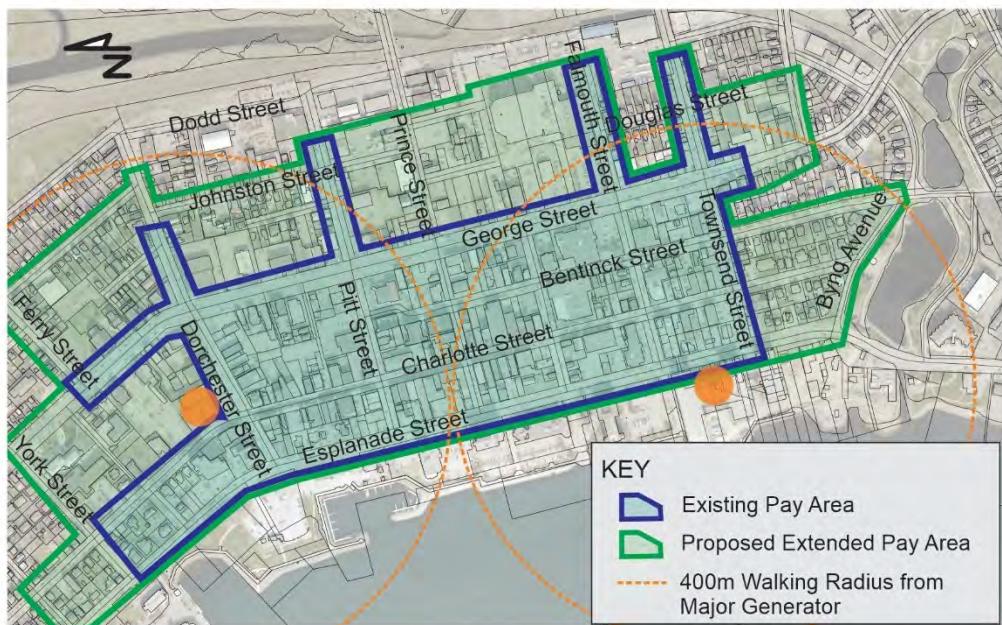
Adjust the Management of Municipal Off-Street Parking – A suite of parking management recommendations outlined in Section 8.3 of this report can be summarized as follows:

- With addition of more off-street parking spaces in downtown Sydney, introduce a mix of hourly and monthly public parking
- Set rates at \$1.50 per hour, \$9.00 per day, and \$75 per month for municipal lots
- Implement hourly/daily parking at the King Street lot (south of the NSCC campus) at half the downtown rate

Convert a Traffic Lane from Commercial Street (Glace Bay) to Parallel Parking – This conversion will create parking on both sides of the street with a resulting increase of eight to ten parking spaces.

Implement Parking Time Limits on Commercial Street (North Sydney) – Setting a parking time limit maximum on Commercial Street will aid in getting turnover of key parking spaces and deter all-day parking.

Expand Parking Payment Areas – As a mechanism to create better turnover of parking spaces in areas surrounding the downtown core, payment for on-street parking should be extended (see map below).



Replace Single-Space Parking Meters with Multi-Space Pay Stations – CBRM has begun the introduction of multi-space pay stations as part of the Charlotte Street streetscaping project. The advantages of using this technology are numerous (see Section 7.1) and many of the existing single-space meters in downtown Sydney are missing or inoperable, resulting in lost revenue. A one-time replacement “sweep” will help to avoid a lengthy transition period for the public and is likely to be more cost-effective than replacing the meters one block at a time. Once installation of pay stations is complete, the Municipality should:

- Remove the exemption from payment for those with accessible parking permits
- Set the hourly rate to \$2.00 per hour in the core and \$1.00 per hour in the expanded pay area
- Set a maximum parking time limit of four hours in the expanded pay area

Develop a Residential Parking Exemption Program – Many streets outside of the downtown core experience high all-day parking demand, impacting the viability for residential properties, even those with driveways or other resident parking. Sections 7.8 and 8.8 discuss how controls like time limits and pay parking can deter all-day parking but meet the needs of residents through a parking exemption program.

The study also recommended several minor recommendations related to the management and operation of municipal parking summarized in the table below.

Topic	Section	Recommendation	Comments
Special Designation of On-Street Parking Spaces	5.1	It should be CBRM policy that no on-street parking be designated for a special purpose other than accessible parking or commercial loading.	The existing locations noted in this report may be “grandfathered” if removal proves problematic.
Access to Public Parking Lot in North Sydney	5.3	Remove the middle driveway to the North Sydney parking lot and replace it with a pedestrian walkway.	There will still be two driveway accesses to the parking lot.
Parked Meters Too Close to Intersections	5.4	Continue to bag or remove meters that are too close to crosswalks (within 5 metres for single-head meters and 12 metres for double-head meters)	Refer to .
Incorporate Pay-Station Parking into the Parking Meter By-Law	7.2	Amend By-law P-100 to include the use of pay-stations and smart phone apps.	Suggested wording is provided in Appendix B.
Parking Enforcement	7.3	Dedicate two staff positions to parking enforcement.	One position would be for foot-patrol of pay areas in downtown Sydney and the other would be a mobile position to patrol other timed parking areas, accessible spaces, bus stops, etc.
Parking Drainage, Design and the Environment	7.4	Include measures identified in Section 7.4 into design of new parking lots and rehabilitation projects.	
Accessible Parking	7.5	A target of 5% should be set as the minimum percentage of all on-street and municipally-owned off-street parking spaces being designated accessible.	This should be viewed as an interim target. The percentage may warrant increasing in the future.

Accessible Parking	7.5	Designated accessible parking stalls should meet the regulations of the Nova Scotia Building Code (section 3.8.3.4 (3) a, b and e) and should be signed with the Province of Nova Scotia signage regulations with sign RB-52B.	The RB-52B sign (or TAC RB-71) is required for the regulation to be enforceable.
Electric Vehicle Charging	7.7	Work with a private sector partner to provide electric vehicle charging in hourly parking sections of municipally-owned off-street lots.	
Controls to Prevent All-Day Parking on Residential Streets	7.8	Continue to post 30-minute parking controls where warranted on residential streets surrounding the downtown Sydney pay area. Provide an exemption to timed parking controls to street residents.	As the downtown Sydney pay area expands (see Section 8.5) new streets may require these time controls.
Loading Zones	7.9	Continue to add Loading Zones within downtown Sydney in response to identified issues associated with need for commercial loading and passenger drop-off.	
Bus Stops and Movement of Transit Buses	7.10	Work with Transit Cape Breton to identify areas where turning and other manoeuvring of buses is impeded by legally or illegally parked cars.	Partial curb extensions and paint marking are potential solutions.
Carpool and Transit Park-and-Ride Parking	7.12	Include consideration of park-and-ride in future transit planning projects. Work with Nova Scotia Public Works to create and improve carpool parking lots at highway interchanges.	
Directional Signs for Public Parking Lots	7.5 & 7.14	Add more wayfinding signs advising drivers of the locations of public parking lots. Add parking location maps (noting accessible parking spaces) to the municipal website.	

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1 INTRODUCTION

1.1 BACKGROUND

Of the many services that a Municipality provides, public parking may be one of the more challenging ones. The ability for residents to conveniently and reliably access businesses, education, health care and other services often requires a parking space. But while ample parking can be viewed as important economically, excessive parking can be expensive to create and maintain. It occupies space that can interrupt the dense nature and cohesiveness of a downtown. Finding the right balance is the key to ensuring that parking is effective but not intrusive.

The design and layout of on-street parking is a subset of the general issue of curbside management. Needs and desires like traffic flow, active transportation, commercial loading, transit stops, emergency response and streetscaping all have a stake in how curb space is allotted.

Cape Breton Regional Municipality manages and maintains on-street parking throughout the Municipality and owns and operates some off-street parking lots in three major commercial areas: Downtown Sydney, Downtown Glace Bay, and Downtown North Sydney. With this Parking Management Study, the Municipality hopes to understand the effectiveness of parking today and the issues that parking creates in order to improve the management of parking for the benefit of businesses and institutions that rely on it and the residents and visitors who use it.

1.2 PROJECT OBJECTIVE

The goal of this project is to develop a Plan that allows the Municipality to provide and manage parking in an effective and sustainable manner that serves the needs of the community as a whole. To achieve this goal, the following objectives have been established:

- Identify issues, challenges, and opportunities for improvement
- Develop recommendations to optimize parking resources, enhance efficiency, reduce congestion, and promote sustainability within the downtown areas of Sydney, Glace Bay and North Sydney
- Assess the environmental (inclusive of stormwater runoff) impacts of existing parking practices and propose sustainable solutions
- Ensure that parking facilities and practices are accessible to all, including individuals with disabilities
- Engage with stakeholders and the community to gather input and ensure a comprehensive understanding of local needs

2 EXISTING CONDITIONS

2.1 PARKING MANAGEMENT

Cape Breton Regional Municipality manages parking on Municipally-owned public streets and owns and manages parking in off-street lots in the downtown areas of Sydney, Glace Bay and North Sydney. In downtown Sydney, the majority of on-street parking requires payment and/or is time-limited. Any off-street parking owned by the Municipality is available for monthly parkers or Municipal employees. In the downtowns of Glace Bay and North Sydney, on-street parking is mostly uncontrolled, with the exception of a few spaces with time-limited parking and some reserved for accessible parking. Both Glace Bay and North Sydney have municipally-owned parking lots within the downtown area that are not controlled and are available to all.

Internally, no one on Municipal staff has a defined role in the management of parking. Planning for parking and handling of queries from Council and the public is typically done by Planning staff. Enforcement of the Parking Meter By-law is done by the By-law Enforcement Team who also manage municipally-owned parking lots in Sydney.

2.2 PLANNING FOR GROWTH

Cape Breton Regional Municipality (CBRM) has one of the largest urban centres in Nova Scotia. According to the Nova Scotia Economics and Statistics, as of July 2023, CBRM has had the fastest population growth in the Province of 6.62%, which surpasses Halifax County's growth at 4.07% over the same time period. For this reason, CBRM has committed to shift their focus on supporting this growth through facilitating additional housing development and employment opportunities. Therefore, adequate and efficient planning to sustain this growth is required. In 2021, the Municipality launched their *CBRM Forward* project, a project that included an update to their Municipal Planning Strategy (MPS), Land Use By-law (LUB) and Subdivision By-law, as well as the development of an Economic Development Strategy and Growth Management Strategy. The *CBRM Forward* project is intended to provide the Municipality with a unified approach to sustainable community growth and development. The Parking Study will adhere to the policies and guidelines as established in the MPS, LUB, along with any additional municipal strategies, reports and initiatives.

The CBRM MPS is an overarching policy document that is intended to provide guidance and direction on development and land uses throughout the Municipality. The MPS recognizes the importance of parking and transportation infrastructure within the Municipality. Further, acknowledging that in supporting growth, parking management must accommodate the needs of private vehicle users, while simultaneously encouraging the use of public and active transportation methods. Management of parking throughout the Municipality is addressed within Section 7.10 of the MPS, which includes policies such as eliminating minimum parking requirements for specific uses, while also establishing parking standards that include safety and design features that ensure safe access and provide barrier-free designs (Policy M-63).

The LUB implements the policies of the MPS, and identifies permitted land uses and sets out lot and building requirements which include parking, among other provisions, to guide development within the Municipality. It also contains general provisions that apply to all lands within the Municipality, as well as specific provisions that apply to individual zones. As part of the *CBRM Forward* project, the revised LUB includes updates to parking regulations, such as eliminating minimum parking requirements for any zone within CBRM, and specific design standards and landscaping requirements should parking space be provided.

In alignment with the *CBRM Forward* project, the Municipality is currently in the process of developing a Housing Strategy that aims to identify the existing housing challenges, opportunities and solutions to accommodate the existing and future growth. The Housing Strategy will provide a measurable plan of action to increase housing throughout the Municipality, and provide guidance on various housing typologies that support a higher density and housing design standards. One of the main goals of the Housing Strategy is to increase housing choices throughout the Municipality. To achieve this, the Municipality is exploring ways to allow for higher density developments to be

permitted as-of-right, while also streamlining the development approval process to help people get the homes they need built faster.

This Parking Strategy will align with the goals, objectives and policies that are outlined in the CBRM MPS, LUB, Housing Strategy and any additional municipal strategies, reports and initiatives. The Strategy will provide recommended policies to ensure parking within the Municipality meets the strategic development goals for the current and future demands of the Municipality.

2.3 PARKING INVENTORY

Parking space counts for the three major downtown areas were undertaken in April, 2024. The areas surveyed are shown in Figures 1 to 3 along with locations of existing parking controls. A summary of the spaces counted by classification is provided in Table 1. It should be noted that this inventory is a snapshot of parking at one point in time and spaces will be gained and lost continually. For example, at the time of our inventory, a portion of Charlotte Street was under construction and no spaces were counted on those blocks. Also, the NSCC campus was under construction and those new off-street spaces were not counted.

As would be expected, the higher parking demand on streets in downtown Sydney warrants the application of parking payment and time limit controls. Parking payment is made through single space meters, with the exception of a section of Charlotte Street where new multi-space pay stations have been installed to replace meters.

Commercial Street in Glace Bay has timed parking limit controls but payment is not required. There are no parking controls in North Sydney.



Figure 1: Downtown Sydney Parking Controls

An inventory of all parking spaces on-street and off-street was undertaken in April, 2024 along with a breakdown by control classification. The results are shown in Table 1.

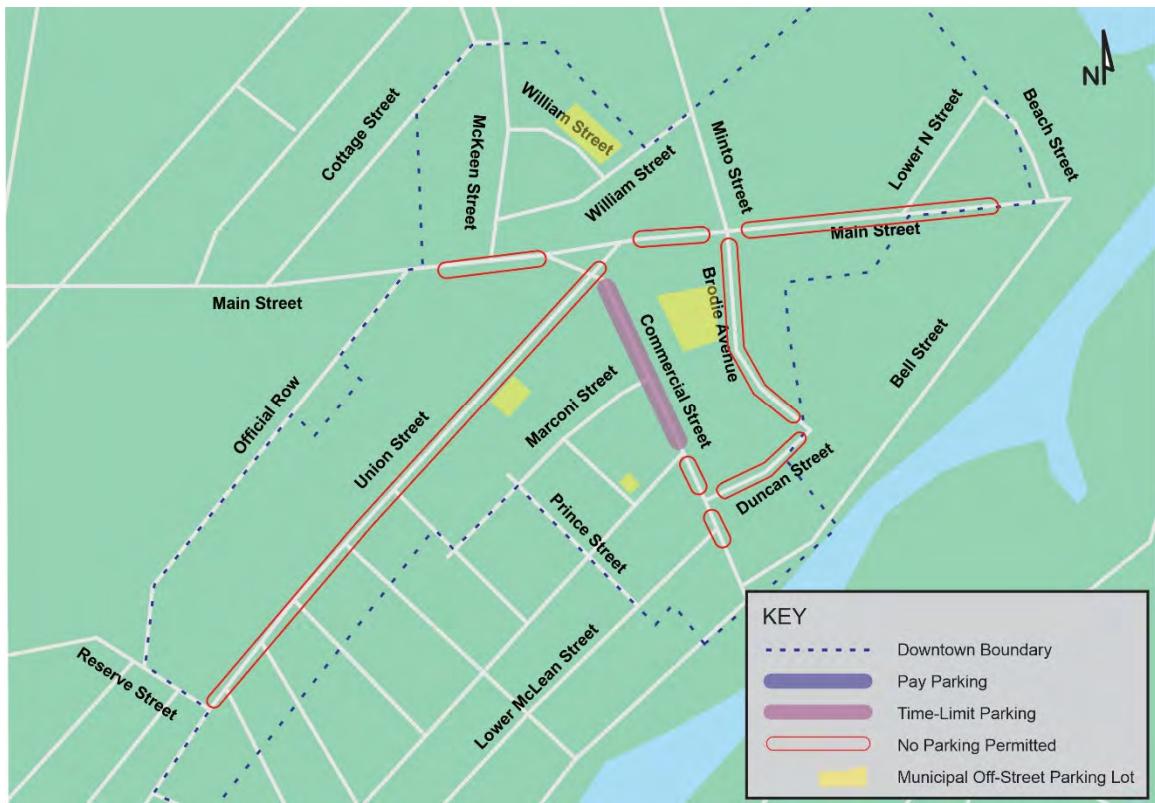


Figure 2: Downtown Glace Bay Parking Controls



Figure 3: Downtown North Sydney Parking Controls

Table 1: Parking Inventory for Downtown Areas

		SYDNEY	GLACE BAY	NORTH SYDNEY
ON-STREET	Metered 5 hour	61	0	0
	Metered 2 hour	292	0	0
	Timed 30 min	3	14	0
	Timed 15 min	0	3	0
	Special	6	0	0
	No Control	141	10	93
Total On-street		503	27	93
OFF-STREET	Public	0	140	74
	Private/Monthly	1889	752	284
Total Off-street		1889	892	358
TOTAL		2392	919	451
ACCESSIBLE SPACES	On-Street	18	1	5
	Off-Street	35	12	15
Total Accessible Spaces		53	13	20
Percentage Accessible Spaces		2.2%	1.4%	4.4%

Notes: Public off-street parking includes only spaces owned by CBRM and available to anyone at any time. CBRM monthly permit parking is not included.

Some private parking may be available to anyone.

Accessible parking spaces are included in the total parking count.

2.4 PARKING UTILIZATION

Parking utilization counts were taken in April, 2024 at several sample on-street locations. Time lapse cameras were installed to monitor occupancy of a group of parking spaces for a minimum of two weekdays between 9:00 am and 5:00 pm. Table 2 reports the peak utilization (85th percentile of the work day) measured.

The data shows that on-street parking in downtown Sydney (other than on Esplanade) is completely full during peak periods and that parking in downtown Glace Bay and North Sydney is nearly full. There should be an expectancy of vacancies in accessible parking areas to meet the needs of those who need it, but that does not appear to be the case in Glace Bay and North Sydney. This may be due either to insufficient space to meet true demand or illegal use of this space.

Table 2: Peak Parking Utilization

Sampling Location	Peak Utilization
Sydney - Falmouth Street	100%
Sydney - Charlotte Street	100%
Sydney - Esplanade	63%
Sydney - Accessible Parking	40%
Glace Bay - Commercial Street	95%
Glace Bay - Accessible Parking	90%
North Sydney - Commercial Street North	91%
North Sydney - Commercial Street South	90%
North Sydney - Accessible Parking	100%

2.5 COMMUNITY PERCEPTION

To determine community perception of parking, three open house sessions were held in, or near, the downtowns of Sydney, Glace Bay and North Sydney. The workshop sessions were held in March, 2024 and advertised through social media and via distribution of information cards (Figure 4) by the business associations.

PARKING MANAGEMENT WORKSHOP

WSP Canada, working on behalf of Cape Breton Regional Municipality, is conducting a Regional Parking Management Study. One objective of the study is to examine existing parking in the region's downtowns to determine if parking is accessible, sustainable, and meeting the needs of those who rely on it. The study will look at on-street parking and parking lots, and both public and private parking.

To understand the issues, WSP wants to hear first-hand from businesses and others for whom parking is an important part of their operation. You're welcome to join one of the workshop sessions listed. If you can't attend any of the sessions, feel free to email your comments to:

Dave McCusker, Project Manager
david.mccusker@wsp.com

Workshop Dates

GLACE BAY

Glace Bay Miner's Forum
 151 Lower N Street
 Monday, March 25 10:00-11:30

SYDNEY

Sydney Civic Centre - Round Room
 320 Esplanade
 Monday, March 25 1:30-3:00

NORTH SYDNEY

North Sydney Fireman's Club
 14 Pierce Street
 Tuesday, March 26 1:30-3:00



Figure 4: Notification Post Card for Open House Sessions

Table 3: Attendance at Open House Sessions

Attendance was predominantly people representing downtown businesses, although some residents and municipal councillors also attended. A summary of attendance numbers is provided in Table 3.

Mapping of downtown areas was provided at each of the workshops and attendees were encouraged to contribute their thoughts with aid from the WSP facilitator and a page of prompts. The prompts used are listed below:

Location	Attendees
Sydney	5
Glace Bay	13
North Sydney	1

How well is parking working downtown?

- Overall, is there enough parking downtown? For customers? For employees?
- Is parking located where it needs to be?
- Is there a shortage or excess of accessible spaces?
- Is time-limited parking well enforced?
- Do parkers often exceed parking time limits?
- Should customers be expected to pay for hourly parking downtown?
- Should employees be expected to pay for monthly parking downtown?
- Is snow cleared from streets and parking lots in a timely manner?
- Is there street space that could be used for parking but isn't?
- Is there sufficient space for commercial loading activities?

A summary of the comments recorded by the WSP facilitator is provided in Appendix A.

3 PARKING ANALYSIS

3.1 PARKING SUPPLY AND DEMAND

To determine whether parking supply is well located to meet the demands of businesses and institutions within the downtown areas, a coarse analysis of parking demand was undertaken. To conduct this study, a full manual scan of downtown buildings was undertaken with approximate square footage of space and general usage recorded.

Expected parking generation rates by usage type were extracted from the Parking Generation Manual (Institute of Transportation Engineers; 6th Edition), a document that provides representative data from parking studies throughout North America. This technique was used to approximate the parking demand block-by-block, and then compared with the parking supply determined in the inventory.

The results of the supply-demand analysis are plotted in Figures 5 to 7. In these diagrams, the demand for parking space within each block based on the building use analysis is shown with scaled green rectangles and the number of parking spaces that currently exist within that block are shown in purple.



Figure 5: Parking Supply and Demand in Downtown Sydney

These diagrams are intended to give a sense of how close supply is to meeting demand and generally what areas the greatest deficiencies or surpluses exist in. Of course, a demand for parking need not necessarily be satisfied within that same block, as long as there is some parking supply in adjacent zones.

Note that Figure 5 does not include on-site supply or demand for two developments: The Sydney Waterfront NSCC Campus (imminent at the time of the inventory) and a mixed-use waterfront development referred to as “Edgewater” (proposed in the near future). In both cases, supply of parking is expected to be close to the demand resulting in a net zero impact (see Section 3.3).

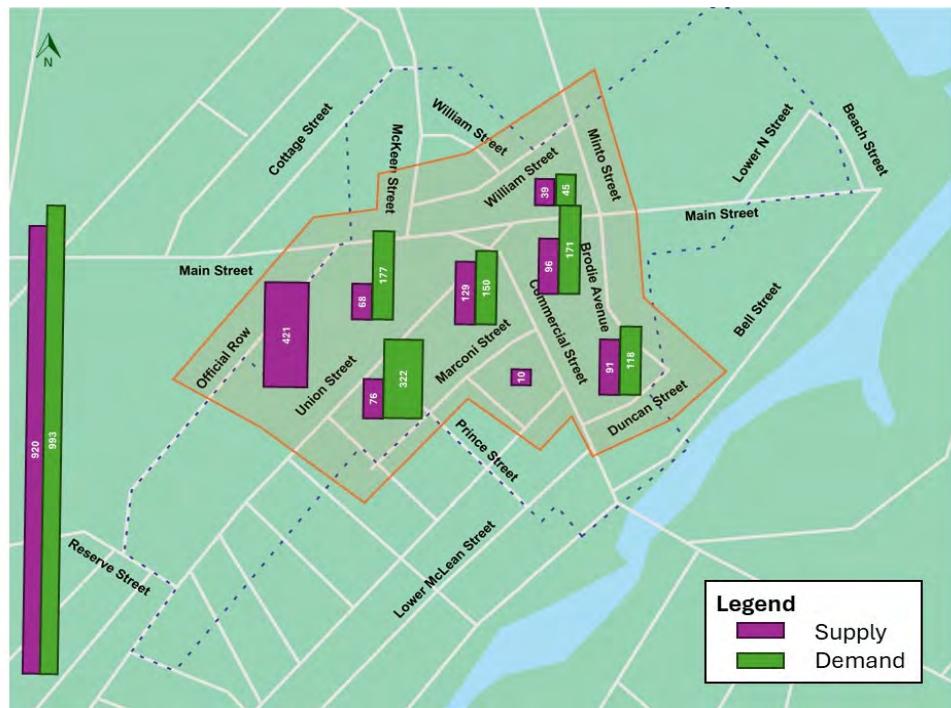


Figure 6: Parking Supply and Demand in Downtown Glace Bay

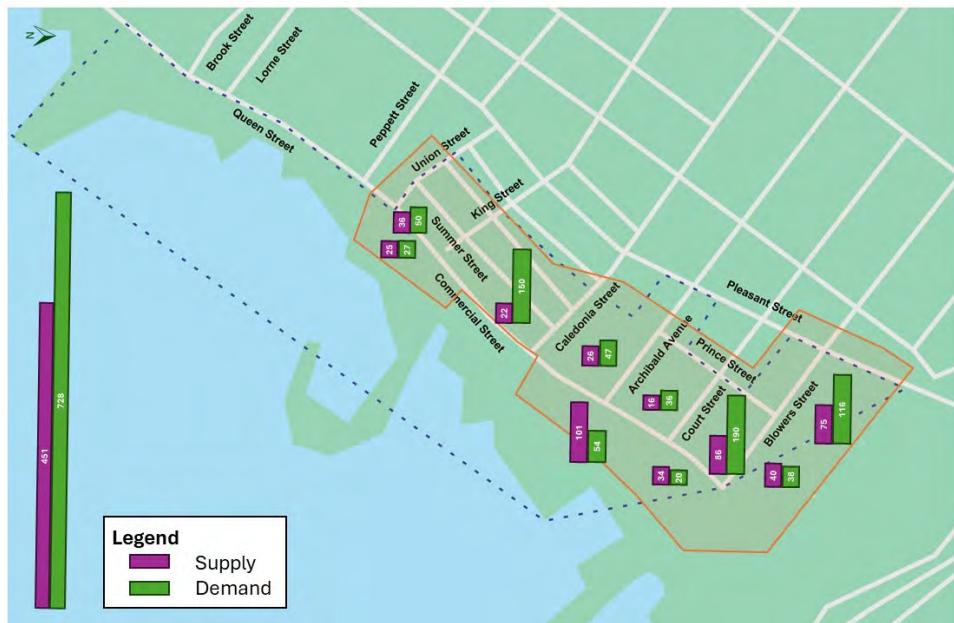


Figure 7: Parking Supply and Demand in Downtown North Sydney

In downtown Sydney, there appears to be an overall deficiency in parking supply, with the greatest deficiency centered around the Charlotte / Prince intersection. Some excess supply in parking is evident in the areas east of George Street.

In Glace Bay, the overall supply of parking closely matches demand, although the primary source of supply is a large privately owned parking lot off of Union Street. This location is somewhat separated from the areas of highest demand and its future as a supply of parking is not assured.

In North Sydney, an undersupply of parking is evident throughout the downtown area.

Opportunities to address areas of supply shortage are discussed later in this document.

3.2 PAYING FOR PARKING

Currently, all on-street parking in CBRM is free with the exception of most of downtown Sydney. In downtown Sydney, it is free to park in accessible spaces even when there are meters in the spaces adjacent.

Paying for parking is often cited as a deterrent to shopping in downtowns. In practice, payment for a municipal service in an area of high demand is justified and can be an effective tool in managing parking and ensuring that spaces in downtown areas get good turnover and are targeted towards short-term and not all-day parking.

As new parking payment and enforcement technologies begin to be put in place, consideration will be given to expanding the geographic coverage of pay parking into areas where higher turnover parking is warranted.



It's unfair to have cities where parking is free for cars and housing expensive for people.

Donald Shoup

3.3 NOVA SCOTIA COMMUNITY COLLEGE – SYDNEY WATERFRONT CAMPUS

Subsequent to our supply and demand calculation, the Sydney Waterfront Campus of the Nova Scotia Community College will open. With a school population of 1200 (1000 students and 200 faculty) the facility can be expected to create a demand in the range of 290 to 540 parking spaces (33rd and 85th percentiles). This projection is based on typical parking generation rates for urban college campuses as documented in the Parking Generation Manual (Institute of Transportation Engineers; 6th Edition). With the facility providing 200 parking spaces on-site and an agreement in place with CBRM to lease an additional 250 municipally-owned spaces adjacent to Centre 200, parking demand should be accommodated. Nevertheless, students and faculty seeking free parking may look to residential streets, currently without parking controls, for parking. The streets between Townsend Street and Byng Avenue may see additional demand from NSCC parking.

4 PARKING LOT CONSOLIDATION AND STREET MODIFICATION OPPORTUNITIES

4.1 IDENTIFICATION OF PARKING SUPPLY INCREASE OPPORTUNITIES

There are four general strategies that can be adopted to create additional parking supply in a downtown area:

- Build structured parking on an existing surface parking lot;
- Acquire land (and demolish buildings if necessary) to create a new surface parking lot or structured parking;
- Consolidate existing abutting, but separated, parking areas; and
- Modify the designation of traffic lanes and space on streets.

The clearest solution to maintaining parking stock while reducing its footprint is to use structured parking. Parking structures, however, can be very expensive to construct and maintain. The transition to parking structures in smaller urban areas is challenging as residents see them as more complex, less functional, and less safe than surface parking. This appears to be affirmed in our engagement. Furthermore, it is generally acknowledged that parking structures will become obsolete once the vehicle fleet becomes automated. Although full automation may be 20-40 years off, this is still well within the life expectancy of a parking structure. There are currently no public multi-level parking structures within CBRM. Although Municipal investment in construction of a parking structure may make sense in partnership with a major development, it is likely not a viable option as a stand-alone public investment.

Acquiring land to create new surface parking can also be cost-prohibitive and destructive to the existing “fabric” of the downtown.

We have channelled our investigation on the remaining two strategies: lot consolidation and street modification. In the following sections, we identify opportunities where existing municipal parking lots abut other privately-owned lots and where streets exhibit more traffic capacity than is required to meet demand. Once identified, these opportunities will be explored in more detail in the context of the supply-demand analysis described in Section 3.1 and general feasibility of implementation.

4.2 RATIONALE FOR LOT CONSOLIDATION

Parking lots can benefit greatly from economies of scale. Maximizing parking efficiency is gained through the minimization of aisles and driveways and the maximization of parking spaces. A series of small contiguous parking lots is nearly always far less efficient than merging them together to optimize the layout of aisles, driveways and spaces.

Larger consolidated parking lots may also create opportunities for shared use and optimized management of spaces. While smaller lots typically have spaces dedicated for specific vehicles or uses, a larger lot may be managed more flexibly and shared between land uses that generate their peak parking demand at different times than other land uses that share the parking with them.

Ideally, in downtown areas, parking lots are located in the middle of a block so that they are fronted, or even surrounded, by commercial buildings. The more valuable street frontage is not well used when it is occupied by surface parking and interferes with the connectivity and continuity of the downtown. One example of a consolidated municipally-assembled downtown parking lot is in Kentville, NS (see Figure 8). Two other well-designed examples of this approach exist already in Glace Bay and North Sydney where large public parking areas are located behind businesses fronting a downtown street with good pedestrian connectivity between the parking area and the street.

Three opportunities for creating additional parking space through consolidation of municipally-owned property with property owned by others is discussed in the following sections. These sections describe the opportunities presented. The implications of developing these plans are further discussed in Section 8.2. Two opportunities for creating additional parking spaces through street redesign are also presented.



Figure 8: Centre Square Parking Lot in Kentville, NS

4.3 DOWNTOWN SYDNEY – NORTH END

Municipal property off Charlotte Street (see Figure 9) is currently used for parking and is adjacent to several smaller privately owned lots. This creates an opportunity for maximizing parking through consolidation with vehicle access to Charlotte, Pitt and George Streets and additional pedestrian access corridors. The resulting lot would be large and surrounded by active street fronts. Additional parking space created by this plan could warrant the conversion of some existing street frontage used for surface parking to commercial street frontage. The size of this space is also sufficient to support a multi-level parking structure, should that need be identified in the future. It is also important to note that this location is in an area identified as having a parking deficiency in our supply-demand analysis. We expect that this consolidation will create 250 parking spaces in an area which currently contains 130 spaces.

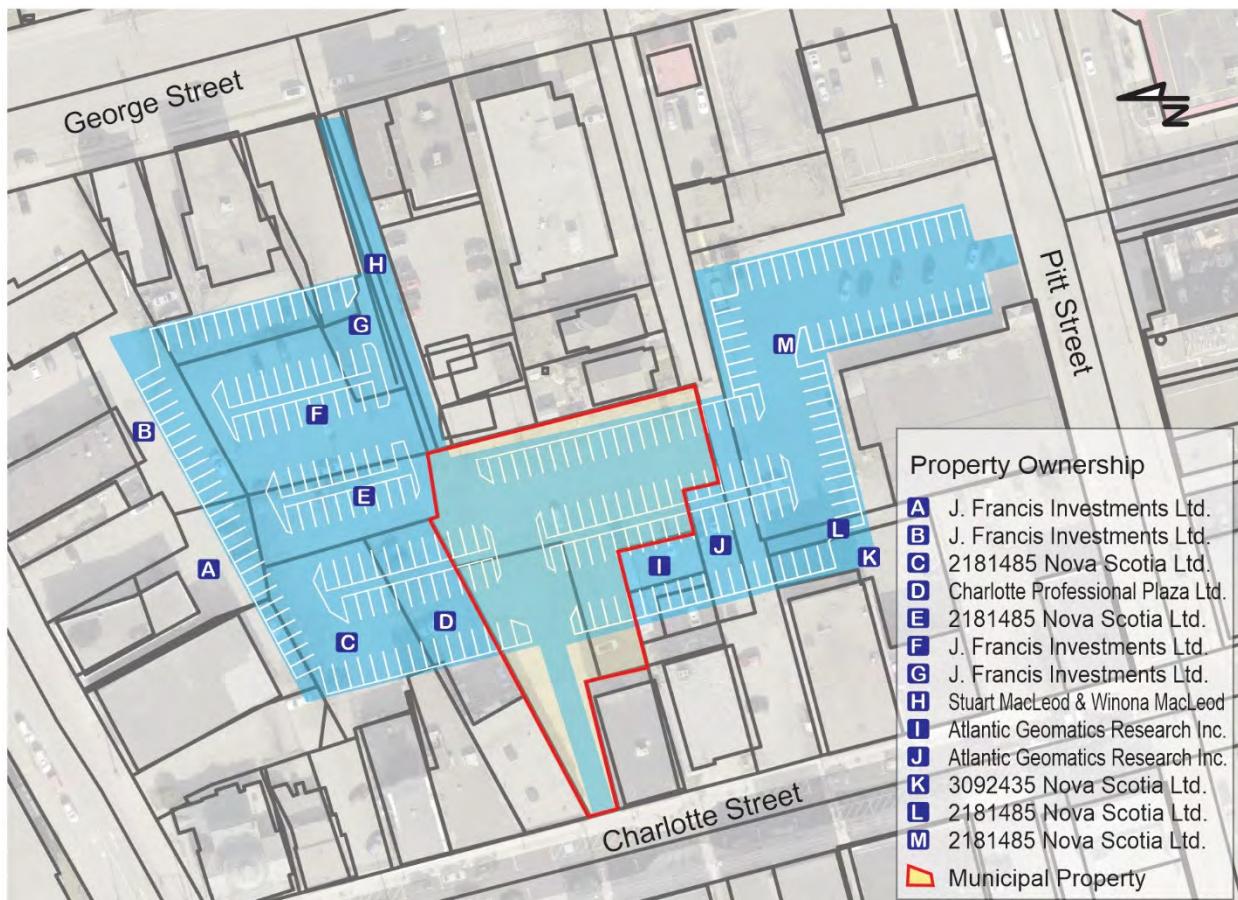


Figure 9: Consolidated Parking Opportunity – Downtown North Sydney

4.4 CASINO PARKING – GEORGE STREET

A large parking lot, owned by and used periodically by the Casino is adjacent to an unused municipal property off George Street north of Centre 200. This space could be used far more effectively as a consolidated parking lot. The layout shown also uses land currently occupied by a commercial building, but this area could be removed from the plan if acquisition and removal of this building can not be accomplished easily. The plan also suggests using a portion of the consolidated property for commercial street frontage. This helps to conceal the parking area and makes better use of valuable street frontage. The sale of the land may also help to offset a portion of the cost to construct the consolidated parking. We anticipate that this plan will result in a doubling of the 70 spaces currently provided.

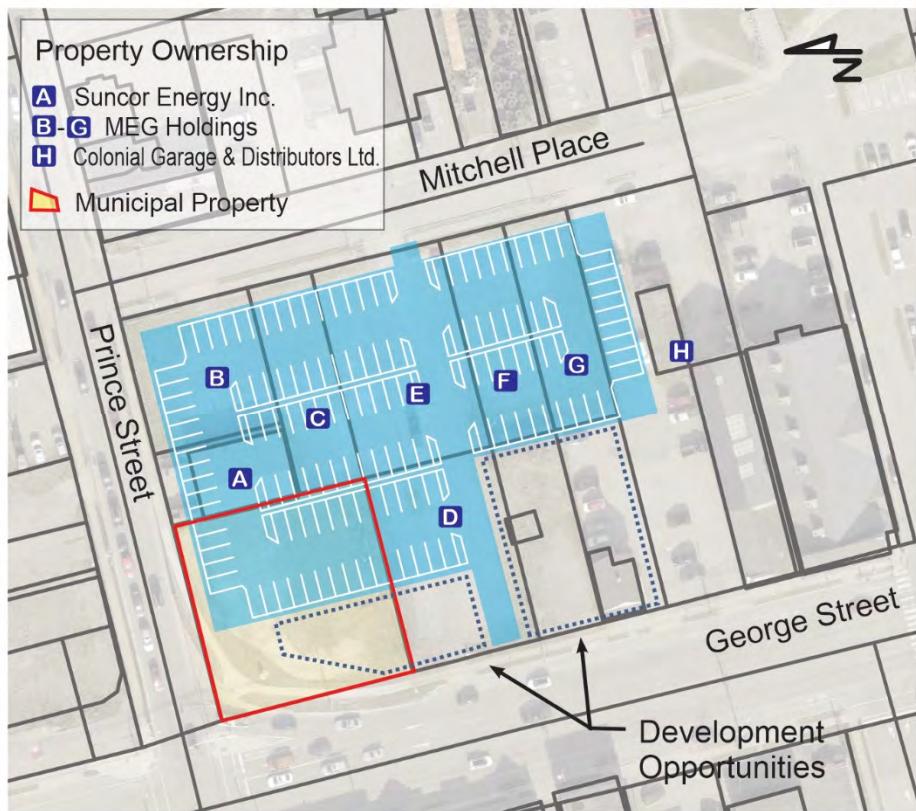


Figure 10: Parking Consolidation Opportunity - Casino Parking

4.5 GLACE BAY – MARCONI STREET

A small municipal parking lot off Marconi Street in Glace Bay is currently uncontrolled and, as reported to us by participants in our engagement session, often used for inappropriate long-term parking. This consolidation project would require cooperation with two existing institutional uses. The sharing of this parking space may be particularly effective since the parking peak experienced by the two abutting properties (a church and a community services centre) and the commercial demand do not typically coincide with each other. We project that 40 spaces can be created with this plan, compared to the 20 spaces currently there.

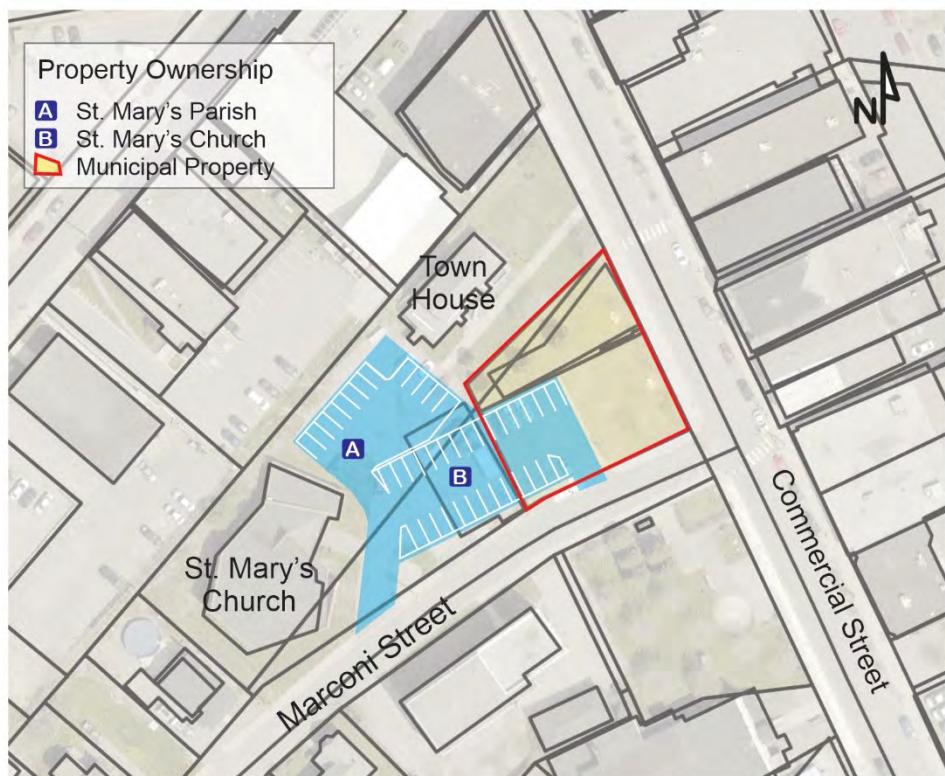


Figure 11: Parking Consolidation Opportunity - Glace Bay

4.6 COMMERCIAL STREET LANE DROP, GLACE BAY

Commercial Street in downtown Glace Bay has one-way traffic flow with two traffic lanes and a parking lane on the left. For the traffic volumes observed on the street, and the value of slowing traffic through heavily walked commercial areas, two lanes of traffic appears excessive. Traffic being fed into Commercial Street is single-lane entry from all directions, so reducing street capacity is not an issue. Two lanes of traffic tends to result in higher traffic speeds and the potential for sight distance at a crosswalk to be blocked by a stopped vehicle. A single lane of traffic seems well-suited to the nature of the street and the traffic volumes expected, so provides the opportunity to use the second traffic lane for parking. The conversion could either be done as angle parking on one side of the street or parallel parking on both sides of the street (Figure 12). The 11 metre curb-to-curb width of the street is more than sufficient to support either layout¹. An increase of eight to ten parking spaces can be expected.



Figure 12: Revised Parking Layout Options - Commercial Street, Glace Bay

Although public engagement indicated a desire to see Commercial Street returned to two-way flow, we believe a one-way street remains a more functional option with a reduction to a single traffic lane creating needed parking and traffic calming benefits.

Angle parking has been used on streets not unlike Commercial Street. A conversion of a portion of Kaye Street in Halifax (see Figure 13) has reportedly been well-received. Charlottetown uses angle parking on many of its downtown streets.

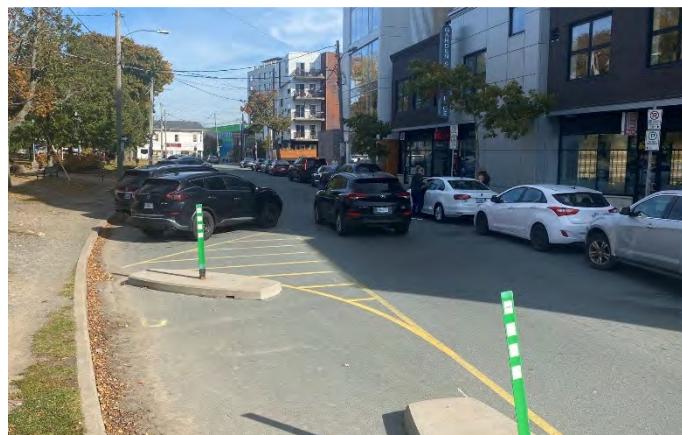


Figure 13: Angle Parking on a Street in Halifax

¹ The Dimensions of Parking; 4th Edition; Urban Land Institute

4.7 EXTENSION OF CENTRE 200 PARKING ALONG DODD STREET

This opportunity (see Figure 14) is less a consolidation of parking than it is a conversion of a street right of way into a parking mall. The section of Dodd Street between Pitt and Prince currently acts as a street and although it appears to be converted to a parking lot in this plan, it can still continue to act as a public street.

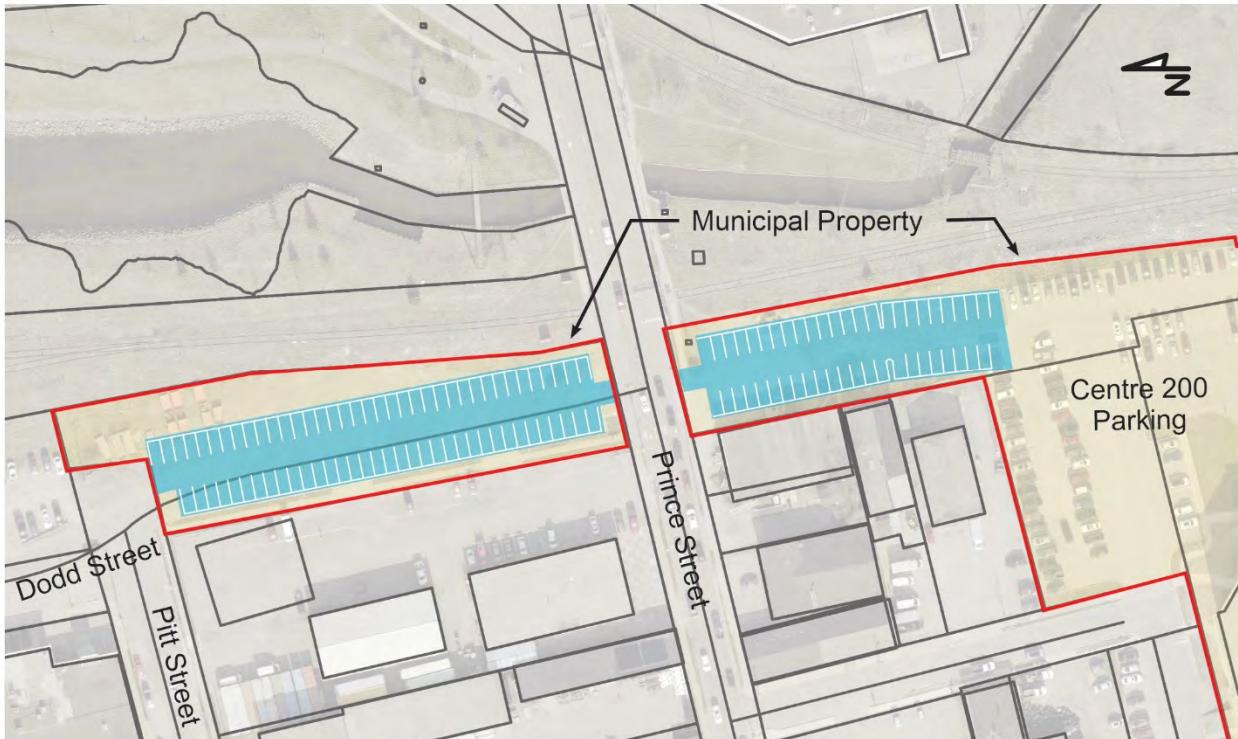


Figure 14: Parking Consolidation Opportunity - Dodd Street

5 PARKING CONTROL OBSERVATIONS

5.1 SPECIAL DESIGNATION OF ON-STREET SPACES

On-street parking spaces should be available for the use of the public. The only exception to this should be where space is dedicated for accessible parking or commercial loading. Tailoring specific parking spaces for individual businesses, or even the Municipality itself, is nearly impossible to enforce and a concerning precedent to set. In our parking inventory, we found two locations with specially designated parking spaces (see Figure 15).



Figure 15: Examples of Specially Designated Parking in Downtown Sydney

5.2 30-MINUTE PARKING

Thirty-minute parking can be an effective parking control measure that encourages high turnover in areas where adjacent land uses generate that type of parking need. Using a thirty-minute parking control in areas where this need is not present has the optics of being a measure to deter all parking. If there is a justification for limiting parking in an area, that control should be done explicitly. One such example was identified in our parking inventory on Johnston Street where a 30-minute parking limit seemed unwarranted and out-of-place.



Figure 16: 30-minute Parking Control on Johnston Street

5.3 ACCESS TO PUBLIC PARKING LOT IN NORTH SYDNEY

The northmost of the two municipally-owned public parking lots in North Sydney has an access driveway opposite Archibald Street, an access driveway nearly opposite Court Street, and a third driveway midway between the two (see Figure 17). Two access driveways for a parking lot this size are more than adequate and the middle driveway should be closed to vehicular traffic. It could be converted to a pedestrian-only access and the existing sidewalk along Commercial Street should be extended across the current driveway entry. The extra space within this corridor beyond what's needed for the pedestrian walkway could provide an opportunity for benches, other pedestrian amenities, or public art.



Figure 17: Middle Driveway to North Sydney Public Parking Lot

5.4 METERED SPACES TOO CLOSE TO INTERSECTIONS

Section 143(1) of the *Nova Scotia Motor Vehicle Act* stipulates that a vehicle can not be parked within 5 metres of a crosswalk. The Act specifies that a crosswalk is any extension of a sidewalk across a street and need not be marked with white lines.

It is evident that there are several locations in downtown Sydney where parking meter placement indicates that parking is available in a location that would be in contravention of the Motor Vehicle Act. Vehicles parked too close to an intersection create issues with visibility of pedestrians crossing the street and turning of larger vehicles. Figure 18 shows various configurations of vehicles parked too close to intersections and the suggested priority in dealing with them.

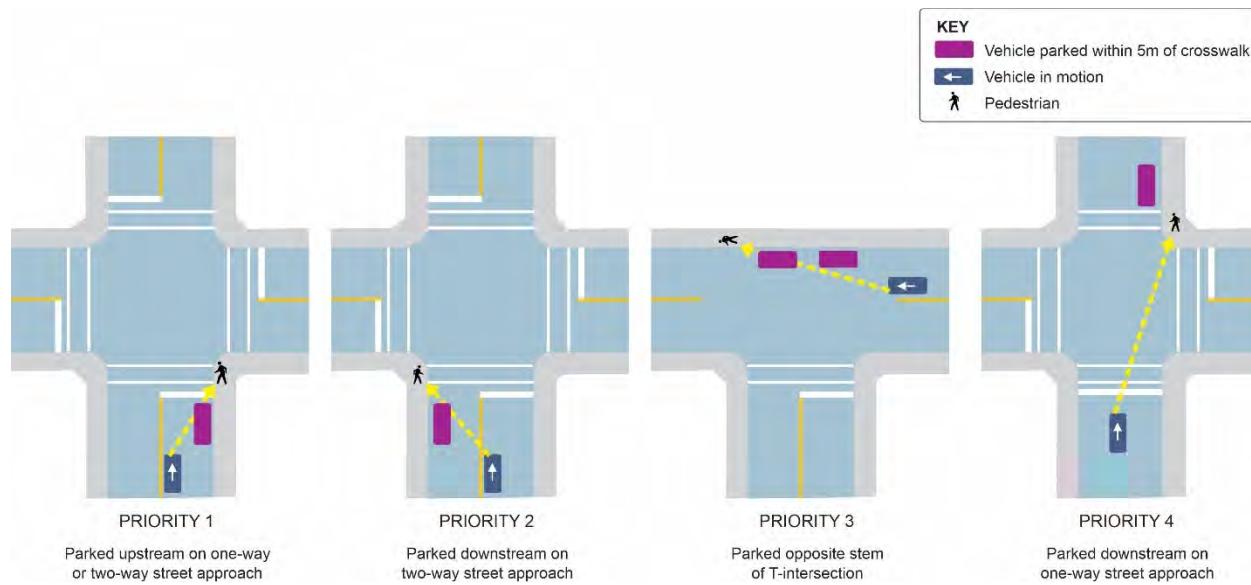


Figure 18: Issues Created with Parking Close to Crosswalks

Whether the intersection is signalized or not, there should always be clear sight distance between vehicles approaching the intersection and pedestrians in position to begin, or in the process of, crossing at a crosswalk. As vehicles approach the intersection, parked vehicles to the right or to the left can significantly block sight lines to pedestrians. Many jurisdictions will mark parking as being available at T-intersections along the curb opposite to the intersection "stem". Although crosswalks are often not marked at these intersections, they nonetheless exist, making parking within the intersection illegal. On one-way streets, vehicles parked too close to the intersection on the downstream side do not negatively impact the sight distance from vehicles to pedestrians. They may, however, impact turning of larger vehicles.

A single head meter placed within 5 meters of a crosswalk or a double-head meter placed within 12 meters of a crosswalk implies the presence of a parking space that is in contravention of the Motor Vehicle Act. An inventory was conducted of such parking meters in downtown Sydney and is shown in Figure 20. It is evident that this issue has been identified already, as some of the offending meters have already been bagged or removed (see Figure 19).



Figure 20: Illegal Parking Spaces Indicated by Poor Meter Placement



Figure 19: Bagged Parking Meter Near Crosswalk

6 PARKING MANAGEMENT

6.1 GOVERNANCE APPROACHES

In broad terms, a municipal government can take one of three positions in its approach to dealing with downtown parking:

Hands-off – The philosophy here is that market forces within the business community will determine the need for parking supply and its pricing, and that the Municipality need not play any role in that process (other than providing on-street spaces). Although many cities take this approach, it is risky, in that the onus is put on the private sector to the degree that new business development can be stifled. Also, the self-interest of individual businesses may hamper the ability to optimize the supply of parking for all. This model can work very well in cities where the market value of parking is sufficient to make the creation and operation of parking spaces profitable. That environment, however, is typically found only in larger cities.

Municipality-influenced – In this approach, the Municipality is not a major owner of parking supply in the downtown, but plays an active role in ensuring parking supply meets demand. This can be achieved through such measures as tax incentives for parking spaces and establishment of parking minimums through by-law.

Municipality-led – Here, the Municipality plays an active role in ensuring that parking demands of the downtowns are met including the ownership and operation of most, or all, of the off-street parking in the downtown. Within this approach, there are several delivery models that are described in the following section.

Municipality-led models are most common in Atlantic Canada, although our observation is that CBRM has less current ownership of off-street downtown parking than most municipalities.

MUNICIPALITY-LED MODELS

The notion that the City will continue to play an active role in ensuring parking needs are met can take the form of several models with varying degrees of separation from the organizational structure itself and the decision-making powers of City Council.

INTERNAL MUNICIPAL FUNCTION

With this model, the Municipality creates a Parking Department or, more likely given the size of the organization, adds the task of parking to an existing department. Additional staffing would be required, although some structural reorganization could improve efficiency by having some positions share both parking-related duties and existing (or future desired) duties. As an internal city function, the operation and management of parking would be fully accountable to Regional Council.

PARKING COMMISSION

The benefit of managing parking through a Commission is that all or some of the planning, management, maintenance and enforcement functions could be administered at “arms-length” from other municipal functions. A Commission would still allow for some level of accountability to Council. From the CBRM website it appears that policing is currently provided by a commission.

Although the three downtown Business Districts are not, strictly speaking, Commissions, they could also be considered for taking on the service of parking. We have some initial concerns, however, regarding the assignment of parking management to the Business Districts, as strategic planning decisions may favour certain geographic areas within each District and individual members may have conflicting interests.

PARKING AGENCY

A Parking Agency differs from a Parking Commission in that it would have more autonomy and would view parking more as a business than a public service. This does not mean to imply that the treatment of parking as a business would not provide good public service. A Parking Agency could be created specifically for the Municipality, but a more likely scenario would be to receive expressions of interest from agencies that already provide such a service. Impark and Indigo are two of the better-known agencies. Although general operating

parameters could be established under which these agencies operate, it must be accepted that Regional Council will cede many of the decision-making powers that they would otherwise have with a Municipal Department or a Commission. An agency agreement may result in surplus profits from parking being delivered to the Municipality or, conversely, an operating subsidy being provided by the Municipality. This depends on the market for parking and the extent of management tasks being assigned to the agency. Normal practice is for the Municipality to continue owning the land occupied by the public parking lots.

6.2 JURISDICTIONAL SCAN

WSP undertook a scan of jurisdictions in Atlantic Canada similar in size to CBRM to gain a sense of what approaches and practices are in place. This scan (see Table 4) will provide a sense of how other jurisdictions manage issues similar to those faced by CBRM.

Table 4: Jurisdictional Parking Scan

	CBRM	Miramichi	Fredericton	Moncton	Amherst	Corner Brook	St. John's
Urban Population in 2021 (in thousands)	94	18	63	79	10	20	111
Downtown parking spaces	3139	2539	5841	8321	1860	500	2400
Off-Street	623	264	1098	401	180	110	800
On-Street							
Private tenant/employee	60%		46%	40%	30%	10%	50%
Private hourly/monthly paid	25%		20%	50%	0%	0%	16%
Municipal hourly/monthly paid	15%		22%	10%	0%	0%	34%
Municipal free	0%		0%	0%	70%	10%	0%
Other	0%		12%	0%	0%	80%	0%
Percentage of downtown parking in structures	0%	0%	32%	3%	0%	10%	37%
Free uncontrolled	18%		0%	0%	30%	10%	0%
Free time-limited (i.e. one hour)	4%		45%	0%	70%	0%	0%
Pay with single space meters	65%		50%	97%	0%	90%	0%
Pay with multi-space meters	9%		1%	0%	0%	0%	25%
Misc. (accessible, loading, etc)	3%		4%	3%	0%	10%	0%
Other	1%		0%	0%	0%	0%	0%
What is the cost (if any) of downtown parking							
Off-Street per hour	\$0.00		\$1.75	\$4.00	\$0.00	\$0.00	\$2.00
Off-Street per month	\$65		\$130	\$165	\$0	\$0	\$175
On-Street per hour	\$1.00		\$2.00	\$2.50	\$0.00	\$1.00	\$1.75
Percentage breakdown for off-street downtown parking							
Percentage breakdown for on-Street downtown parking							
Municipal governments role in parking							
Ownership of downtown lots	Moderate	Little/None	Moderate	Moderate	Significant	Moderate	Moderate
Operation of downtown lots	Moderate	Little/None	Moderate	Moderate	Significant	Little/None	Little/None
Planning/management of parking	Moderate	Little/None	Moderate	Moderate	Moderate	Significant	Significant
Municipal regulations							
Residential parking minimum downtown	No	Yes	No	Yes	Yes	Yes	Yes
Commercial parking minimum downtown	No	No	Yes	No	No	Yes	Yes
Cash-in lieu of parking	No	No	Yes	Yes	No	No	Yes
Do you have a problem with all-day parking in residential neighbourhoods? If so, what action is taken?	Yes	Yes	Yes	Yes	No	No	Yes
How do you manage overnight winter on-street parking?							
Time limits/restrictions with residents exempt	●	●	●	●	●	●	●
Time limits/restrictions with no exemption	●	●	●	●	●	●	●
Overnight ban through winter months	●	●	●	●	●	●	●
Other							
How often are downtown parking lots used for snow storage?	Never/rarely	Never	●	●	●	●	●
How often are downtown parking lots used for snow storage?	A portion of every winter						
Only during heavy snow years							
What percentage of spaces are lost?						20%	
Never/rarely	A portion of every winter						
How often is snow hauled away by truck from downtown	Only during heavy snow years						

7 OPERATIONAL ASPECTS OF PARKING

7.1 PARKING PAYMENT TECHNOLOGIES

At one time, virtually all on-street and some off-street parking payments were handled by coin-operated parking meters. Today, fewer and fewer people carry cash and there is demand for more flexibility in payment options. There are several devices available that provide more versatility in payment options for the customer and better functionality and security for the parking agency.

The single-space coin-operated parking meter has evolved into a meter that can collect payments from credit or debit card tap and is referred to as a “smart meter” (see Figure 22). On the negative side, card reading technology is expensive and providing it for every single parking space is much less cost effective than providing it for a “cluster” of parking spaces. On the plus side, however, smart meters provide the proximity convenience of a single-space meter with the benefit of multiple payment options. Also, cities like Moncton who have implemented this technology can provide real time information to consumers on parking availability geographically.

Multi-space pay-stations (see Figure 23) have been common in off-street parking lots and are now becoming more popular for on-street parking as well. A multi-space pay station is located in proximity to a cluster of parking spaces and signed to indicate to parking clients that they must pay to park and that pay-stations are available for that purpose. A smart phone app can also be provided as an option for payment.

There is a significant advantage to having one device cover multiple spaces compared to one device at every parking space. The reduction in devices overall means that more technology and greater security features can be built into each device. Street clutter is reduced. For servicing, cash collection, and telecommunication there are operating cost reductions. We have observed that tracking operability and providing maintenance for individual parking meters is problematic for CBRM (see Figure 24).

There are three approaches to managing parking with multi-space pay-stations. With a pay-by-plate approach, the customer enters the licence plate of their vehicle and the amount of time they wish to park. With a pay-by-space approach, the customer notes the number of the parking space that they are parked at and enters that along with the amount of time. With pay-and-display, the customer enters the amount of time they wish to pay for and the pay-station issues them a ticket that they then place on the dashboard of their vehicle. Table 5 provides a summary of what features and benefits are provided by each parking payment technique.

The trend in managing on-street parking through pay-stations is to use the pay-by-plate technique. A recently completed strategy for the City of Fredericton recommends a conversion to pay-by-plate:



Figure 22 Smart Parking Meter in Moncton



Figure 23 Multi-Space Pay Station in Halifax

Pay By Plate is becoming the standard application for parking management, is more user friendly given that customers typically remember their license plate more easily than their space number, and reduces the need for space numbering paint and/or signage that can add undesirable clutter in an urban setting.²



Figure 24: Broken and Vandalized Parking Meters in Sydney

Table 5 Features of Parking Payment Options

	Single Space Meters		Multi-Space Paystations		
	Coin only	Card-Accepting	Pay-by-Plate	Pay-by-Space	Pay-and-Display
Convenience – no need to find pay station	•	•			
Convenience – no need to return to vehicle following payment	•	•	•	•	
Multiple payment options		•	•	•	•
Payment by phone option	•	•	•	•	•
Usable by motorcycles	•	•	•	•	
Reduces street clutter			•		•
Not susceptible to “meter feeding”			•		

² City of Fredericton Parking Master Plan; Stantec Consulting Limited; 2019

Payment for parking has been greatly enhanced through the use of mobile phone apps. The most recognized such app in Atlantic Canada is HotSpot which has gained nearly exclusive usage throughout the region. The app allows the customer to park, then use the app to indicate the space or zone within which they are parked and how much time they wish to park for. There is no need to seek a pay-station. Another key benefit of these apps is that they allow the customer to add parking time remotely (provided they do not exceed the allotted maximum time limit) if they are delayed and find they need additional time. HotSpot provides its users the option of paying for an annual subscription or to pay a small surcharge per transaction. Some parking agencies will pay this transaction fee on behalf of the customer to encourage use of the app. Hot Spot is currently available for parking in CBRM.

With the redevelopment of Charlotte Street in downtown Sydney, CBRM has taken a step towards implementing pay station technology. Pay-by-plate is used and pay stations are located on both sides of the street on each block. The pay stations are located on mid-block curb extensions which give them high visibility and keep them out of the way of sidewalk pedestrian flow.

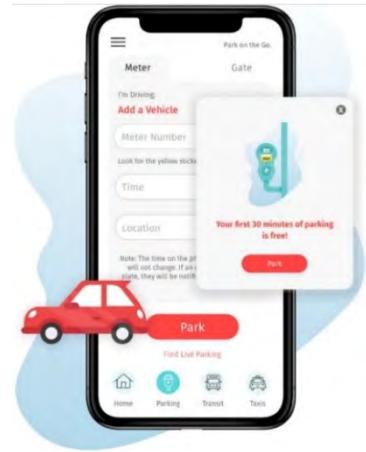


Figure 25: Image of HotSpot Parking Payment App

Source: HotSpot website (htsp.ca)

7.2 INCORPORATING PAY-STATION PARKING INTO THE PARKING METER BY-LAW

The CBRM Parking Meter By-law (By-law P-100) was written to provide guidance and enforceability on the use of single-space parking meters. It does not, however, cover the changes to the payment mechanism that results from the use of multi-space parking meters.

It is possible that CBRM will continue to use both single-space meters and multi-space pay stations for the foreseeable future. Rather than a full re-write of the by-law, or developing a separate by-law for multi-space pay stations, amendments may be made to incorporate multi-space pay stations under the definition of a “parking meter”. We have included suggested amendments to the by-law by way of a mark-up of the document included in Appendix A.

7.3 PARKING ENFORCEMENT

No parking management strategy can work without enforcement. A parking strategy is designed to ensure that available parking is used in the most efficient way. Whether limited-time parking or pay parking, a lack of enforcement will result in abuse of regulations and in inefficient use of parking supply. Equally important is ensuring that enforcement is performed with consistency and that the Municipality has the ability to collect payment of fines.

In most cities, writing paper parking tickets has been replaced by connected automated ticketing devices. These devices integrate well into the system of pay-stations discussed in this report. Another emerging technology is mobile license plate scanning which is paired with pay-station pay-by-plate implementation. With this technology, a



A real patriot is the person who gets a parking ticket and rejoices that the system works.

Bill Vaughn

car equipped with a license plate scanning camera can perform drive-by identification of parking time violations in pay-by-plate payment zones. Halifax Regional Municipality currently operates two such vehicles.

Enforcement of parking time limits is more easily done with parking meters and pay-stations than with time limit signs. Enforcement of a signed time limit requires one enforcement visit to “chalk” the tire and a second visit to confirm a time violation. This method is subject to abuse (removal of chalk mark) and challenge in court. Parking meters and pay stations give an instantaneous indication of a time violation and a ticket can be issued on a single check.

To gauge the requirement for enforcement personnel, we have measured the areas of pay parking and timed parking limits for both CBRM and HRM. The pay area for HRM is approximately 3-4 times that of CBRM and the timed area is approximately 4-5 times that of CBRM. HRM currently deploys 6-8 parking enforcement staff (not including their mobile license scanning vehicles). These ratios would suggest a need in CBRM for 2-3 dedicated parking enforcement staff.

It should be acknowledged that the goal of strong parking enforcement is to ensure that parkers are in compliance with parking controls and that the goals of a parking management strategy are being met. Many jurisdictions find that the cost of deploying a parking enforcement officer will often be more than offset by the revenue generated from parking tickets. This, however, should never appear as being the reason for increasing the presence of parking enforcement.

7.4 PARKING DESIGN, DRAINAGE, AND THE ENVIRONMENT

Parking infrastructure best practices emphasize the importance of sustainable design, with a focus on stormwater management and minimizing environmental impact. Residential roads and parking lots typically contribute increased storm flow volumes and pollutant loading to stormwater systems. Key strategies to achieving a more sustainable stormwater approach to road and parking lot designs include:

- Reducing parking footprints by designing for average demand rather than peak use, as parking ratios are often based on peak demand during high-traffic seasons. Consider using one-way aisles paired with angled parking layouts and reserving compact spaces for smaller vehicles. This can decrease the footprint needed and therefore lessen the amount of stormwater runoff. For more extensive solutions, parking structures or underground parking can be considered to significantly reduce surface parking areas.
- Shared parking arrangements, where businesses with differing peak hours (such as offices and theatres) share spaces, can optimize land use and reduce the number of parking spots needed.
- Implementation of infiltration-promoting bioretention and biofiltration areas, such as rain gardens, vegetative swales, and street runoff collection features (e.g., curb cuts to depressed traffic medians).
- Incorporating Low Impact Development (LID) design and/or systems, like permeable parking surface materials (porous asphalt, pavers, etc.) to further minimize impervious surfaces.

Effective stormwater management in parking lots is a key component for improved sustainability. Parking lots that drain directly to a concrete gutter and storm sewer system will have a much greater impact than parking lots graded to drain to vegetated pervious areas. Green infrastructure elements like bioretention areas, grassed swales, and landscaped areas integrated into parking lots can further help manage stormwater by promoting infiltration and filtration. The proper design and construction of curb cuts is essential, as common errors like elevated curb cuts or reverse slopes can lead to ineffective water diversion and increased runoff. Pretreatment strategies, such as vegetated strips and sediment-catching structures, help manage stormwater by slowing the flow, collecting sediment, and releasing water gradually. When these elements are properly integrated, stormwater control is more efficient, and the environmental impact of parking infrastructure can be reduced.

Permeable pavement systems, such as porous asphalt or permeable pavers, are a green infrastructure alternative to traditional impervious surfaces. They allow water to infiltrate, reducing runoff and preventing flooding. This reduces the peak flow and volume of runoff from a catchment area. These permeable systems are most appropriate in low to medium traffic areas where surface deterioration and reduced porosity are less likely. If the native soil has a very low permeability or the ground water table is considerably high, like it is in some areas of Nova Scotia, the water

that infiltrates through the pavement can be removed through a perforated pipe underdrain and flow restrictor assembly. The flow restrictor will aid in achieving sufficient drawdown between rainfall events.

Pervious pavement surfaces should ideally be designed with a slope of 1-5% to facilitate effective drainage. Underground stone reservoir and/or French drains used to collect drainage should be located at least 1 meter above the water table and bedrock, where possible. To maintain the permeability of the surface, nearby landscaped areas should be graded to slope away from the pavement, reducing the risk of sediment accumulation on the surface. Sand should be avoided for de-icing on these surfaces, as it can clog the pavement. In environments prone to clogging due to nearby sediment sources, regular maintenance, such as vacuuming to remove trapped sediment from the pavement voids, may be necessary to preserve the surface's functionality.

Regular maintenance is essential for the success of pervious pavement, especially in cold climates where low maintenance is a common challenge for these Low Impact Development (LID) practices. In colder regions, sediment buildup from snowpacks, damage from plows and snow removal, and contamination from de-icing chemicals often lead to clogging and reduced effectiveness. However, permeable pavers—interlocking blocks designed for infiltration—tend to perform better in these environments. Their inherent flexibility allows them to withstand the freeze-thaw cycle, adapting to slight heaving as water freezes within the structure before fully infiltrating.

Documents outlining specifics related to proper LID construction are available from the Credit Valley Conservation^{3,4} which include details on proper construction techniques, inspector tools, etc.

7.5 ACCESSIBLE PARKING

Of all active drivers in CBRM, 9.1% are in possession of either an accessible license plate or a hanging mirror accessible permit. With accessible spaces in public areas (both on-street and off-street) ranging between 4.4% in downtown Sydney to 1.4% in downtown Glace Bay, it is clear that designation of accessible spaces may not be meeting the demand of drivers with accessible permits. Spot measurement of utilization of accessible spaces (see Section 2.4) ranging from 40% occupancy in Sydney to 90% and 100% occupancy in Glace Bay and North Sydney respectively reinforces the premise that supply is insufficient in some locations.

Three municipal parking lots were reviewed with information discussed below.

The topography of the municipal parking lot in North Sydney is relatively flat with slight slopes towards the water. There are approximately 36 total parking spots at the location. There are three accessible parking locations included in this number located near the water furthest from Commercial Street. All parking spots are painted with lines, with blue paint used for the accessible spots. No signage is used to mark the accessible spaces.

The Centre 200 parking lots in downtown Sydney (there are two separate and distinct sites at the location) are located near Centre 200 which is the largest event centre in the area and adjacent to the Sydney Casino on George Street. One site is located on the front side of Centre 200 and the other site is located at the rear of Centre 200. The front site is accessed from George Street and the second site is accessed by way of Liberty Street from Prince Street perpendicular to George Street. The smaller of the sites (front of Centre 200) has parking for approximately 40 vehicles. Included with this number is four accessible parking spots. The rear site is much larger with parking for approximately 200 vehicles. Included in this number are three accessible parking locations close to Centre 200 itself. The topography of both sites is relatively flat with little grade. All parking spots are painted with lines, with blue paint used for the accessible spots with vertical signage designating the accessible parking stalls. The main business district in Sydney is Charlotte Street which has been the focus of revitalization attempts in recent years. The front parking site is approximately 600 to 700 meters from this business district with no direct path of travel. The path of travel would be indirect by way of streets located close by.

The municipal parking lot in Glace Bay is located at the rear of commercial businesses on Commercial Street behind those business with the odd numbers as street numbers. The site has approximately 60 parking spots. All parking

³ CVC (Credit Valley Conservation), 2014. Contractor's & Inspector's Guide for Low Impact Development – Draft June 2014.

⁴ CVC (Credit Valley Conservation), 2012. Low Impact Development Construction Guide.

spots are designated by painted lines. There are 3 accessible parking spaces in the lot plus an additional 3 spaces in the adjacent pharmacy parking lot, all marked with blue paint and appropriate signs. Three additional spots appear to have been designated as accessible space in the past, but the blue paint has faded and no signs are present. There has been a reduction of on street parking on Commercial Street in recent years and this has included the accessible parking spots located on the street in the past. The topography of the parking lot is relatively flat and slopes away from the commercial district. The commercial district is accessed by pedestrians from the parking lot by way of alley ways between a number of the businesses near the street numbers 119, 151, 175 and 219 located on Commercial Street. Parking lot access is achieved by way of Brodie Avenue from the lower end of Commercial Street or Main Street.

All three locations cannot be accessed directly from the main street in the area and require use of site streets that would only be known by certain local residents or past users of the locations. There was no signage on the main streets in question to indicate the existence or public parking in the area or directions on how to access the public parking. The CBRM web site did not indicate the existence of municipal parking spots or their locations.

Public transit in the municipality (including the parallel accessible transit system called Handi Trans) operates during the hours of 7.00 am until 10.00pm. This has an informal impact on the parking lots. It puts more reliance on the parking lots in cases where businesses are open beyond this window of time. This is more critical in the case of Centre 200 when events are scheduled to go beyond 10.00pm. (Example Centre 200 is the home of a Quebec Major Junior Hockey Team and games often go beyond 10.00pm).

It was noted that several of the parking spaces (both on-street and off-street) meant to be designated as accessible have only blue paint as an indicator with no sign. A regulatory sign (RB-51)⁵ is required for the designation to be enforceable.



Figure 26: Accessible Parking Space Without Necessary Signage (North Sydney)

⁵ Signs are specified in Uniform Traffic Control Devices Manual; Transportation Association of Canada; Sixth Edition

7.6 MARKING OF PARKING SPACES

CBRM routinely paints an outline of all on-street parking spaces in the downtowns. This has the benefit of clearly distinguishing where parking is allowed and, by default, where it is prohibited. It also has the effect of preventing vehicles from crowding together too tightly. There is, of course, a cost to repainting these lines every year. Since marked spaces need to be sized for the largest end of the vehicle length spectrum, it creates space inefficiencies when considering all lengths of vehicles. One of the reported benefits of replacing parking meters and fixed-length spaces with multi-space pay stations and no markings is that different sized vehicles can make more efficient use of the curb space available. The City of Ottawa reported a 15% increase in parking utilization when they switched from individually marked spaces and parking meters to unmarked spaces and multi-space pay stations.

7.7 ELECTRIC VEHICLE CHARGING

The percentage of electric vehicles (EVs) within the general public fleet is increasing every year and the demand for public EV charging stations increases with it. The role that a Municipality plays in providing this infrastructure, however, varies. In Toronto, Toronto Hydro, the City of Toronto and the Toronto Parking Commission have partnered to install EV charging stations in both off-street and on-street locations. The City of Ottawa has also installed on-street EV chargers as well as chargers in parking lots of several civic buildings. Halifax Regional Municipality is in the process of implementing a phase one plan to install 352 EV charging stations throughout the Municipality in on-street locations and in parking lots of public facilities. In every case, the Municipality requires payment for EV charging competitive with local private sector vehicle charging rates.

Some, however, argue that providing this infrastructure is not the role of government. Josipa Petrunic, president and CEO of the non-profit Canadian Urban Transit Research & Innovation Consortium has stated:

*Truthfully the taxpayer has built enough. This is 100 per cent an industry thing, and I really don't have a lot of patience for the argument — in particular from the auto sector these days — in the past couple of years about the government should do it. The auto sector should be leading the charge because it has all of the data on where charging ports are needed — and where they will be needed in the future. They're the ones that need to start innovating to basically sell a car with the service of charging, just like Tesla has done.*⁶

7.8 CONTROLS TO PREVENT ALL-DAY PARKING ON RESIDENTIAL STREETS

Situations may arise where the parking demands of a large business or institution are not met by the parking they provide on-site. The result is that on-street parking space becomes saturated and traffic flow and the parking needs of residents on the streets can be negatively impacted. Weekday impacts of this nature are typically caused by buildings with high employee and visitor counts like educational institutions and hospitals (the NSCC Sydney Waterfront Campus, for example) and by facilities that host periodic events with large attendance (Centre 200, for example).

Some Municipalities deal with situations like this by posting parking controls that prohibit on-street parking in the high demand area for all but residents who possess a permit to park. Although residents see this as an ideal situation, it results in potential valuable parking space being vastly underutilized. It also pushes the “problem” to adjacent streets where extending prohibitions may be necessary.

Some Municipalities will place parking time limits (30 minute or one hour maximum parking, for example) or partial day restrictions (No parking from 10 am to 11 am, for example) to deter all-day parking, while retaining some availability for short term parking. Once again, residents of the street may purchase a permit to exempt them

⁶ <https://www.cbc.ca/news/canada/canada-electric-vehicles-charging-ports-1.7058158>

from the parking controls. If there is no real demand for short duration parking, however, the same issue of poor utilization of valuable space results. CBRM has implemented timed parking measures on some residential streets to deal with employee parking largely generated by a federal government building in the north end of the Sydney downtown.

Halifax Regional Municipality has developed a program whereby both residential parking and non-resident parking are retained while still controlling demand. The street is posted for Parking by Permit Only. A limited number of permits are sold at a market rate and made available to anyone. Residents of the street may purchase an exemption that allows them to park without a permit.

Municipalities will typically charge a small annual fee for residential parking permits to aid in the cost of administering the program and to ensure that permits aren't needlessly acquired.

7.9 LOADING ZONES AND PASSENGER DROP-OFFS

Many businesses in downtown areas require access for trucks to supply goods and services. It can be difficult to provide these services if parking near to the delivery site is not available.

Commercial loading is best done through the rear of businesses (in alleyways or rear parking lots) and away from storefronts but this is not always possible. CBRM permits commercial vehicles to park at metered spaces for a maximum of thirty minutes without payment. The Nova Scotia Motor Vehicle Act (Section 144) allows for vehicles to be parked in a loading zone if loading or unloading of materials or passengers is actively being done, but in no case for longer than thirty minutes. No distinction is made in the Act between commercial loading and non-commercial passenger drop-offs.

With the redesign of Charlotte Street, loading zones have been introduced to downtown Sydney (see Figure 27). Currently, loading zones are in force for four hours during weekday mornings, returning to general parking outside of those hours. The idea of using curb space for loading during the morning can be effective, as it provides incentive to schedule loading for lower-demand morning hours while maintaining general parking supply during higher-demand afternoon hours. The down side of this approach is that it adds complexity to the information being provided through signage.



Figure 27: Loading Zone in Downtown Sydney

A loading zone can double as a passenger drop-off zone in locations where that is required. Facilities like libraries, schools, daycares, and YMCA's are establishments that typically generate a need for short-duration stopping to facilitate passenger pick-up and drop-off. Although, in theory, the Nova Scotia Motor Vehicle Act permits up to thirty minutes for passenger loading, a sign to encourage shorter duration stopping can be effective in creating higher turnover of space.

In Figure 28, we have shown a sign cluster that can convey the message of a shared space for loading and pay parking, with a prompt to limit the duration of passenger drop-offs. The sign that is currently used to indicate parking is permitted outside of the hours of parking controls, (i.e. Saturdays, Sundays, and weekday evening hours) is unnecessary. This sign configuration would exempt vehicles stopped for passenger loading from payment for parking, but would require the operator of the vehicle to be present (to meet the active loading requirement of the Motor Vehicle Act).

The Passenger Loading sign could also be used without establishing a loading zone. There may be locations where there is demand for passenger loading, but no expectation of commercial loading.



Figure 28: Sign Cluster Example

7.10 BUS STOPS AND MOVEMENT OF TRANSIT BUSES

Bus stops can occupy valuable parking space in downtown, but are, nonetheless, essential for the operation of public transit. Parking or stopping is not allowed in bus stops and violations can have a significant negative impact on traffic flow and the safety of transit users. Bus stops in CBRM are well-marked but some illegal parking is reported by transit staff. The stopping prohibition at some stops is re-enforced with painted cross-hatch markings to indicate the area of the bus stop (see Figure 29).

Illegal on-street parking too close to particular downtown intersections can have an impact on bus turning (see Section 5.4). The Nova Scotia Motor Vehicle Act prohibits parking within five metres of a crosswalk, but even with paint markings and signs to supplement this regulation, the temptation is high to park in this otherwise vacant curb space. As

shown in Figure 30, parking too close to the intersection makes it difficult or impossible for transit buses (and other large vehicles) to make a turn. A partial curb extension (extended only partially into the parking lane) can be constructed without inhibiting the turning movement while delivering a strong and visible indication that parking is prohibited. Transit staff report that some legal parking (indicated with parking meters) also interferes with bus turning at some intersections.



Figure 29: Bus Stop in New Waterford with Cross-Hatching

It should be noted that curb extensions add to the difficulty of snow clearing and other street maintenance activities. Installation of these devices should be done sparingly, and only when there is a sense that the safety and operational benefit will outweigh the added burden for street maintenance.

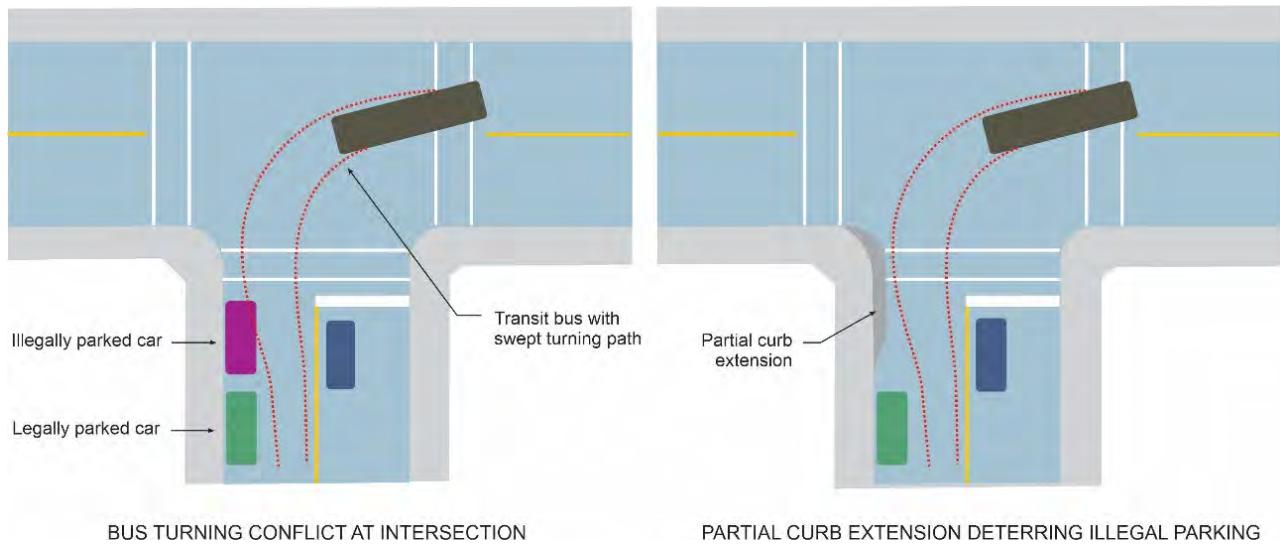


Figure 30: Partial Curb Extension to Prevent Bus Turning Conflicts at Intersections

7.11 PARKING ACROSS DRIVEWAYS

It was reported that vehicles illegally parked across driveways is problematic in CBRM. Most cities do nothing to solve this issue outside of vigilant enforcement. It is difficult to implement physical measures consistently to address the problem as there are so many locations where this could occur. In areas where parking spaces are delineated by painted markings, discontinuation of those markings can be a useful signal. Some cities will supplement this with a painted "X" or words to indicate no parking. As discussed in the previous section, curb extensions are a much more positive indication of a parking prohibition, but are expensive and should be used only in particularly problematic locations. Examples of each are shown in Figure 31.



Figure 31: Driveway Cut Painted with No Parking (Left) and Curb Extension (Right) on two Charlottetown Streets

7.12 CARPOOL AND TRANSIT PARK-AND-RIDE PARKING

Carpool and transit park-and-ride parking lots can be effective in shifting parking demand away from crowded downtown areas to more remote locations where there is often ample space for parking. There is some indication in CBRM of informal remote parking lots (see Figure 32), but more formal layout and identification of these lots, with possible service by public transit, may be an effective parking management strategy.



Figure 32: Informal Carpool Parking at Hwy. 125 Exit 3 Interchange

7.13 WINTER PARKING CONTROLS

Cities in Atlantic Canada face the somewhat unique challenge of maintaining streets through winters that feature cycles that include combinations of rain, snow, freezing and melting. Accordingly, it is essential to clear the streets to the gutter line to allow for drainage of rain or melting snow before freezing conditions occur. Traditionally, Atlantic Canadian cities have imposed a blanket overnight on-street parking ban over the winter months to allow for streets to be cleared when necessary. More recently, attempts have been made at lifting the blanket bans in favour of parking prohibitions that are more sensitive to impending weather conditions (Halifax) or involve alternate side of the street parking (Saint John).

7.14 DIRECTIONAL SIGNS FOR PUBLIC PARKING LOTS

Public parking lots can provide needed service only when they can be easily located, particularly for visitors to the area. We observed very few parking directional signs in CBRM and no mapping of public parking lots on the municipal website. Expanded use of directional signs well in advance of parking areas would be beneficial to giving better directional guidance. Some cities find that real-time digital parking availability signs for major parking lots located at gateways into the downtown (see Figure 33) can give parkers greater support finding parking and confidence of parking space availability. These signs are complex to manage and expensive to operate and will likely have limited value to a parking system the size of CBRM. In the future, real-time information on parking space availability will be more effectively conveyed to drivers through their in-vehicle information display.



Figure 33: Digital Real-Time Parking Availability Sign

Source:evanstonnow.com

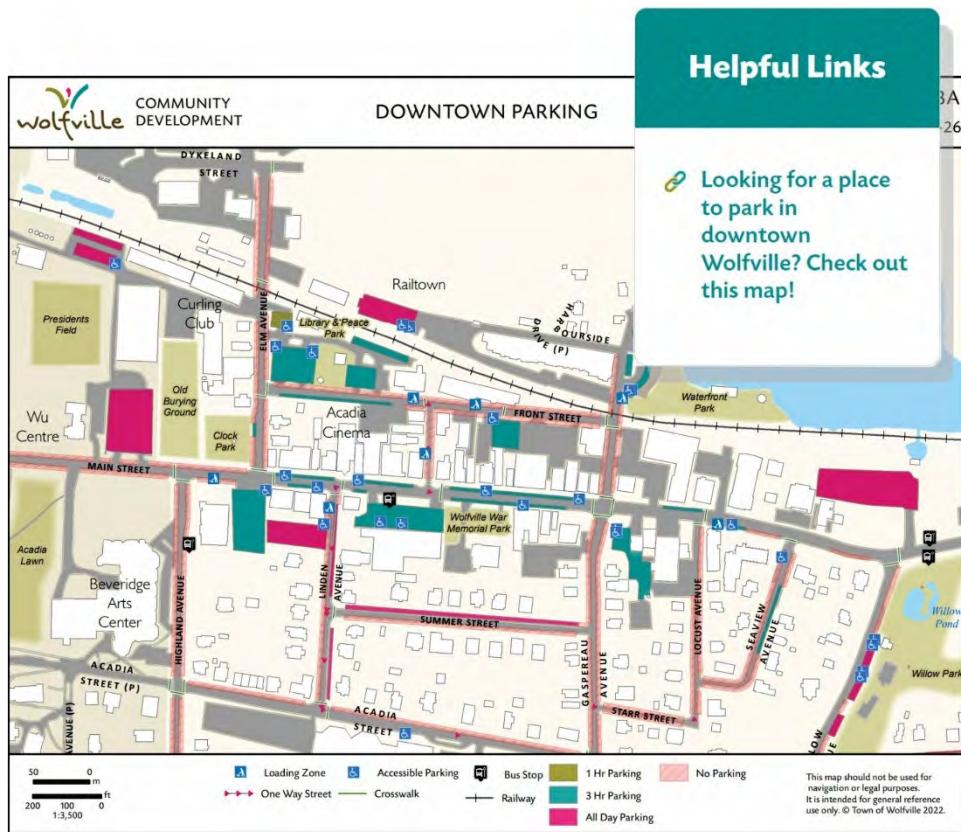


Figure 34: Sample of Website Parking Map

8 RECOMMENDATIONS AND IMPLEMENTATION PLAN

8.1 PARKING GOVERNANCE

Following a review of the parking governance models described in Section 6.1 with CBRM staff, it was determined that it would be most appropriate to retain close to a “status quo” approach to the management of parking. This approach would see the Municipality continue to be actively involved in parking management and deliver that through municipal staff. It was felt there would be some appetite for the Municipality to increase its participation in the supply of off-street parking. Subsequent recommendations in this Section reflect that determination.

Currently there are several municipal staff members involved in parking, each responsible for specific aspects of parking management. For the Municipality to retain or increase its involvement in public parking management, one specific staff person should be responsible for coordinating day-to-day activities associated with parking and be the one “go-to” person for queries and concerns from Municipal Council and the public related to parking. We recommend that the Municipality create at least one-half of a full-time equivalent position (0.5 FTE) for the coordination of parking.

8.2 MEETING PARKING DEMAND IN DOWNTOWNS

Our analysis of parking demand in the downtowns of Sydney, Glace Bay, and North Sydney (see Section 3.1) indicates that there is parking demand that is not fully being met with the existing parking supply.

Supplying parking in downtowns is a careful balancing act. While parking availability is a service both customers and employees are expecting, vast areas of parking can harm the fabric of downtowns, create barriers, and dilute the density of development that make the area thrive. Overabundant parking is also counter-productive to efforts to promote more sustainable modes of commuting such as walking, biking, public transit, carpooling, and work-from-home. While it is generally acknowledged that requiring payment for parking and favouring high-turnover parking over all-day parking in downtowns is effective in managing transportation demand and meeting the needs of visitors to the region and local downtown business customers, it is difficult to quantify a value.



No great city has ever been known for its abundant supply of parking.

Allan Jacobs

We believe the right solution for CBRM is to provide a modest parking increase through consolidation of existing off-street parking lots, street redesign, and management measures such as extending time-limited and pay parking on-street to shift use of space from all-day to high-turnover parking. New public spaces created by parking lot consolidation should be used for public hourly/daily parking as a priority.

8.3 PARKING LOT CONSOLIDATION

Three parking lot consolidation projects were identified in Chapter 4:

- Downtown Sydney North End (Section 4.3)
- Casino Parking – George Street (Section 4.4)
- Glace Bay – Marconi Street (Section 4.5)

We recommend that each of these parking lot consolidation opportunities be explored by CBRM and implemented where possible. For these plans to be successful, there are three potential approaches:

1. The Municipality purchases the property required for the consolidated parking lot from each individual landowner. A condition of sale may be that the seller is guaranteed a specified number of parking spaces to be reserved in the lot for their employees or customers for a long-term period.
2. The Municipality enters into a contractual agreement with each of the landowners to jointly construct and manage the consolidated parking lot. No sale of land will occur. The contract will specify how many spaces each landowner will have reserved for them in the consolidated parking lot.
3. The Municipality expropriates the land needed for the parking lot. Some spaces may be reserved for previous owners of the parking lot, but a market rate for rental will be charged.

We believe the most effective approach is the first one listed. It can only be achieved, however, with the agreement of each the effected landowners, so must be seen as having mutual benefit to all. Each party must recognize that they are retaining the same degree of parking they had going into the agreement, but having the issues of maintenance, management, and enforcement taken over by the Municipality.

The second approach may be implementable under Section 61 of the Nova Scotia Municipal Government Act although there will be complexities with the Municipality investing capital dollars into, and providing maintenance and enforcement on, privately held lands. Having the lands leased to the Municipality may help solve this issue. We do not see the third approach as being viable as it negates the concept of mutual benefit and may have the appearance of acquiring the lands to generate profit from parking revenue rather than an investment for public benefit.

All three of the projects will generate additional parking supply in or near locations where excess demand is evident.

8.4 MANAGEMENT OF MUNICIPAL OFF-STREET PARKING

Implementation of recommendations in Section 8.2 will expand the amount of off-street parking owned and managed by CBRM. Attention will need to be paid to how best to manage this supply.

In North Sydney and Glace Bay, municipal parking lots have no time controls and require no payment. Given the size of these downtown areas, this practice remains appropriate.

In downtown Sydney, however, management practices should be adopted to support the accommodation of short-duration parking while managing the supply of all-day parking to encourage alternative travel modes. In addition to managing the designation of spaces, parking pricing should be higher for monthly parking and lower for hourly and daily parking. If parking for downtown employees is more accessible and affordable for daily parking over monthly parking, there will be an incentive to commute by walking, active transportation, transit or carpooling at least some days of the month. Accordingly, a mix of monthly and hourly/daily parking can be provided in municipal lots, but the majority should be hourly/daily. The exact split may be adjusted from time to time based on demand for each type of parking. The same multi-space pay stations that control payment of parking on-street can be used in off-street lots.

The price charged for parking will need to be maintained within what is perceived to be the market rate. Suggested parking rates along with ratios to ensure more attraction to daily parking are provided in Table 6. Parking off-street should be priced at or below the rate charged for parking on-street to encourage off-street parking.

Table 6: Recommended Parking Rates for Municipal Lots

Parking Type	Rate	Recommended Ratio
Hourly	\$1.50	
Daily	\$9.00	At least six times the hourly rate
Monthly	\$75.00	At least eight times the daily rate

Although not identified as an opportunity for expanded parking, there is a municipally-owned parking lot on King Street just south of the NSCC Sydney Waterfront Campus. This lot currently has no controls, but its location in close proximity to downtown and the campus suggests that it be controlled and priced. This provides a good opportunity to accommodate students who visit the campus part-days or commute by car on an occasional basis. Parking rates for daily and hourly parking should be set at half the rate for downtown parking and no monthly parking should be provided.



Figure 35: Municipal Parking Lot on King Street

8.5 STREET MODIFICATION

Two street modifications were identified in Chapter 4:

- Extension of Centre 200 Parking Along Dodd Street
- Commercial Street Lane Drop, Glace Bay

We do not recommend the Dodd Street project be implemented in the short term as it doesn't create parking in an area where it is needed and may impact the functionality of the existing section of Dodd Street.

We do recommend a street modification to Commercial Street in Glace Bay. Although angle parking is expected to generate more parking supply and has been used effectively elsewhere in Atlantic Canada, we recommend marking parallel parking on both sides of the street. This approach is more familiar to area residents and is consistent with street layouts elsewhere in CBRM (such as Charlotte Street in Sydney).



Back into the angled parking space (who ever invented that should be sentenced to the chokey).

Maria Semple

8.6 PARKING TIME LIMITS IN NORTH SYDNEY

Commercial Street in North Sydney sees high utilization of its on-street parking spaces while off-street lots and nearby side streets are less used. Parking spaces on Commercial Street are best used for high-turnover parking with all-day parking relocated off-street. **We recommend that weekday parking maximums be implemented on Commercial Street** from Blowers Street to King Street. A one hour parking maximum is likely appropriate to meet the needs of the majority of short-term parkers.

8.7 EXPANDING PARKING PAYMENT AREAS

CBRM benefits from implementing payment for on-street parking in two ways. Not only does it generate revenue for provision of the service, but it is the strongest mechanism available for ensuring that parking in commercial areas is used for high-turnover parking.

The nature of the downtowns in Glace Bay and North Sydney suggests that on-street parking remains free, at least during the near term.

We believe the use of pay stations to implement pay-by-space parking is the most appropriate mechanism for management of parking in downtown Sydney and **recommend that CBRM continue to replace single-space parking meters with pay stations that operate pay-by-plate.**

Pay stations, particularly when accompanied by a smart-phone payment app, provide better accessibility than single space meters. **Once parking meters are fully replaced by pay stations, we recommend that the Municipality remove the payment exemption for accessible parking spaces.**

For on-street parking in downtown Sydney, the expanding implementation of pay station parking creates the opportunity for expanding pay parking into residential streets surrounding the downtown. **We propose expanding pay station pay-by-plate coverage to include additional streets surrounding downtown Sydney.** A map

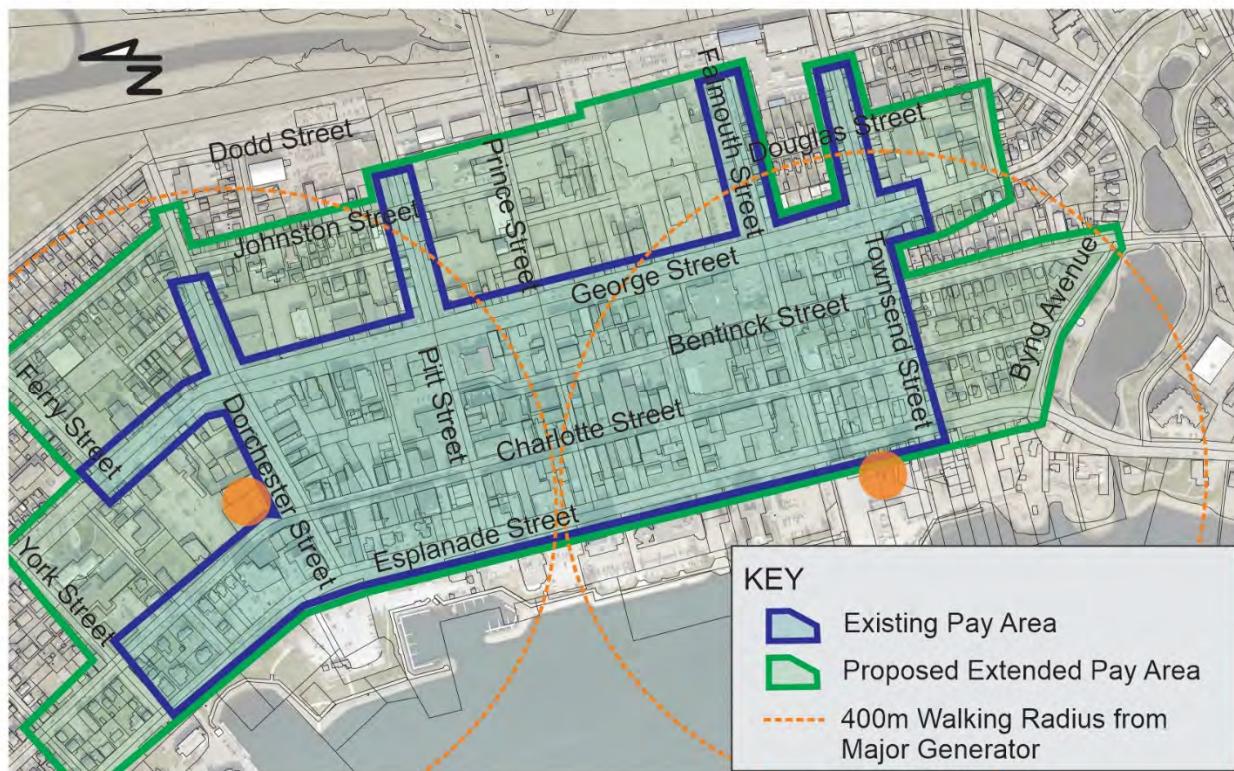


Figure 36: Expanded Parking Payment Area in Downtown Sydney

showing the existing pay parking area and a proposed extension of the boundary is provided in Figure 36. The rationale for expanding pay parking is predominantly the need to create parking turnover and reduce all-day parking and not to generate new revenue. Nonetheless, the perception of the public may be different. To address this issue, some cities will “earmark” new revenue generated from pay parking expansion towards streetscaping, active transportation projects, or events that directly benefit the downtown.

8.8 REMOVAL OF SINGLE SPACE PARKING METERS

In Section 7.1, we described the benefit of using multi-space parking meters as opposed to single-space coin-only meters. The introduction of multi-space meters on Charlotte Street suggests an approach of replacing single-space meters in a staged approach as street rehabilitation projects are undertaken.

While a staged replacement has its merits, it is clear that the current state of parking meters in downtown Sydney is of concern. It is evident that many meters are missing or non-functional (see Figure 37) and a significant forfeiture of potential revenue can be expected. **We recommend that pay stations be installed throughout the expanded parking area described in Section 8.6.**

The determination of how many pay stations to install and where to locate them can be tricky. An early adopter of pay station technology, the City of Calgary, has been actively decreasing the number of pay stations it places on the street to encourage more parkers to use a smart phone app for payment. The initial practice adopted by CBRM as part of the Charlotte Street project (see Figure 38) has been to install pay stations on both sides of the street near mid-block. This is a good practice that should be continued, as it provides adequate coverage while not requiring clients to cross the street mid-block to make a payment. If the pay station can be installed on a curb

extension, as is the case on Charlotte Street, this improves the visibility of the station and aids in keeping the pay station transactions out of the sidewalk travel way.



Figure 37: Broken Meters in Downtown Sydney



Figure 38: Mid-Block Pay Station on Charlotte Street

From our scan of similar jurisdictions in Atlantic Canada (see Section 6.2) the rate charged for on-street parking in downtown Sydney appears low. As part of the project to install pay stations throughout the proposed expanded payment area, **we recommend that the hourly rate be increased to \$2.00 per hour in the downtown core and \$1.00 per hour outside of the core** (see Figure 39). A maximum parking time limit of two hours should be set for the core area, but may be extended to four hours outside of the core.

Cities that implement pay station parking often divide their pay area into “Parking Zones”. Since a payment for parking is not associated with a single space the way it is with parking meters, a parker is free to move from space to space with one payment. The parker is also, however, bound by the maximum time limit even when they move to a different space. With a zone system, a parker may move from one zone to another requiring a new payment to be made but resetting the time limit clock for maximum parking duration. The zone system better accommodates parkers who wish to make multiple stops downtown, the total time for which may exceed the two hour maximum. An example of how parking payment zones might be laid out in downtown Sydney is provided in Figure 39.

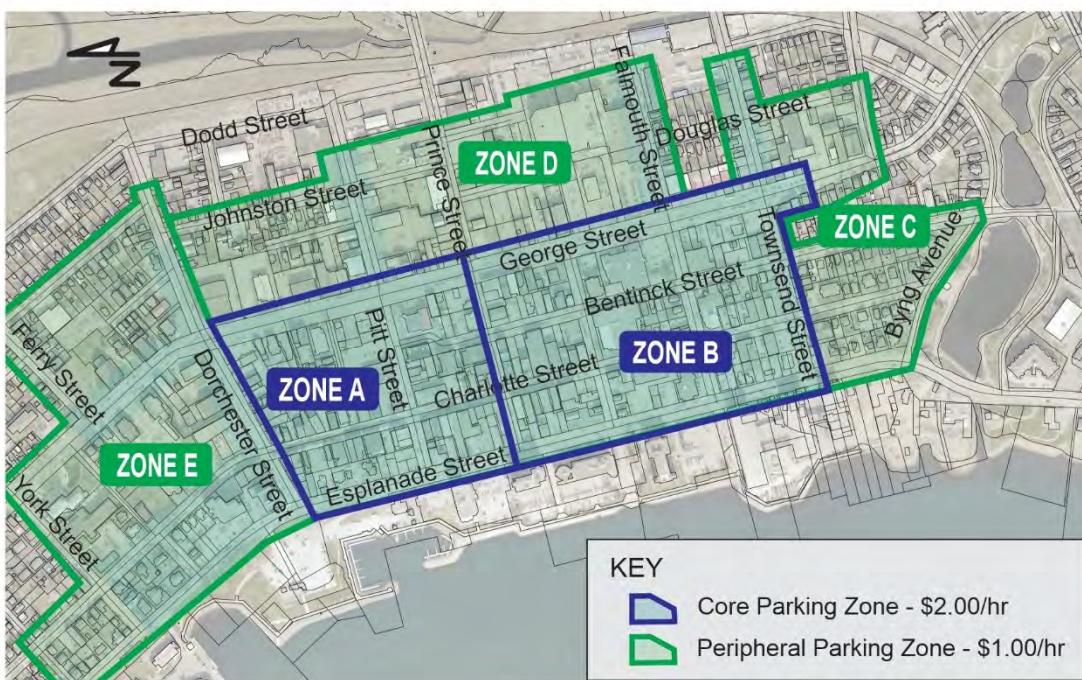


Figure 39: Proposed Pay Parking Zones

Although a detailed cost analysis is beyond the scope of this planning study, it can be expected that approximately sixty pay stations will be required to cover the streets identified for expanded pay parking. Assuming a unit cost of \$13,000 including tax and installation, a total project cost of close to \$1,000,000 can be expected with the inclusion of supporting enforcement and payment technologies.

8.9 RESIDENTIAL PARKING EXEMPTIONS

Expanding the pay area into residential neighbourhoods will necessitate the development of a program that allows residents of streets on which pay parking or parking time limits are established to exempt their vehicles from having to pay for parking or be bound by maximum parking time limits. In applying to the Municipality for a resident's exemption, the resident would have to provide proof of residency on the specific street and the license plate of the vehicle they wish to exempt. This license plate number can be verified as valid to park by the same database used by enforcement staff to monitor hourly payment for parking. This program will be supportive of the move to increase residential densities within the core of the urban area by providing on-street parking where off-street parking has

been exhausted. A small annual fee should be charged for the issuance of an exemption to cover municipal costs and to ensure that exemptions aren't needlessly acquired. **We recommend that a Residential Parking Exemption program be initiated if the downtown parking pay area in Sydney is expanded.**

8.10 OPERATIONAL RECOMMENDATIONS

Several operational and parking layout issues were observed and discussed in Sections 5 and 7 of this report. From these, we have generated the recommendations listed in Table 7.

Table 7: Operational and Management Recommendations

Topic	Section	Recommendation	Comments
Special Designation of On-Street Parking Spaces	5.1	It should be CBRM policy that no on-street parking be designated for a special purpose other than accessible parking or commercial loading.	The existing locations noted in this report may be "grandfathered" if removal proves problematic.
Access to Public Parking Lot in North Sydney	5.3	Remove the middle driveway to the North Sydney parking lot and replace it with a pedestrian walkway.	There will still be two driveway accesses to the parking lot.
Parked Meters Too Close to Intersections	5.4	Continue to bag or remove meters that are too close to crosswalks (within 5 metres for single-head meters and 12 metres for double-head meters)	Refer to .
Incorporate Pay-Station Parking into the Parking Meter By-Law	7.2	Amend By-law P-100 to include the use of pay-stations and smart phone apps.	Suggested wording is provided in Appendix B.
Parking Enforcement	7.3	Dedicate two staff positions to parking enforcement.	One position would be for foot-patrol of pay areas in downtown Sydney and the other would be a mobile position to patrol other timed parking areas, accessible spaces, bus stops, etc.
Parking Drainage, Design and the Environment	7.4	Include measures identified in Section 7.4 into design of new parking lots and rehabilitation projects.	
Accessible Parking	7.5	A target of 5% should be set as the minimum percentage of all on-street and municipally-owned off-street parking spaces being designated accessible.	This should be viewed as an interim target. The percentage may warrant increasing in the future.

Accessible Parking	7.5	Designated accessible parking stalls should meet the regulations of the Nova Scotia Building Code (section 3.8.3.4 (3) a, b and e) and should be signed with the Province of Nova Scotia signage regulations with sign RB-52B.	The RB-52B sign (or TAC RB-71) is required for the regulation to be enforceable.
Electric Vehicle Charging	7.7	Work with a private sector partner to provide electric vehicle charging in hourly parking sections of municipally-owned off-street lots.	
Controls to Prevent All-Day Parking on Residential Streets	7.8	Continue to post 30-minute parking controls where warranted on residential streets surrounding the downtown Sydney pay area. Provide an exemption to timed parking controls to street residents.	As the downtown Sydney pay area expands (see Section 8.5) new streets may require these time controls.
Loading Zones	7.9	Continue to add Loading Zones within downtown Sydney in response to identified issues associated with need for commercial loading and passenger drop-off.	
Bus Stops and Movement of Transit Buses	7.10	Work with Transit Cape Breton to identify areas where turning and other manoeuvring of buses is impeded by legally or illegally parked cars.	Partial curb extensions and paint marking are potential solutions.
Carpool and Transit Park-and-Ride Parking	7.12	Include consideration of park-and-ride in future transit planning projects. Work with Nova Scotia Public Works to create and improve carpool parking lots at highway interchanges.	
Directional Signs for Public Parking Lots	7.5 & 7.14	Add more wayfinding signs advising drivers of the locations of public parking lots. Add parking location maps (noting accessible parking spaces) to the municipal website.	

APPENDIX

A PUBLIC *ENGAGEMENT* *SUMMARY*

APPENDIX A: SUMMARY OF PUBLIC ENGAGEMENT COMMENTS

GLACE BAY (13 attendees)

- Commercial Street is often full
- Businesses have moved due to lack of parking
- Buses travel two streets – should be a terminal somewhere
- Miner's Museum attracts many visitors, but people get lost
- Vacant lot by Tim Horton's could be used for a lot or a parkade
- More enforcement needed for no parking and 30 minute zones
- End of York Street needs a one-way sign
- Savoy parking is an issue
- Commercial trucks block traffic
- 10,000 cars per day on Commercial Street
- Glace Bay revitalization study changed Commercial Street from two-way to one-way
- No access to Union from Main
- Public lot is not accessible and not well-maintained
- Library is where people go for accessible parking
- Public lots should be signed for no overnight parking
- Townhouse lot could be shared with others
- Seniors identify lack of accessible spaces
- Public parking difficult to exit with bus stop there
- Stairs by library are a challenge
- Alleyways between parking lot and street are not well-maintained
- Snow clearing of streets is pretty good, sidewalks are not
- Large vehicles park on the street for a long time
- The municipal parking lot should be consolidated with the church/townhouse lot
- Bump-outs take out parking spaces
- There is heavy congestion on Union Street
- People park hap-hazardly and park in crosswalks
- New Dawn has a parking plan
- Study about seven years ago recommended a two-way street downtown
- No handicap parking in downtown
- Alleyways coming from the rear are nothing but a nightmare with loose bricks
- Tear down Tim Horton's to make a parking lot instead of an eyesore
- You should not have to pay for parking

- Either make Commercial Street two-way or place signs at bottom of York and bus shelter
- Townhouse and Church parking lot could be joined with lot across from bus shelter

SYDNEY (5 attendees)

- Accessible parking is not designed consistently
- Beside Club 55 is CBRM lot
- People aren't aware of where parking lots are
- Downtown Association has employee parking lot
- Need better enforcement in parking lots
- Welcome NSCC student but worried about additional parking

NORTH SYDNEY (1 attendee)

- Possible to connect Marine Atlantic Parking lot to downtown to encourage waiting passengers to kill time downtown
- Transit is not a good option in North Sydney
- Should engage with Centre 200
- Combine parking with farmer's market

APPENDIX

B PARKING METER BY-LAW MARKUP

Bylaw

of the
Cape Breton Regional Municipality
Amending the
Parking Meter Bylaw T-5

Bylaw T-5, the Parking Meter Bylaw of the Cape Breton Regional Municipality, is hereby repealed and replaced with the following bylaw by the Council of the Cape Breton Regional Municipality in the following manner:

BE IT ENACTED by the Council of the Cape Breton Regional Municipality pursuant to Section 153 of the Motor Vehicle Act as follows:

1. Short Title

This By-law shall be known as Bylaw No. T-5 and may be cited as the “**Parking Meter Bylaw.**”

2. Application

The public streets and highways in the Cape Breton Regional Municipality and parts thereof to which this bylaw applies are those upon which, under the traffic authority, parking meters have from time to time been installed.

2A. Definition

In this Bylaw,

- (b) (a) “commercial vehicle” means a type of vehicle that is used for carrying goods or passengers;
- (d) (b) “parking meter” means ~~an apparatus designed to receive payment of fees for parking, indicating whether any fee for parking has been paid, fix the period of parking allowed for any fee paid, and indicate whether the period for which any such fee has been paid has elapsed, and includes any pay and display parking meter;~~
- (f) (e) “parking permit” means a card authorized and approved for daily, weekly, monthly and yearly parking by the bylaw enforcement division and displayed on the vehicle while in effect;
- (a) “cellular phone app” means an application approved by the Traffic Authority and installed on a cellular telephone for the purpose of recording the duration of a parking event, the license plate number of the vehicle parking and a payment for the parking event. .
- (c) “multi-space parking meter” means an apparatus to receive payment of fees for parking within a parking payment area and indicate at the time of fee payment the period of time for which parking has been paid for.
- (e) “parking payment area” means an area containing multiple parking spaces, the bounds of which are indicated by a sign stating “Payment Required”.

(g) ~~(d)~~ **“roadway”** for the purpose of this bylaw roadway means:

1. the whole of any land which is within the Cape Breton Regional Municipality and which is laid out by council as a road, street or public highway;
2. land which is vested in the Cape Breton Regional Municipality for the purposes of a road street and includes any access way or service lane under the control of the Cape Breton Regional Municipality;
3. every parking place, square or place intended for use of the general public and any private parking areas delegated to Cape Breton Regional Municipality for parking enforcement.

(i) ~~(e)~~ **“traffic authority”** means the individual appointed to manage, supervise and enforce this Bylaw

3. Placing of Parking Meters

A parking meter installed in the Cape Breton Regional Municipality roadway, as laid out by council as a road or street, shall be placed on the sidewalk, near the curb or edge of the *roadway or building*, and shall designate the parking space associated with it as hereinafter set forth.

or spaces

4. Parking Spaces

The parking space provided with each meter shall be of sufficient size to be accessible and accommodate one standard passenger automobile. The placing of vehicles shall be as follows:

- (1) When parking is parallel to the curb or edge of the roadway, the foremost part of the vehicle shall be placed within a space measured along the curb not more than 101 millimeters beyond the parking meter nor more than one meter in measurement to the rear of the parking meter.
- (2) When the parking is established at an angle to the edge of the roadway, this shall be appropriately marked or signed, and unless otherwise clearly indicated, a vehicle parked at an angle where parking meters have been installed shall be placed in contact with the curb immediately to the right of the parking meter which applies to the vehicle.
- (3) When two meters are supported by one standard, a vehicle shall be parked wholly within the parking space provided for each meter in a manner that no portion of the vehicle projects beyond the space.

5. Marking of Space

(1) Notwithstanding anything contained in this bylaw, special limitations of a parking space may be clearly marked and where so marked, will govern the permissible

(4) When parking in a parking payment area, a vehicle shall park wholly within a marked space, when present.

(g) **“single-space parking meter”** means an apparatus designed to receive payment of fees for parking, indicating whether any fee for parking has been paid, fix the period of parking allowed for any fee paid, and indicate whether the period for which any such fee paid has elapsed.

location of a vehicle. It shall be an offence and a violation of the bylaw for any person to park or leave standing any vehicle beyond such line or marking, except as provided in Section 6.

(2) Not more than one motor vehicle shall be parked in each parking space described in Sections 4 and 5 above.

6. Large Vehicles

In the case of parallel parking, where the dimensions of a large vehicle are such that the vehicle extends into an adjacent parking space, the vehicle shall be considered to occupy all spaces so affected, and the driver shall be responsible for coin deposit in all applicable meters.

7. Indication of Time

Each parking meter installed shall have thereon an appropriate sign stating the parking time permitted in the ~~individual~~ parking space to which it relates. ~~When in operation, each parking meter shall indicate by a digital display the period of time acquired by coin deposit or parking card during which parking is permitted in the parking space to which such meter relates. Upon the expiration of the period of time permitted for parking, the parking meter shall indicate that parking in such space is in violation of this Bylaw.~~

10. ~~8.~~ When in Effect

Each parking meter shall bear thereon directions indicating the days and hours when the requirement to deposit coins or use a parking permit therein shall apply, the value of the coins to be deposited and the limited period of time for which parking is lawfully permitted in the parking space to which such meter relates.

11. ~~9.~~ Coins

When used in directions on a parking meter, the required coins shall refer only to lawful money of Canada.

12. ~~10.~~ Parking Rates

The rate for parking meters within the Cape Breton Regional Municipality shall be set by the Traffic Authority of the Municipality from time to time and as approved by the General Committee.

13. ~~11.~~ Parking in Excess of Time Allowed

(1) It shall be an offence and a violation of this Bylaw for the driver of a vehicle to park or leave the same standing in any parking space regulated by a parking meter for a period of time in excess of the maximum period allowed by the direction set forth on

8. Parking Permitted at Single-Space Parking Meter

When in operation, each parking meter controlling a single space shall indicate by a digital display the period of time acquired by coin deposit or parking card during which parking is permitted in the parking space to which such meter relates. Upon expiration of the period of time permitted for parking, the parking meter shall indicate that parking in such space is in violation of this Bylaw.

9. Parking Permitted at Multi-Space Parking Meter

When in operation, each parking meter controlling multiple spaces in a parking payment area shall accept entry of alpha-numeric characters from a license plate and an entry of parking time and attribute that time for legal parking of that vehicle bearing the indicated license plate. Upon expiration of the period of time that vehicle is in violation of this Bylaw.

such parking meters regardless of the number of coins deposited or whether the word "expired" is visible in the observation window of the parking meter or where the meter has a digital display reading "00:00".

(2) When the driver of any vehicle has parked or left standing in any parking space for a period of time in excess of the maximum period of time allowed by the directions set forth on such parking meter, it shall be a new and separate offence for each additional hour that an offence continues.

14. ~~12.~~ Commercial

The driver of a commercial motor vehicle may park or leave such commercial motor vehicle standing in any parking space for the purpose of loading or unloading goods, wares, merchandise, materials or passengers for any period of time not exceeding thirty minutes, without depositing any coin or coins in the parking meter relating to such parking space. It shall be an offence and a violation of this Bylaw for the driver of a commercial motor vehicle to park or leave same standing in any parking space for any period of time in excess of thirty minutes and fail to comply with the direction set forth on the parking meter relating to such parking space.

Single-Space

15. ~~13.~~ Unlawful to Permit Parking With "Expired" Visible on Meter

It shall be an offence and a violation of this Bylaw for the driver of a vehicle to permit the same to be parked or left standing in any parking space while the word "Expired" is visible in the observation window of the parking meter relating to such parking space or where the meter has a digital display reading "00:00", unless such vehicle is parking pursuant to the provisions of Section ~~12~~ herein or the phase "Out of Order" is visible in the observation window of the parking ~~M~~eter relating to the parking space.

14

17. ~~14.~~ Unlawful to Deposit

It shall be an offence and a violation of this Bylaw for any person to deposit or cause to be deposited in any parking meter in the Cape Breton Regional Municipality any device, slug, dice, metallic substance, or other substitute for the coins permitted to be deposited in accordance with this Bylaw.

18. ~~15.~~ Traffic Authority to be in Charge of Parking Meters

The operation, maintenance, regulation and use of all parking meters installed in the Cape Breton Regional Municipality shall be under the authority management, supervision, and direction of the Traffic Authority appointed for the purpose to enforce this Bylaw.

16. Unlawful to Permit Parking in Parking Payment Area Without Payment at Multi-Space Meter

It shall be an offense and a violation of this Bylaw for the driver of a vehicle to permit the same to be parked or left standing in a parking payment area unless outside of the time period paid for at a multi-space parking meter unless such vehicle is parking pursuant to the provisions of Section 14 herein.

19. Payment Through Cellular Phone App

Notwithstanding the provisions of Sections 15 and 16 herein, payment for parking through cellular phone app shall be equivalent to payment through a parking meter.

20. ~~16.~~ Enforcement

It shall be the duty of any Police Officer of the Cape Breton Regional Municipality or Special Constable delegated by the traffic authority responsible for this bylaw to enforce this Bylaw.

21. ~~17.~~ Penalty

- (1) A person who contravenes any section of this Bylaw is liable upon summary conviction to a penalty of not less than that approved under the terms of the Nova Scotia Summary Proceeding Act and Summary Offence Tickets Regulations, Twenty five dollars (\$25.00) and as amended from time to time and in default of payment, to imprisonment for a term not less than seven (7) days.
- (2) Any person alleged to have violated the Bylaw shall be given notice by a ticket left on the vehicle for each offence. The ticket shall set a penalty of twenty five dollars (\$25.00) for each hour of violation which maybe paid to the Cape Breton Regional Municipality if paid within sixty days of the ticket issuance date (specifying the place and manner of payment), or \$55.00 after sixty days, however provide that such payment is made within a period of (7) days following the day on which the alleged violation was committed, then such payment shall be reduced to twenty dollars (\$20.00) for each hour of violation.
- (3) The traffic authority may cause to be removed from any roadway, parking space or transportation station, a vehicle using same in breach of this bylaw, and require payment of the reasonable costs of its removal to a place of safety.

22. ~~17A.~~ Liability of Owner and Driver

- (1) The owner of a motor vehicle shall incur the fine provided for any violation of this bylaw unless at the time of such violation the motor vehicle was in the possession of some person other than the owner without the owner's consent, either expressed or implied, and the driver of a motor vehicle not being the owner shall also incur the penalties or other consequences provided for any such violation.
- (2) Any person alleged to have violated the Bylaw shall be given notice by a ticket left on the vehicle for each offence. The ticket shall set out that if a penalty of twenty-five dollars (\$25.00) is paid within sixty days of the ticket issuance date (specifying the place and manner of payment) or said amount plus court costs after sixty days, prosecution will be avoided.

23. ~~18.~~ Parking Permit

- (1) For the facilitation of operation in the construction industry or operation of utilities (including drainage, electrical, road construction and maintenance services, telecommunications operations, water supply and similar services) ,an authorized officer may, subject to such conditions as are considered appropriate in the

circumstances and on payment of the prescribed fee, grant an exemption known as a "Parking Permit" to specified persons generally in respect of specific vehicles or conditions, whether owned by that person or otherwise, form some or all of the provisions of this bylaw.

23

(2) Without limiting the generality of section ~~18~~[✓](1) of this bylaw, conditions imposed under that clause may include the following:

- (a) a requirement to show on any vehicle or vehicles to which the exemption applies, a sticker, label or similar document setting out the days and times when the exemption has effect: and a limitation to specific geographic areas and or meter numbers.
- (b) the closure of the meter or meters in effect by way of bagging or no parking signage as approved and installed by the enforcement body of this bylaw.

24. ~~19.~~ Designated Parking Spaces for a Manufacturing Use

- (1) An authorized officer may designate a parking space or spaces for the use of the owner of a manufacturing use for the purpose of loading/unloading of goods subject to the following conditions:
 - (a) This designation shall be for specific hours and days of the week and shall not be assigned for longer than a three hour period daily.
 - (b) Payment shall be prorated in compliance with the monthly rate of \$220.
 - (c) Payment must be submitted annually.
- (2) Upon approval of a designated space(s), the authorized officer will ensure the necessary signage is posted and states the days and times when the designation is in effect.
- (3) The enforcement of unauthorized vehicles occupying any designated space during an approved period shall be the sole responsibility of the owner of the manufacturing use.

Mayor Amanda M. McDougall

Deborah Campbell Ryan
Municipal Clerk

THIS IS TO CERTIFY that the attached is a true and correct copy of the Parking Meter By-law of the Cape Breton Regional Municipality including amendments to July 6, 2021

Deborah Campbell Ryan, Municipal Clerk

Publication Date: April 15, 2011; May 26, 2026; July 10, 2021

**Mark Bettens, Director/Chief
Cape Breton Regional Fire & Emergency Services
mhbettens@cbrm.ns.ca**

**362 George Street
Sydney, Nova Scotia
B1P 1K1
Phone: 902-563-5130**

To: COTW

September 9th, 2025

Fire Services Review – Out for RFP closes September 11th, 2025

Structural Protection Unit (SPU)

Wildland Urban Interface (WUI) training volunteers September 12-15th, 2025

Imperial Oil (ESSO) foam trailer arrived – currently at ESSO sight George Street

Two firefighters travelling to Texas for training on new foam trailer – all costs covered by ESSO

Completed wildland assessment on all CBRM critical infrastructure as well as any outside agencies ie. Public Works (Fed)

Mark Bettens, Director/Chief
Cape Breton Regional Fire and Emergency Services

MB/kld



PH: (902) 563-5350
CELL: (902) 574-0916
Email: wcmacneil@cbrm.ns.ca

CBRM Fire and Emergency Service committee meeting September 9, 2025.

TRAINING

- The Training Division is in the end stages of the 2025 Level 1 training course with 40 volunteers enrolled. Expected end date will be Nov. 2025
- The mobile burn is completed with a new generator and propane system installed. We are currently waiting for final inspection from an independent certifying body. This is an ongoing process.
- Training Platoon Chief posting closed Sept. 3rd, Interviews will take place in the near future.

FLEET

- Three new pumper/tankers were tendered in Oct. 2024 and are due for delivery in May of 2026.
- One new Ladder truck has been tendered in May of 2025 with delivery in this fiscal budget.

- Fire Admin is working with Senior staff to create a plan to address our fleet requirements. All financial options are being looked at and prioritizing the needs.

Volunteer Operations

- Pool fills were a topic of discussion when the voluntary water restrictions came into place. Fire Admin is gathering information from other regions and working closely with CBRM Water Utility to present information to council.

This concludes my report to the CBRM Fire and Emergency Service Committee.

Craig MacNeil
Deputy Fire Chief
Cape Breton Regional Fire & Emergency Service
Cape Breton Regional Municipality
Email: wcmacneil@cbrm.ns.ca

CAPE BRETON REGIONAL FIRE & EMERGENCY SERVICE

To: Cape Breton Regional Fire & Emergency Service Committee

Date: September 9, 2025

Deputy Chief Operations Report

- *The Cape Breton Regional Fire & Emergency Services'* (CBRFES) career members have successfully completed Wildland Urban Interface (WUI) Training. This training is designed to provide firefighters and Officers with a basic understanding of safety, command, and control, combined with strategy and tactics to use when defending structures from wildfires.
- The career service will be complementing additional Safety Training sponsored and the Canadian Government and facilitated by the International Association of Firefighters, IAFF. This training concentrates on common and best practices when responding to hazardous emergencies.
- The career service's water rescue craft was in service for the 2025 summer season. Our water rescue craft responded to several calls, thankfully all with successful results. The rescue craft will remain in service until approximately October 15th. 2025. It will then be removed from service during winter months for regular maintenance and preparation for next season. The Canadian Coast Guard College will provide us with a minimum six (6) additional seats in their next Operators training class, tentatively scheduled for the fall.
- The career service is currently engaged in Contract negotiations. The current Collective Agreement expired November 2024. Negotiations have been going well and are expected to continue throughout the fall and winter months

- Beginning in August 2024 the career service's Tactical Support Unit, out of Station #2, has responded to several mutual aid calls, exchanging and/or filling a total of 320 air cylinders in support of various CBRFES volunteer fire departments.
- The career service has hired ten (10) firefighters to bring our compliment to full staff. Congratulations to all ten (10) firefighters . May you all have safe, rewarding, long, and prosperous careers with the *Cape Breton Regional Fire & Emergency Service*.

This concludes the C.B. Regional Fire & Emergency Service, Deputy Chief, Operations Report to the C.B. Regional Fire & Emergency Service Committee.

DC C. March

Original signed by:

Chris March BBA, C.Mgr., ECFO, AlFireE
Deputy Fire Chief, Operations
Cape Breton Regional Fire & Emergency Service
Cape Breton Regional Municipality

1. Role of Individual Board Members:

- Represent municipal interests in general, to the betterment of all municipalities, based on discussions with NSFM members
- Be prepared for board meetings and participate in active and thoughtful discussion
- Respect confidentiality as required
- Participate in Board and membership meetings, events, teleconferences
- Provide feedback on proposed policies, positions, and questions

2. Time Commitments of Board Members:

- Regular meetings of the Board – Board meets at least six times a year and there are sometimes special Board meetings that are called when necessary.
- Participating in appointed committees
- Possible nomination as a member of the Executive Committee (if no one from the same municipal unit is an Officer), which could lead to additional meetings.

3. Role of the Board of Directors:

- Ensure the goals and mandate of the organization are followed and supported
- Understand what members expect of the organization
- Set the policies and strategic directions of the organization to accomplish members' expectations, including the recommendation of resolutions to bring forward to the membership
- Represent municipal interests in discussions with federal and provincial governments, sometimes in a confidential manner
- Approve business plans and budgets, recommend membership dues formula
- Oversee risk and the organization's approach to risk management
- Authorize the budget and major financial decisions relating to the Board's policy and direction guidelines
- Perform legal requirements of the Board, including fiduciary responsibilities
- Review and bring forward issues of major strategic importance to the organization
- Ensure competent leadership through managing the Chief Executive Officer's performance and compensation and planning for succession

- Respond to the recommendations and proposals put forward by those who report to the Board
- Evaluate the Board's own performance
- Be positive advocates for the organization and speak with a unified voice once decisions have been made

4. Benefits of Being an NSFM Board Member:

- Influence provincial legislation, regulation, and policy in a way that is beneficial to all municipalities in Nova Scotia
- Interact with provincial ministers, deputy ministers, and other key municipal stakeholders
- Participate in the creation of important training and development programs for municipal elected officials
- Develop new skills while further enhancing existing skills and using those skills to help others
- Meet new people and expand personal and professional networks

5. Recommend Board Skills and Competencies:

- Strategic Thinking and Planning – appreciation for the organization's strategic directions and priorities and is able to evaluate and provide insight into strategic direction.
- Environmental Scanning - ability to explore and assess trends and issues impacting the future of municipalities.
- Financial Management - sufficient knowledge of financial matters to assess financial statements and the organization's performance.
- Ethics - a high standard of personal values, conduct, and ethics.
- Communication - understanding of the importance of solidarity in Board decisions even though a Board member may not agree with the decision taken, and respect for the confidentiality of the organization's business information and the deliberations of the Board.
- Risk Management - ability to identify the costs, benefits, and risks of Board decisions and assess the organization's capacity to implement its strategy.
- Teamwork – willingness to work with other Board members, staff and other stakeholders.
- Overall Board Performance – diligent preparation for meetings and actively participates.

How to Participate in NSFM Board of Directors Elections

This guide provides an overview of the new process for electing the Board of Directors and how all elected municipal officials can take part.

The NSFM Board of Directors is composed of 17 positions. These positions include the Past-President, President, Vice President, 13 Regional Representatives, and Representative of the Association of Municipal Administrators. The positions of President, Vice President, and Regional Representatives of the NSFM Electoral Regions are elected as part of the annual election process.

Elected municipal officials will vote **individually** by anonymous ballot to elect these positions.

FAQ

How will voting take place?

Using e-voting software, elections will involve individual voting by all elected municipal officials using an anonymous ballot. The voting period shall be between two (2) weeks and one (1) week prior to the Annual General Meeting and no less than two (2) business days.

All elected municipal officials will receive personalized sign in credentials at the email that NSFM has on file. **Elected municipal officials should not share this personal sign in information with anyone.**

Each elected municipal official may vote for one nominee for President, one nominee for Vice-President, and two different nominees for Regional Representative in their Electoral Region.

NSFM staff will be available to support any elected municipal officials who are having difficulty accessing their ballot.

Who can run and vote for the positions of President and Vice President?

All elected municipal officials may be nominated for the position of President and Vice President. These positions are elected at large by all elected municipal officials.

These positions serve for a one-year term.

Who can run and vote for the positions of Regional Representative?

All elected municipal officials may be nominated for the position of Regional Representative. These positions are nominated and elected by elected municipal officials in the same Electoral Region as the nominee. **A list of which municipalities are in each Electoral Region can be found below.**

How are Regional Representatives nominated and what is their term of office?

An elected municipal official shall only be nominated to be Regional Representative of the Electoral Region in which their municipal unit is located. Nominators and seconders must also be elected municipal officials from the same Electoral Region.

Two (2) Regional Representatives will be elected in each Electoral Region. The one exception is Cape Breton Regional Municipality, which has its own Electoral Region and will elect one (1) Regional Representative. Halifax Regional Municipality also has its own Electoral Region and will elect two (2) Regional Representatives.

To ensure broad membership representation on the Board, Regional Representatives of each Electoral Region shall be from different municipal units unless nominations for Regional Representative in a given Electoral Region include only elected municipal officials from one municipal unit.

Regional Representatives will normally serve a two-year term.

In all Electoral Regions that have two (2) Regional Representatives, the terms of Regional Representatives will be staggered so that one (1) is elected each year.

In elections in which both Regional Representatives in an Electoral Region or municipal unit need to be elected, the Regional Representative nominee receiving the second most votes will serve a one-year term.

Can more than one elected municipal official from the same municipality be nominated?

Yes. Multiple elected municipal officials from the same municipal unit may be nominated to be a Regional Representative. However, only one (1) elected municipal official from that municipal unit shall be elected as a Regional Representative, unless nominations for Regional Representative in a given Electoral Region include only elected municipal officials from one municipal unit.

Can one elected municipal official run for multiple Board positions (e.g.: President and Regional Representative)?

No. An individual elected municipal official shall only run for one position in each election year.

What is the timeline of the nominations process?

In the last week of August each year, the Nominations Committee shall distribute a call for nominations for all positions that will be up for election that year. This call for nominations will include the deadline for nominations, instructions on how to make a nomination, and the dates of the voting period.

An optional nomination form will be circulated during the call for nominations.

In October, the Nominations Committee will issue a Nominations Report. The Nominations Report will include a list of all nominations received, a list of all positions for which an election will be held, and where further information on nominees can be found.

If you have any further questions, please send them to info@nsfm.ca.



Colchester/Cumberland/Pictou/East Hants Region

- Town of Amherst
- County of Colchester
- County of Cumberland
- District of East Hants
- Town of New Glasgow
- Town of Oxford
- County of Pictou
- Town of Pictou
- Town of Stellarton
- Town of Stewiacke
- Town of Trenton
- Town of Truro
- Town of Westville

Southwestern Shore Region

- District of Argyle
- District of Barrington
- District of Clare
- Town of Clark's Harbour
- District of Digby
- Town of Digby
- Town of Lockeport
- District of Shelburne
- Town of Shelburne
- District of Yarmouth
- Town of Yarmouth

Valley Region

- County of Annapolis
- Town of Annapolis Royal
- Town of Berwick
- Town of Kentville
- County of Kings
- Town of Middleton
- West Hants Regional Municipality
- Town of Wolfville

Cape Breton-Strait Region

- County of Antigonish
- Town of Antigonish
- District of Guysborough
- County of Inverness
- Town of Mulgrave
- Town of Port Hawkesbury
- County of Richmond
- District of St. Mary's
- County of Victoria

South Shore Region

- Town of Bridgewater
- District of Chester
- Region of Queens Municipality
- District of Lunenburg
- Town of Lunenburg
- Town of Mahone Bay

Cape Breton Regional Municipality

- Cape Breton Regional Municipality

Halifax Regional Municipality

- Halifax Regional Municipality

NSFM Board of Directors Electoral Regions

Cape Breton-Strait

County of Antigonish
Town of Antigonish
District of Guysborough
County of Inverness
Town of Mulgrave
Town of Port Hawkesbury
County of Richmond
District of St. Mary's
County of Victoria

South Shore

Town of Bridgewater
District of Chester
Region of Queens Municipality
District of Lunenburg
Town of Lunenburg
Town of Mahone Bay

Colchester/Cumberland/Pictou/East Hants

Town of Amherst
County of Colchester
County of Cumberland
District of East Hants
Town of New Glasgow
Town of Oxford
County of Pictou
Town of Pictou
Town of Stellarton
Town of Stewiacke
Town of Trenton
Town of Truro
Town of Westville

Cape Breton Regional Municipality

Cape Breton Regional Municipality

Valley Region

County of Annapolis
Town of Annapolis Royal
Town of Berwick
Town of Kentville
County of Kings
Town of Middleton
West Hants Regional Municipality
Town of Wolfville

Halifax Regional Municipality

Halifax Regional Municipality

Southwestern Shore

District of Argyle
District of Barrington
District of Clare
Town of Clark's Harbour
District of Digby
Town of Digby
Town of Lockeport
District of Shelburne
Town of Shelburne
District of Yarmouth
Town of Yarmouth

NSFM Nomination Form

This standardized nomination form is provided to assist Elected Municipal Officials who are nominating and being nominated for an elected position on the Board of Directors. Elected positions on the NSFM Board of Directors include President, Vice-President, and Regional Representatives. The President and Vice-President serve for a one-year term, and Regional Representatives serve for a two-year term, subject to subsection 6 o) of the NSFM Elections Policy.

Nominations will be accepted until October 3rd, 2025, one (1) week prior to when the report of the Nominations Committee is to be presented to the membership as required by subsection 5 c) of the NSFM Elections Policy. In 2025, the **Nominations Committee Report will be circulated on October 10th to all Elected Municipal Officials**.

Nominations and acceptance of nominations must be received in writing, using this Nomination Form or some other means, including a signed letter or email. Nominations shall be addressed to the Chair, Mayor Brenda Chisholm-Beaton, and sent to info@nsfm.ca.

As stated in subsections 5 d) and 5 e) of the Elections Policy, nominations shall be signed by 1) the Elected Municipal Official proposing the nomination, 2) an Elected Municipal Official seconding this nomination, and 3) a statement of consent from the nominee as well as the Municipal Unit that the nominee represents. The nominator and the nominee can be the same person, but a seconder is still required.

As stated in Elections Policy subsection 5 b), in the case of a Regional Representative, Elected Municipal Officials making a nomination must be from the same Electoral Region as the nominee.

In the case of an election, nominee information will be shared with the NSFM members on a web page. Nominees are invited to send in a photo and an explanation of their qualifications for the position they are running for. This photo and explanation will be included on a web page and the ballot.

Nomination (please print in all spaces except the signature)

I, _____, nominate _____ for the position
of _____.

Signature of nominator: _____

Signature of seconder: _____

Signature of nominee to express consent: _____

The nominee's Municipal Unit: _____



**Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9**

MEMO

To: **Mayor and Council**
Submitted by: **Demetri Kachafanas, K.C., CAO**
Date: **September 9, 2025**
Subject: **Temporary Building Closure due to HVAC Replacement**

All Council,

This memo is to inform Council and public that the HVAC system is being replaced in City Hall in starting this month. This essential infrastructure upgrade is necessary to ensure a safe, comfortable, and energy-efficient working environment for staff and visitors.

To complete the work, the existing system must be shut down. This means there will be no air circulation in the building for approximately 44 days. During this period:

- Some staff will be working remotely to maintain continuity of services.
- Other staff will be temporarily relocated to alternate locations as required to fulfill operational needs.
- City Hall will be accessible during scheduled hours for staff to retrieve files and complete certain tasks.
- All departments will remain accessible via phone and email, and efforts will be made to minimize disruption to public services.

Updates regarding the reopening of City Hall will be provided as the project progresses through the CBRM Communications Department and social media outlets.

Respectfully,

Demetri Kachafanas, K.C.
Chief Administrative Officer



**Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9**

MEMO

To: Mayor and Council
Submitted by: Wayne MacDonald, Chief Engineer
Date: September 9, 2025
Subject: CBRM Capital Priorities Forecast (DRAFT) 2026 - 2030

All Council,

Attached please find the CBRM Capital Priorities Forecast (DRAFT) 2026-2030, for Federal/Provincial Funding Opportunities, as identified through Council and staff. This is a result of recent and ongoing federal and provincial government announcements to advance and expand infrastructure and development programs.

To be prepared for any possible opportunities, Council's acceptance of the priorities, and approval is being sought to enable the Municipality to apply, and advance municipal priorities moving forward within the Council-approved CBRM 5-year Capital Plan and other community initiatives.

Recommendation

“Council approve the CBRM Capital Priorities Forecast (DRAFT) 2026-2030, and authorize application being made by the CBRM on behalf of the Municipality or community partners as opportunities arise.”

Regards,

Wayne H. MacDonald, P.Eng.
Chief Engineer, and Director of Strategic Partnerships
Cape Breton Regional Municipality

Five Year Capital Priorities Forecast (DRAFT)

2026-2030

Cape Breton Regional Municipality

September 9th, 2025

Prepared by Engineering Services



Executive Summary



This plan provides a **strategic framework** to guide capital investment decisions over the next five years. It reflects a proactive, service-focused approach to managing municipal infrastructure and facilities.



Rather than relying on historical spending patterns, this plan presents what is **required** to sustain public services using industry benchmarks, asset replacement values, and expected service life data.



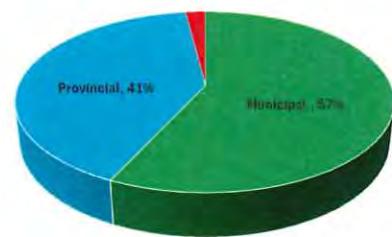
Utilizing the CBRM Capital Prioritization Framework, it is intended to support informed, transparent, decision-making by illustrating the true cost of maintaining the services residents rely on from roads and underground infrastructure, to buildings, parks and protective services.

Net Stock of Core Public Infrastructure in Canada

Municipalities own the core Infrastructure assets that are critical to the quality of life of Canadians and the competitiveness of the country.

“Municipalities own over 60% of the country’s infrastructure but collect just eight cents of every tax dollar paid in Canada, with the other 92 cents going to Federal, Provincial and Territorial Governments”

- 1800 jobs generated per \$100million invested in infrastructure
- \$160million economic growth generated per \$100million invested



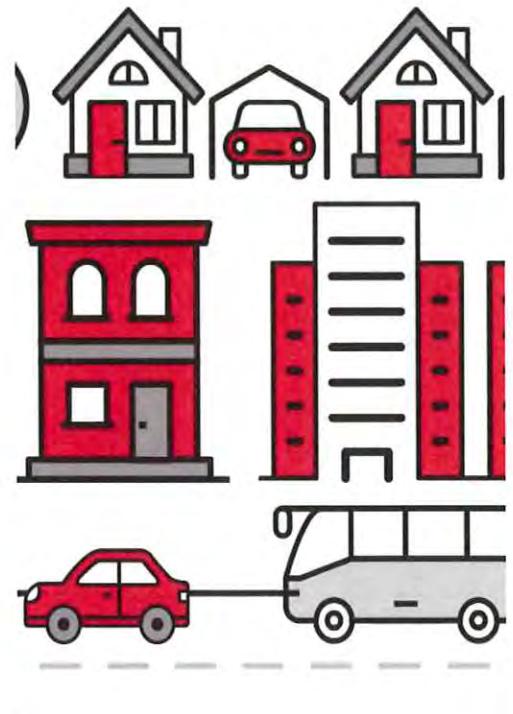
*Federation of Canadian Municipalities (FCM)
Canada Infrastructure Report Card*

Asset Management

Why Municipal Asset Management Matters

- Protects Public Investment – Ensures long-term value from Billions in infrastructure
- Supports Informed Decisions – Data driven planning for maintenance, renewal, and growth
- Manages Risk – reduces unexpected failures & costly emergencies
- Improves Service Delivery – Aligns assets with Community needs and expectations
- Maximizes Limited Resources – Helps prioritize spending and extend asset life

Where are we at, with AM...





Technology & Innovation in Asset Management

- **Advancements in Technology:**
 - Use of Geographic Information Systems (GIS)
 - Maps, tracks, and analyzes asset locations and conditions in real time.
 - Integration with public works computerized maintenance management system (CMMS) - City Works.
 - Adoption of modern software solutions for long-term planning incorporating predictive asset upgrades & renewal.
- **Benefits of Technology:**
 - More accurate forecasting of asset lifespan and service needs.
 - Optimization of funds and resources (asset overlap).
 - Reporting of key performance metrics and Levels of Service becomes more attainable.

Linear Asset Condition & Replacement Costs

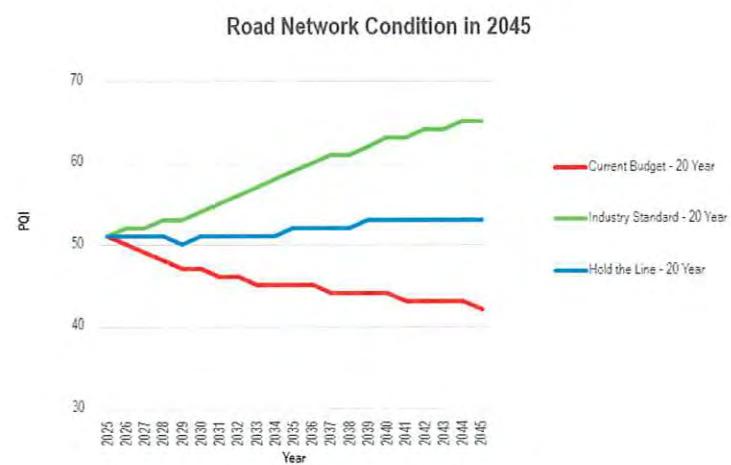
Asset Type	Total Length (kms)	Very Poor	Poor	Fair	Good	Very Good	Asset Value
Roads							
Arterial	25	0%	6%	47%	25%	20%	\$50,165,000
Major Collector	34	1%	13%	42%	18%	25%	\$48,332,000
Collector	26	1%	6%	35%	29%	27%	\$36,670,500
Minor Collector	64	2%	18%	27%	21%	32%	\$90,482,000
Local	332	15%	25%	18%	16%	22%	\$310,326,500
Subtotal	482	11%	21%	24%	18%	24%	\$535,976,000
Sanitary Sewers							
Trunk Sewers	10	15%	13%	40%	5%	27%	\$43,860,238
Collector Sewers	691	30%	21%	21%	13%	15%	\$1,120,708,151
Pressure Sewers	23	14%	4%	13%	8%	60%	\$60,560,976
Subtotal	724	29%	20%	21%	13%	17%	\$1,225,129,365
Watermains							
Distribution Mains	735	33%	31%	17%	7%	13%	\$1,256,850,000
Transmission Mains	64	30%	15%	3%	7%	45%	\$134,360,100
Subtotal	799	32%	30%	16%	7%	15%	\$1,391,210,100
TOTAL REPLACEMENT VALUE							\$3,152,315,465

CBRM Roads

20-Year Outlook

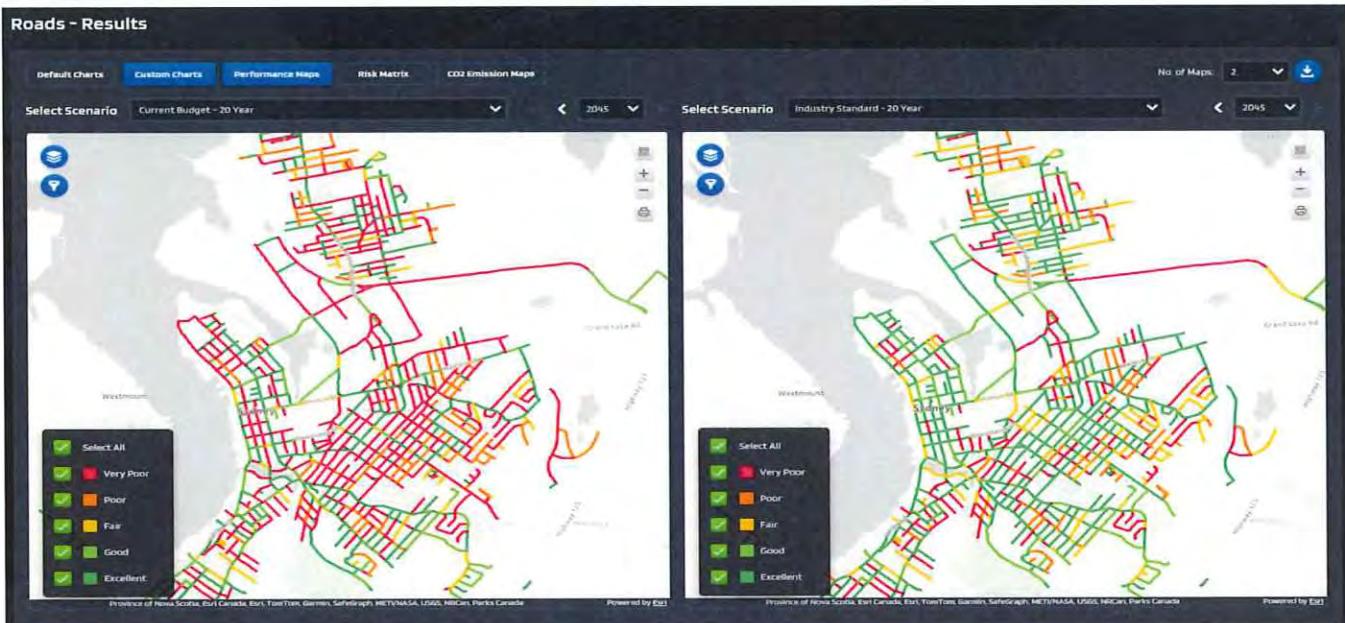
Current budget **\$9.0M** vs.
Industry Standard **\$17.1M** vs.
Hold the line **\$13.5M**

- Estimated Useful Service Life:
 - 20 – 34 years
- Current (2025) Reinvestment Rate:
 - 1.7% (Local) to 1.1% (Arterial) of total replacement value per year
- Industry Standard Reinvestment Rate:
 - 2.9% (Local) to 3.6% (Arterial) of total replacement value per year
 - Canada Infrastructure Report
- Hold the Line Reinvestment Rate:
 - 2.4% (Local) to 3.0% (Arterial) of total replacement value per year



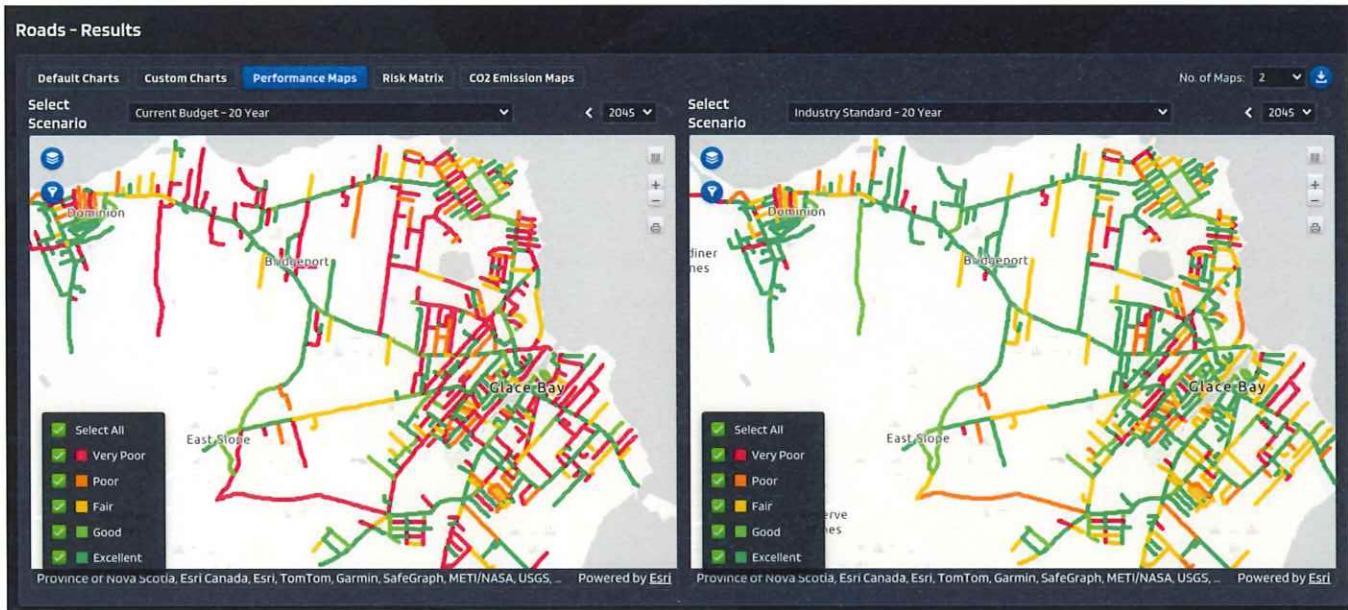
Asset Management Predictive Analysis

20-Year Outlook



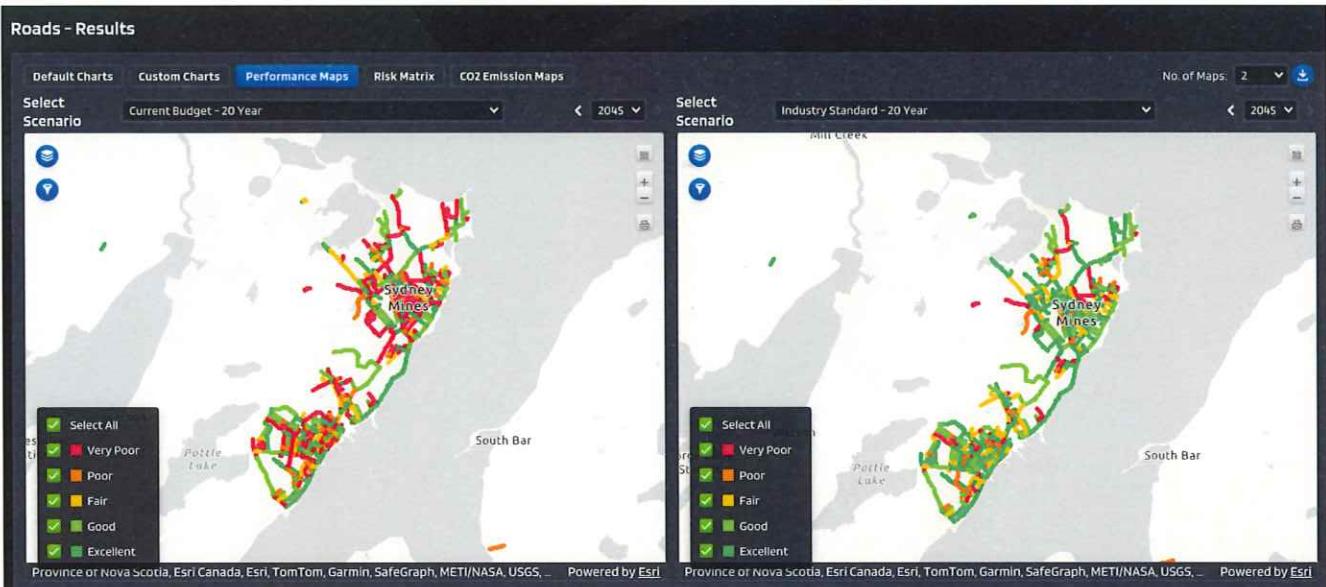
Asset Management Predictive Analysis

20-Year Outlook



Asset Management Predictive Analysis

20-Year Outlook

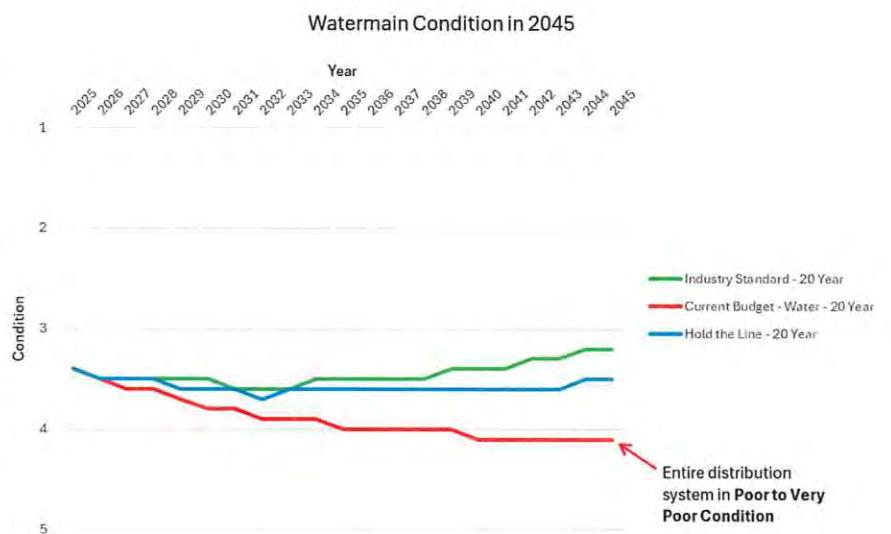


CBRM Water Mains

20-Year Outlook

Current budget **\$2.5M** vs.
Industry Standard **\$13.9M** vs.
Hold the line **\$12M**

- Estimated Useful Service Life:
 - 100 years
- Current (2025) Reinvestment Rate:
 - **0.18% of total replacement value**
- Industry Standard Reinvestment Rate:
 - **1% of total replacement value per year**
 - Canada Infrastructure Report
- Hold the line Reinvestment Rate:
 - **0.86% of total replacement value per year**

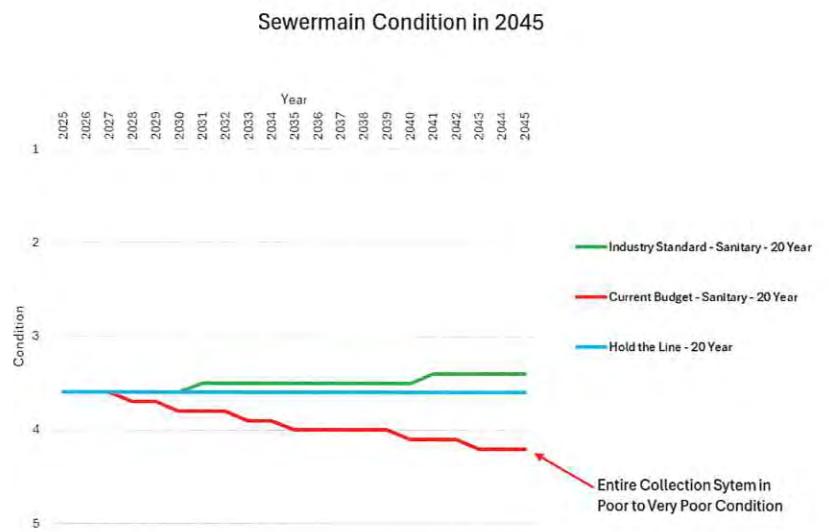


CBRM Sewer Mains

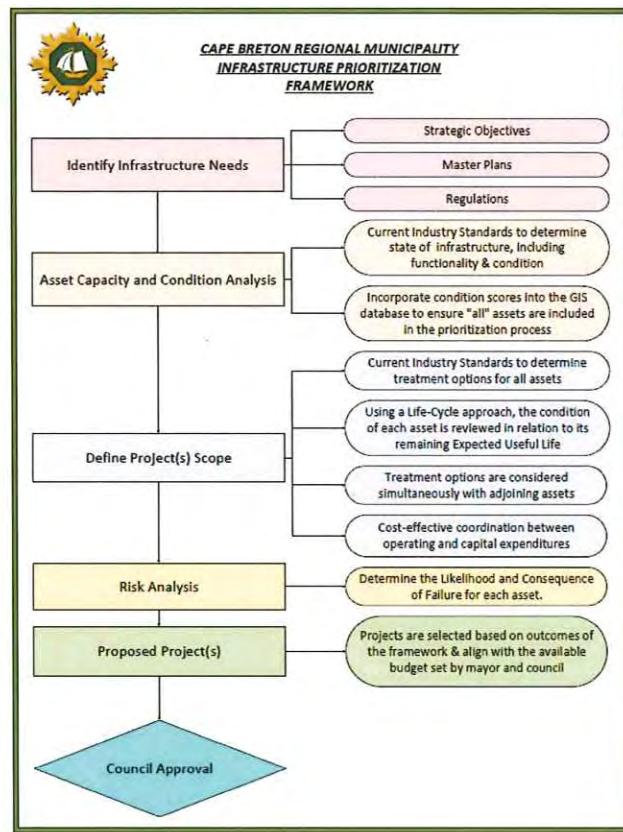
20-Year Outlook

Current budget **\$1.0M** vs.
Industry Standard **\$12.3M** vs.
Hold the line **\$7.4M**

- Estimate Useful Service Life:
 - 100 years
- Current (2025) Reinvestment Rate:
 - **0.08% of total replacement value**
- Industry Standard Reinvestment Rate:
 - **1% of total replacement value per year**
 - Canada Infrastructure Report
- Hold the Line Reinvestment Rate:
 - **0.6% of total replacement value per year**



CBRM Infrastructure Prioritization Framework



Capital Priorities Overview

Proposed Projects	Subtotal
Transportation Infrastructure	\$91,580,751
Wastewater Infrastructure	\$298,123,462
Housing Infrastructure	\$71,396,982
Water Infrastructure	\$95,389,045
Stormwater Infrastructure	\$17,502,886
Transit	\$114,000,000
Fleet	\$35,690,000
Solid Waste	\$18,250,000
Active Transportation	\$29,036,404
Parks & Grounds	\$20,000,000
Buildings	\$17,000,000
Community Infrastructure	\$169,800,000
Subtotal – Proposed Projects	\$987,769,530

Future Projects	Subtotal
Future WW (New Waterford 2028 start)	\$74,014,777
Future WW (Sydney 2032 start)	\$100,000,000
Light Rail Transit (Phase 1 & 2)	\$250,000,000
CBRM Fleet Electrification Plan – Phase 1	\$20,000,000
CBRM Fleet Maintenance Facility – Addition to Transit Facility	\$35,000,000
Sydney Marine Integrated Marine Services (W&WW/SW/Bunkering/Tug)	\$16,000,000
Downtown Transit Hub (incl. land acquisition)	\$9,000,000
Sydney Downtown Parkade (Downtown Parking Pressure of 300+ vehicles)	\$28,000,000
Science, Innovation & Learning Center	\$10,000,000
Subtotal – Future Projects	\$542,014,777

Future Projects	Subtotal
Grand Total – All Projects	\$1,509,784,307



Transportation Infrastructure

Municipal investment in roads, sidewalks, and traffic safety improvements directly impact public safety, accessibility, and long-term infrastructure sustainability.

Prioritizing these programs demonstrates responsible asset management, enhances community well-being, and supports economic growth through improved connectivity.

Transportation Infrastructure Programs

• Local Roads	\$38,790,813
• Arterial/Collector Roads	\$28,206,188
• Sidewalks	\$9,583,750
• J-Class Cost Shared Roads	\$10,000,000
• Traffic Safety Improvements	\$5,000,000

Subtotal - Transportation	\$91,580,751
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Arterial, Collector, and Local Roads

The “Hold-The-Line” scenario was used when developing this Priority Plan for CBRM Roads.

Key Considerations:

- Maintains current network conditions – Average network PQI (51)
- Increased investment required for both Local and Arterial/Collector roads vs historical investment

Budget:

- Local Roads - \$7,758,163 Annually
- Arterial/Collector Roads - \$5,641,238 Annually
- 5-Year total of \$66,997,001

AVERAGE ANNUAL REINVESTMENT RATE		
	INDUSTRY STANDARD	PROPOSED PLAN
Local Roads	2.9%	2.4%
Arterial/Collector Roads	3.6%	3.0%

Subtotal – CBRM Roads	\$66,997,001
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Sidewalks

CBRM Council has indicated increased priority for Sidewalk renewals.

Key Considerations:

- Proposed investment rate exceeds industry standard.
- Sidewalks within this category are for “replacements”.

Budget:

- \$1,916,750 Annually
- 5-Year total of \$9,583,750

AVERAGE ANNUAL REINVESTMENT RATE		
	INDUSTRY STANDARD	PROPOSED PLAN
Sidewalks	2.0%	2.5%

Subtotal - Sidewalks	\$9,583,750
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J Class Roads

Since the early 2000's, CBRM has entered into a 50-50 cost share agreement with the province of Nova Scotia for the initial paving of “J-Class” roads.

In addition to this annual agreement, this priority plan expands the paving program based on the on-going negotiations with the Province of Nova Scotia.

Key Considerations:

- \$4,350,000 required to complete the remaining “unpaved” J-Class Roads
- On-going negotiations for CBRM to upgrade and retain ownership of approximately 70km of J-Class Roads
- This 70km of J-Class Roads is based off anticipated operating savings that would no longer be paid to the Province.

Budget:

- Annual Total of \$2,000,000
- 5-Year Total of \$10,000,000

Subtotal – J-Class Roads	\$10,000,000
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Traffic Safety Improvements

Traffic Safety is a crucial component of CBRM's responsibilities when it comes to municipal transportation infrastructure. Not only can improvements lead to enhanced safety, but they can improve traffic flow, achieve accessibility standards, and create more livable communities:

Key Considerations:

- Traffic Safety responsibilities for CBRM are legislated through the Municipal Government Act (MGA) and Motor Vehicle Act of Nova Scotia (MVA)
- Projects include Traffic Signals, Pedestrian Crossings, Lane Configurations, etc.
- Having a dedicated "Capital" plan will alleviate operating pressures for unexpected repairs and upgrades.
- Includes studies, traffic analysis, and detailed designs

Budget:

- \$1,000,000 Annually
- 5-Year total of \$5,000,000

Subtotal – Traffic Safety Improvements	\$5,000,000
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Active Transportation Projects

CBRM ➤ IN MOTION

Active transportation projects promote non-motorized modes of travel, such as walking and cycling, by developing trails, sidewalks, and bicycle lanes. These projects enhance pedestrian safety, improve connectivity, and encourage healthier, more sustainable transportation options.

CBRM has a pending application through the Federal Active Transportation Fund worth \$23M for projects in fiscal years 2026 to 2030.

Project Details:

1. The Sydney River Multi-Use Path - \$11M spread over fiscal 28/29 and 29/30
2. 25km of Curb and Sidewalk rehabilitations – \$10M spread over 5 years
3. 300 Crosswalk Improvements (Signage, Paint, RRFB's, etc.) - \$1.7M over 5 years
4. 150 Bench replacements and new installations - \$0.3M spread over 5 years.

Other notable projects include:

1. Washbrook Greenway Multi-Use Trail
2. AT Plan Sidewalk and Trail Extensions
3. Community Trail and AT Master Plan Initiatives

All projects will align with the **CBRM Forward Active Transportation Master Plan** and include additional focus on improving connectivity to CBRM Transit.

Subtotal – Active Transportation	\$29,036,404
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Housing Infrastructure Projects

Housing infrastructure projects focus on enhancing municipal services including water distribution, wastewater and stormwater collection, and transportation assets to support the development of housing units across CBRM.

CANADA HOUSING INFRASTRUCTURE FUND

HOUSING PLAN IN ACTION!

 Housing, Infrastructure and Communities Canada Logement, Infrastructures et Collectivités Canada



Housing Infrastructure Projects

CBRM is helping improve housing through four key Capital Delivery initiatives.

Tartan Downs - \$13,728,982

- Through the Canadian Housing and Infrastructure Fund (CHIF), CBRM has secured federal funding in partnership with the Urban Neighborhood Development Association to leverage funds supporting the required municipal infrastructure.
- This project has also received funding through the HAF program.

CBU Water Supply and Housing Development - \$25,500,000

- CBRM has secured both Federal (CHIF) and Provincial funding to support supplying municipal water to the CBU campus.
- The installation of a water supply to CBU will support housing developments within reach of the water system extension.

Housing Accelerator Fund (HAF) - \$32,168,000

- CBRM is administering the funds received through the CMHC Housing Accelerator Fund to support municipal infrastructure installation supporting additional housing units. Committed money to be spent is \$2,168,000.
- CBRM anticipates a second call for applications under the HAF program and is preparing to apply for \$30,000,000.

Local Improvement Charges (LIC's)

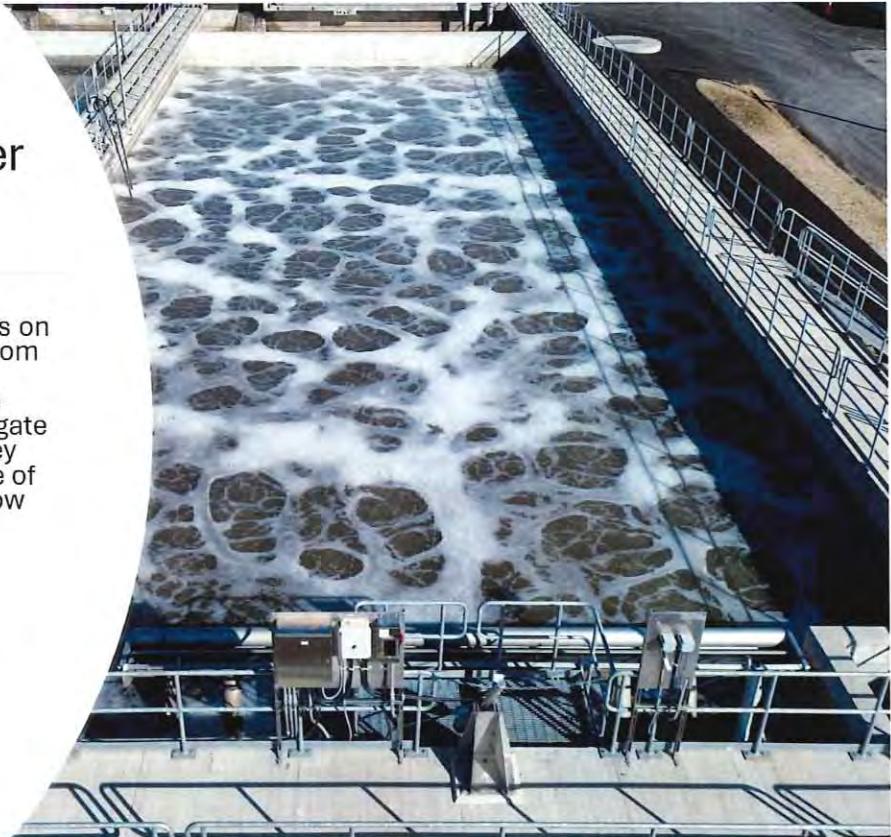
- CBRM Engineering is working with the Planning and Finance Departments to formalize a Local Improvement Charge Bylaw for Council consideration.
- The bylaw will facilitate a means for constructing the infrastructure associated with developments.
- Projects will be completed through the Capital Delivery Program and costs recovered through the Local Improvement Charges.

Subtotal – Housing Infrastructure	\$71,396,982
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Wastewater & Stormwater Projects

Wastewater and Stormwater projects focus on managing and treating water that comes from residential, commercial, and industrial sources, as well as rainwater runoff. These projects aim to improve water quality, mitigate flooding, and protect the environment. They include the construction and maintenance of sewer systems, treatment plants, and inflow and infiltration work.

Treatment compliance is mandated by Environment & Climate Change Canada through the Federal Wastewater Systems Effluent Regulations (WESR)



Wastewater Treatment Infrastructure Projects - ICIP

The wastewater Investing in Canada Infrastructure Projects (ICIP) are fully funded by the Federal (40%) and Provincial (60%) Governments

- **Total Project Budget \$42M**
- Total Budget for the Glace Bay Component \$86M
 - Construction status: **Year 7 of 8**
- **Additional core project components included:**
 - Battery Point WWTP UV system replacement – **COMPLETE**
 - UV systems at four (4) existing Wastewater Treatment Lagoons – **COMPLETE**
 - Port Morien WW Collection and Treatment System – **COMPLETE**

Subtotal - Wastewater (GB/PM/Lagoons)	\$42,000,000
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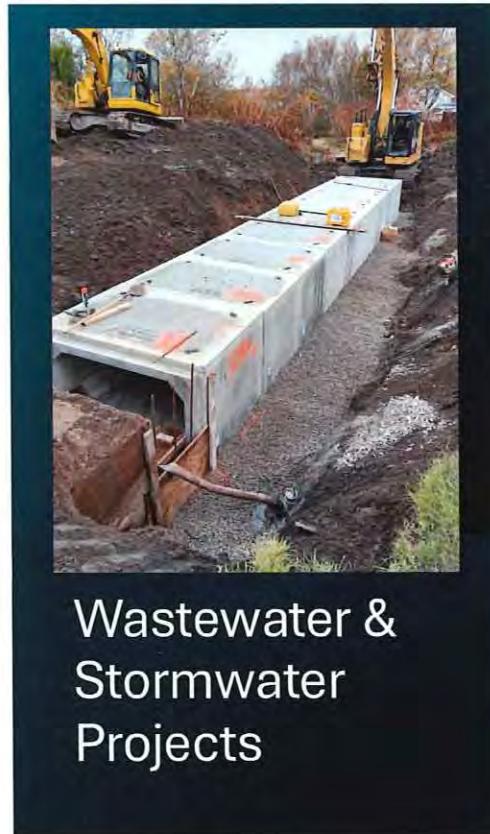


New Victoria Wastewater Collection & Treatment Project - NBCF

The New Victoria project was added as a Scope Change under the Sydney Harbour West WW Collection & Treatment Project.

- Equally funded by Housing, Infrastructure & Communities Canada (HICC), the Province of NS, and CBRM under the New Building Canada Fund (NBCF).
- **Total Project Budget \$14.8M**
 - Construction status: **Year 2 of 3**
- **Additional core project components include:**
 - Design & Construction of the Sydney Harbour West Wastewater Collection and Treatment System – **ONGOING**
 - Design & Construction of the New Victoria Wastewater Collection & Treatment System - **ONGOING**

Subtotal - Wastewater (New Victoria/SHW)	\$14,800,000
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Wastewater & Stormwater Projects

Wastewater and Stormwater collection projects go hand-in-hand with each other as separating combined sewers is mandated through WSER regulations and leads to operational cost savings.

Key Considerations:

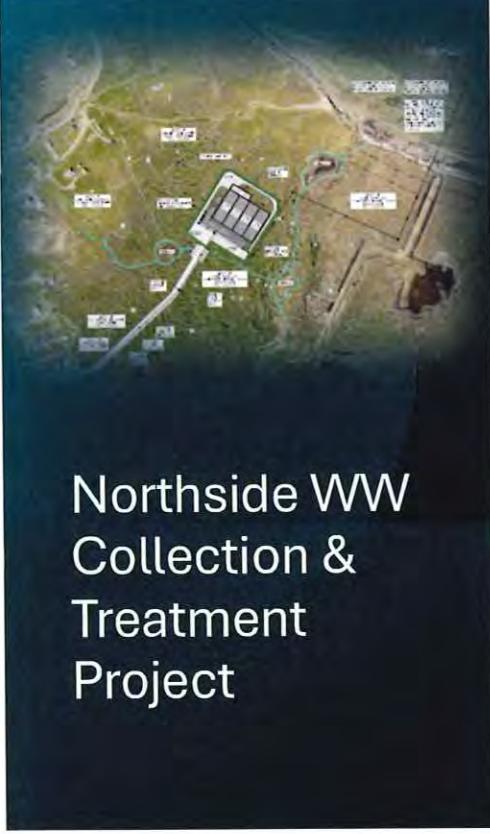
- Linear wastewater and stormwater collection projects are based on Industry Standard reinvestment rates.
- Due to the very poor condition of CBRM sewers, Industry Standard investment is recommended rather than Hold-The-Line.
- The Large Storm Water Culver Replacement Program is informed by Flood Mapping Studies.

Budget:

- Wastewater Collection System - \$62,682,184 (\$12,536,437 Annually)
- Inflow & Infiltration - \$2,250,000 (\$450,000 Annually)
- Culvert Replacement Program - \$7,850,000 (\$1,570,000 Annually)
- Storm Water Collection System – \$9,152,886 (\$1,830,577 Annually)
- Flood Mapping Studies - \$500,000 (\$100,000 Annually)

AVERAGE ANNUAL REINVESTMENT RATE		
	INDUSTRY STANDARD	PROPOSED PLAN
Linear Wastewater	1.0%	1.0%
Linear Storm Water	1.0%	1.0%

Subtotal – Wastewater/Stormwater	\$82,435,070
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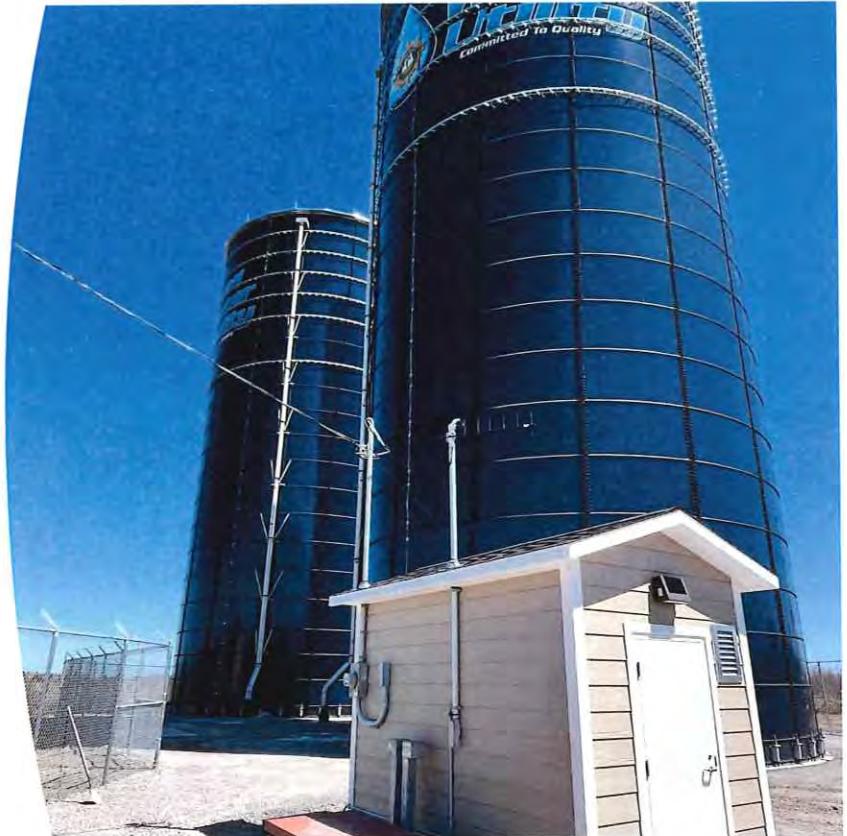
Northside WW Collection & Treatment Project

- Mandated by Environment & Climate Change Canada through the Federal Wastewater Systems Effluent Regulations (WESR)
- Preliminary design is complete ✓
- Funding application submitted – **Canada Housing Infrastructure Fund (CHIF)**
 - Federal Funding Contribution 40%
 - Provincial Funding Contribution 60%
 - CBRM Funding Contribution (land purchases)
- **Estimated Project Cost \$176.4M**
- **Core project components will include:**
 - Thorough investigation and evaluation of existing wastewater infrastructure
 - GIS data integration
 - Development of infrastructure improvement plans
 - Execution of infrastructure upgrade initiatives
 - Detailed design of a new collection and treatment system
 - Detailed design of a new treated outfall structure
 - Construction & commissioning of new wastewater system
- **Estimated Project duration of 7 years starting in 2028**

Subtotal - Northside WWTP	\$176,391,278
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Water Utility Projects

Water Utility Projects focus on the assets required to treat and move water from a source of supply to the end-users. This is achieved through maintaining, replacing, and upgrading treatment facilities, distribution and transmission piping, storage facilities, pumping systems, etc. On top of physical upgrades, completing study work and assessments helps optimize water infrastructure efficiency. The goal of these projects is to ensure a safe, reliable, and efficient water supply for communities.





Water Utility Projects

All Water Utility projects are regulated by the Nova Scotia Utility and Review Board. Projects are funded through a combination of depreciation allowance, capital reserves, long-term borrowing, and external funding.

Key Considerations:

- Water utility projects are based on Industry Standard reinvestment rates.
- Current investment rate is well below industry standard rates, resulting in very poor condition assets.
- Master Plan studies inform the major transmission main, pumping and storage, and Water Treatment projects.

Budget:

The Water Utility Projects are broken out using the five major asset categories:

1. Water Treatment - \$10,401,570 (\$2,080,314 Annually)
2. Transmission Mains - \$6,718,000 (\$1,343,600 Annually)
3. Distribution Mains - \$62,842,500 (\$12,568,500 Annually)
4. Pumping and Storage \$4,426,975 (\$885,395 Annually)
5. Meters \$11,000,000 (\$2,200,000 Annually)

Subtotal - Water Utility	\$95,389,045
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Parks, Grounds, Building, & Facilities Projects

Parks, Grounds, Buildings, and Facility assets require strategic investments to develop, enhance, and maintain these physical spaces. Examples include upgrading playgrounds, essential building upgrades, energy efficiency upgrades, and accessibility upgrades. These projects ensure public spaces and buildings are safe, functional, and meet the community needs.





Parks, Grounds, Buildings & Facilities

Parks/Grounds/Buildings and Facilities are broken down into four categories:

- 1. CBRM Building Rehabilitation Program**
 - 5-Year Total - \$15,000,000
 - Annual Total - \$3,000,000
- 2. Community Energy Efficiency Upgrades**
 - 5-Year Total - \$1,000,000
 - Annual Total - \$200,000
- 3. Accessibility Legislative Compliance Initiatives**
 - 5-Year Total - \$1,000,000
 - Annual Total - \$200,000
- 4. Parks, Sport Fields, Recreation Site
Rehabilitations and Upgrades**
 - 5-Year Total - \$20,000,000
 - Annual Total - \$4,000,000

Subtotal - Parks/Grounds/Buildings	\$37,000,000
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Solid Waste Projects

Solid Waste projects aim to enhance waste management efficiency, environmental sustainability, and public health. These projects focus on improving composting facilities, upgrading transfer stations for better waste sorting and recycling, developing and maintaining C&D landfill sites to manage construction and demolition debris, and enhancing collection and disposal systems to ensure safe and efficient waste handling for the communities within CBRM.





Solid Waste Projects

All costs associated with these projects are funded through Operating by Cost Recoveries resulting from “Collections” and updated operation models.

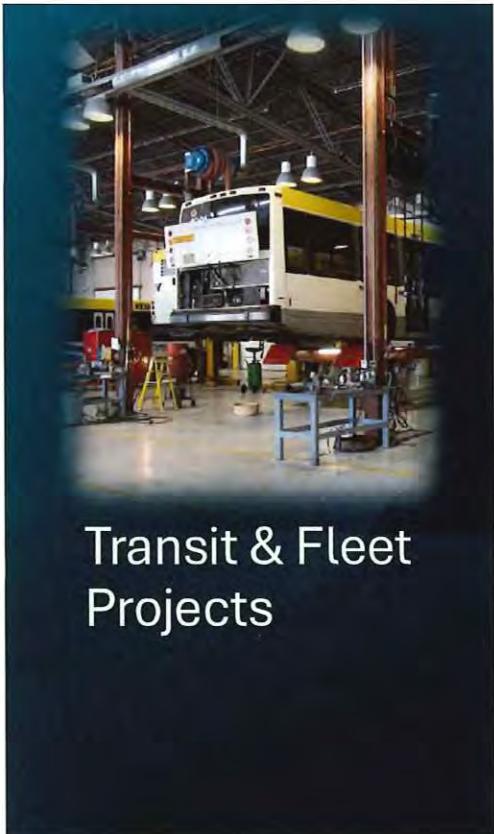
- 1. Compost Facility Upgrades/Recommissioning/Transfer Station**
 - 5-Year Total - \$3,125,000
- 2. General building Upgrades/Efficiency Upgrades**
 - 5-Year Total - \$4,500,000
- 3. C&D Landfill Cell Expansion**
 - 5-Year Total - \$3,125,000
- 4. Hybrid Collection Vehicles**
 - 5-Year Total - \$7,500,000
 - Annual Total - \$1,500,000

Subtotal - Solid Waste	\$18,250,000
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Transit & Fleet Initiatives

Cape Breton Regional Municipality's Transit and Fleet departments are experiencing significant upgrades to improve efficiency and sustainability. Major projects include investments in electric buses and a new maintenance facility. These improvements, along with Fleet replacements, aim to provide reliable, accessible, and environmentally responsible services to CBRM's communities.





Transit & Fleet Projects

Transit

- **Transit EV Maintenance Facility:**
 - Funded through ICIP in collaboration with the Federal and Provincial Government
 - CBRM Share is 30%
 - On hold for current fiscal year.
 - 5-Year Total - \$54,000,000
- **Handi-Trans/Rolling Stock/Community Infrastructure/Hubs**
 - Requires funding for full implementation
 - 5-Year Total - \$60,000,000
 - Annual Total - \$12,000,000

Fleet

- **Fire – Long Term Plan**
 - Pumper and Tanker replacement plan
 - Anticipated departmental efficiencies being considered
 - 5-Year Total - \$25,690,000
- **Public Works – Baseline Fleet Replacement**
 - Not including EV conversion
 - 5-Year Total - \$10,000,000
 - Annual Total - \$2,000,000

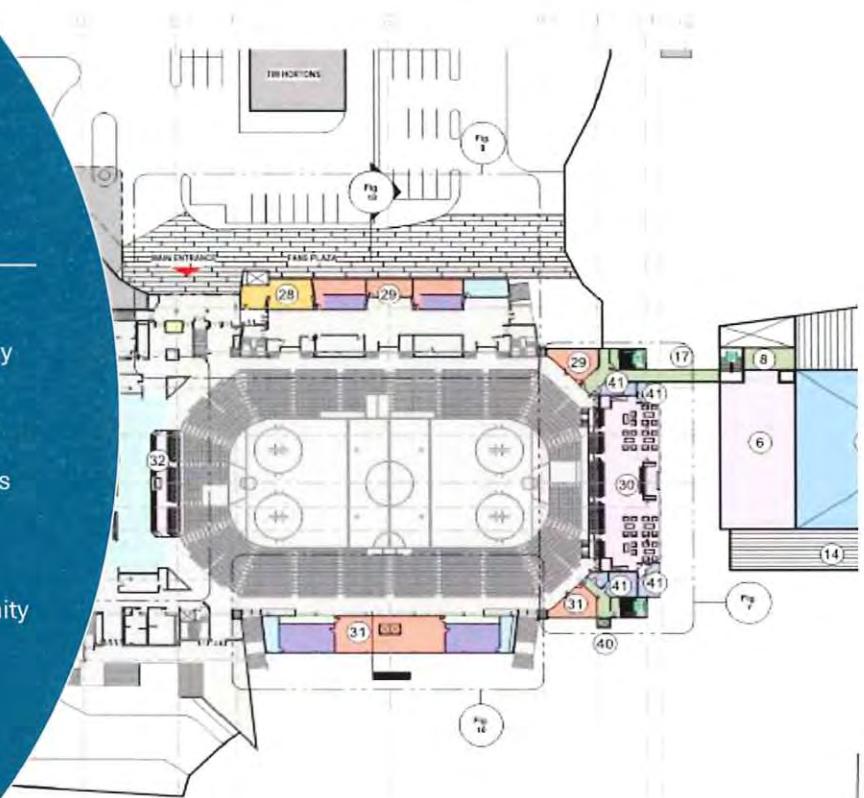
Subtotal – Transit & Fleet	\$149,690,000
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Community Projects

Community-focused projects are designed to enhance infrastructure, public services, and quality of life across the CBRM.

Key initiatives include revitalization and expansion efforts to stimulate economic development, upgrades to recreational facilities, and investments in public safety through enhancements to police facilities and security systems.

Collectively, these projects reflect a strategic commitment to long-term prosperity and community well-being.



Community Projects

Part 1 of 2

The following projects have been identified for inclusion in the 5-Year Priority Plan to support CBRM Communities.

- 1. Center 200 Revitalization**
 - 5-Year Total - \$60,000,000
- 2. Curling Club**
 - 5-Year Total - \$20,000,000
- 3. New Central Library**
 - 5-Year Total - \$40,000,000 (Updated Approach)
- 4. CBRM Wide Wayfinding/Community Signage Program/CBRM Branding**
 - 5-Year Total - \$1,000,000
- 5. Victory Park, North Sydney**
 - 5-Year Total - \$2,700,000
- 6. Police - Downtown Security Camera System**
 - 5-Year Total - \$500,000

Community Projects

Part 2 of 2

- 7. CBRPS Projects**
 - Police - Downtown Sydney Police Station
 - Police - Emergency Response Team Base (Reserve Mines)
 - Police - HQ Lockup/Major Crimes
 - 5-Year Total - \$13,700,000
- 8. Sydney Homeless Shelter Relocation**
 - 5-Year Total - \$5,000,000
- 9. New Waterford Arena Upgrades**
 - 5-Year Total - \$10,000,000
- 10. CB Exhibition Upgrades**
 - 5-Year Total - \$2,900,000
- 11. Sydney Marine Terminal South Dock**
 - 5-Year Total - \$9,000,000 (Port of Sydney)
- 12. Dangerous and Unsightly Demolitions**
 - 5-Year Total - \$5,000,000

Subtotal – Community Projects	\$169,800,000
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Future Projects

The following projects have been identified for future considerations but are not expected to require funding over the next 5-year period.

These projects are contingent on completing other projects in this Priority Plan.

1. **New Waterford WWTP and Collection System Upgrades**
 - Total - \$74,014,777
2. **Sydney WWTP and Collection System Upgrades**
 - Total - \$100,000,000 (Requires Pre-Design)
3. **Light Rail Transit - Phase 1 & 2**
 - Total - \$250,000,000
4. **CBRM Fleet Electrification Plan – Phase 1**
 - Total - \$20,000,000
5. **CBRM Fleet Maintenance Facility – Addition to Transit Facility**
 - Total - \$35,000,000
6. **Sydney Marine Integrated Marine Services (W&WW/SW/Bunkering/Tug)**
 - Total - \$16,000,000
7. **Downtown Transit Hub (Incl. Land Acquisition)**
 - Total - \$9,000,000
8. **Sydney Downtown Parkade**
 - Total - \$28,000,000
9. **Science, Innovation & Learning Center**
 - Total - \$10,000,000

Subtotal – Future Projects	\$542,014,777
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Funding Strategy



Strategic Objective:

Informed by CBRM's asset management data, the assessment of existing infrastructure and community needs highlights the significant need for external funding outside CBRM long-term borrowing.

Endorsing this plan provides CBRM staff the commitment and guidance needed to pursue external funding opportunities.

Potential Funding Sources:

- Canada Housing Infrastructure Fund (CHIF)
- Growth & Renewal for Infrastructure Development (GRID)
- Canada Public Transit Fund (CPTF)
- Active Transportation Fund (ATF)
- Public/Accessible transit Assistance Package (PTAP/ATAP)
- Provincial Capital Assistance Program (PCAP)
- Flood Risk Investment Infrastructure Program (FRIIP)
- Housing Accelerator Fund (HAF)

Ongoing Commitment:

CBRM staff will continue to monitor, evaluate, and apply for all new funding streams that align with the 2026-2030 Capital Priorities Plan.

CBRM

City Hall
320 Esplanade
Sydney, NS B1P 7B9

Councillor Agenda Request Form – Staff Report

Included on Agenda
(Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)

Late Item
(Submitted to Municipal Clerk's Office by Noon the day before the meeting)

Request from the Floor: (New Business)

- Announcement
- Referral
- Submit Petition
- Notice of Motion

Date of Council/Committee Meeting: September 9, 2025

Subject: Support Letter for Port Morien Wildlife Association (PMWA)

Motion for Council to Consider:

CBRM Council and Senior Staff send a letter of support to the Province of Nova Scotia and the Department of Fisheries Aquaculture regarding the permit issuances to businesses and allowing residents to draw water under the following conditions listed in the attached letter from the PMWA; and for CBRM to consider implementing measures that would prevent further damage caused by excessive water extraction in already stressed areas.

Rationale:

Due to the critical drought conditions currently impacting our local waterways, excessive water extraction can setback habitat restoration and conservation work further.

Outcome Sought:

Council to formally advocate on behalf of PMWA to protect our stressed waterways. It demonstrates leadership on a critical local issue and supports the conservation efforts of community groups.

Name: Gordon MacDonald
Date: August 10, 2025

Received by Clerk's Department (date):
August 10, 2025

PORT MORIEN WILDLIFE ASSOCIATION



**P.O. BOX 6
568 SANDLAKE ROAD,
TOWER ROAD, NS
B1B 1J6**

Hi Councillor MacDonald,

Thank you for reaching out to our organization on August 9, 2025, regarding our concerns. We greatly appreciate that you took the initiative to ask questions and offer assistance—it means a lot to see this kind of engagement.

We have also contacted Premier Houston and the Department of Fisheries and Aquaculture, who referred the matter to their senior management. However, we have not yet received any response.

Given the importance of this issue, we are hopeful that CBRM might consider sending a letter of support.

Our current issue is that Nova Scotia Environment (NSE) is currently issuing permits to businesses and allowing residents to draw water under the following conditions:

Anyone who wants to use a watercourse or water resource by: withdrawing or diverting more than 23,000 litres per day; constructing or maintaining a dam; storing more than 25,000 cubic meters of water.

This licence is not required:

For continuous water use less than 23,000 litres per day; for emergency use, less than 2 weeks (non-recurring);

for use of brackish and sea water;
for structures associated with marsh bodies under Marshland Reclamation Act .

Here in Cape Breton, many of our waterways have become so dry they now resemble hiking or ATV trails. Before the recent travel ban was put in place, we walked several of these streams and rivers—what we saw was heartbreaking. Years of habitat restoration and conservation work have suffered severe setbacks due to ongoing drought conditions.

What's even more concerning is that some remaining pools of water, especially those near roadways, are now being accessed by hydroseeding trucks and local residents. They're using trailers to draw water directly from these fragile pools—simply to water lawns.

This practice is causing significant harm. The few remaining fish seeking refuge in these isolated pockets are being killed off in the process, further compounding the damage to our aquatic ecosystems.

This situation also creates serious challenges for fire services, leaving hydrants dry or reducing available water sources in the event of an emergency.

I recognize this is a complex issue to address, but it is a critical one. We are respectfully asking CBRM to provide a letter of support and, if possible, to consider implementing measures that would help prevent further damage caused by excessive water extraction in these already stressed areas.

Sincerely,

Jeff McNeil

President

Port Morien Wildlife Association



**Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9**

REPORT TO COUNCIL

To: Mayor and Council
Submitted by: Police Commission Chair / Councillor Glenn Paruch
Date: September 9, 2025
Subject: Funding Request for CBRM Board of Police Commissioners

Dear Council,

The Commission met on September 3, 2025. Here's a rundown of the key items, in the order they came up, and what will need Council's attention.

Commission Communications SOP

One of the first substantive items was a proposal for a new Standard Operating Procedure (SOP) to manage emails to the Commission. This sets out a clear process for intake, triage, and routing, making sure governance issues stay with the Commission while operational matters go to the Chief. The Commission recommended adoption of the SOP and implementation is underway.

Cameras Update

The Director of Corporate Information Services provided an update on the body-worn, in-car, and downtown camera projects. The RFP is out now and should be awarded mid-September. For information only.

In addition, the Director reviewed the computer aided dispatch upgrade, noting the vendor had recently advised the system was end of life and that the upgrade may result in unanticipated budgetary pressures.

Commission Policies Review

The Municipal Clerk brought forward a recommendation that the Commission do a comprehensive review of its policies in alignment with the broader organizational review. Once complete, policies would come to Council for approval only as needed.

Policing Standards & Crime Stats

The Chief briefed us on the Nova Scotia policing standards and presented the 2024 crime statistics. For Information Only.

Funding Request

Commissioner Tom Vickers put forward a motion that Council include an independent budget line item for the Police Commission in the next municipal budget. The rationale comes from the Mass Casualty Commission's recommendations, which stress that police boards should not depend on the police service they oversee for funding. This will go directly to Council for decision and has been attached for Council's review.

Reports and Correspondence

We also received divisional reports on operations and patrols, and a letter confirming Commissioner Noelle Gouthro's reappointment. Both were informational only.

Attachment A

For Council's consideration:

Moved by Commissioner Vickers, seconded by Commissioner Conner, to recommend to CBRM Council to include in the next budget a line item to provide funding for the CBRM Board of Police Commissioners.

Discussion:

- CBRM Chief of Police supports the Commission's motion

Rationale

This request aligns with Recommendation 110(c) of the Mass Casualty Commission, which states that municipalities should provide adequate funding to police boards. This funding is essential to enable police commissions to:

- Conduct independent research
- Seek legal advice
- Maintain records
- Fulfill their governance responsibilities independently

Outcome Sought

To ensure the CBRM Police Commission operates with financial independence, eliminating reliance on funding from the body it governs. This will strengthen the integrity and autonomy of its governance role.

Respectfully submitted,

Councillor Glenn Paruch
CBRM Police Commission Chair



**Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9**

REPORT TO COUNCIL

To: Mayor and Council
Submitted by: Audit Committee Chair / Deputy Mayor Eldon MacDonald
Date: September 9, 2025
Subject: Engagement of MNP for Financial Statement Preparation

Dear Council,

This report is submitted to Council on behalf of the CBRM Audit Committee and is for informational purposes.

The Municipal Clerk presented an overview of committee governance and spoke to the importance of the Audit process.

Darren Chaisson provided an update on audit progress. As a result of changes in staff in the CBRM Finance Department and the need to advance information for the audit process, the Audit Committee decided to retain MNP for the preparation of financial statements for the current fiscal year. This engagement ensures timely and professional financial reporting in accordance with municipal standards and best practices.

Respectfully submitted,

Deputy Mayor Eldon MacDonald
CBRM Audit Committee Chair



CAPE BRETON REGIONAL MUNICIPALITY
OFFICE *of the* MAYOR

August 28, 2025

Hon. Kim Masland, Minister
Province of NS Emergency Management
One Government Place
1700 Granville St.
Halifax, NS B3J 1X5

Dear Minister Masland:

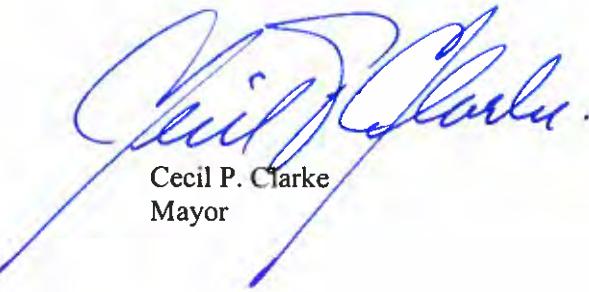
RE: Drought Conditions in CBRM

As drought conditions persist within Cape Breton County, preparedness and response to wildfires has been well-coordinated, professional, and commendable.

Drought conditions have had a significant impact on wells. My office, Councillors, and the CBRM 311 Call Centre are receiving inquiries asking if the Province will be providing financial support with well restoration or replacement. As of August 8, 2025, 311 has received 128 calls identifying dry wells with approximately 50 percent requiring support. Thankfully, the number of wells impacted has been less than anticipated due, in part, to conservation efforts.

Those impacted are experiencing financial demands. In the past, other EMO circumstances such as a hurricane, snow, and rain provided supports to citizens. Has EMO, or would EMO, consider a program for wells?

Warm and kind regards,


Cecil P. Clarke
Mayor

CPC/tfd

c: Hon. Fred Tilley, MLA
Hon Brian Comer, MLA
CBRM Council
Demetri Kachafanas, CBRM CAO
Mark Bettens, CBRM Fire Chief
Christa Dicks, CBRM Municipal Clerk
John Phalen, CBRM Director of PW
Ray Boudreau, CBRM Director of Water & Wastewater

City Hall 320 Esplanade Sydney Nova Scotia Canada B1P 7B9

