



Cape Breton Regional Municipality

Council Meeting Agenda

Tuesday, September 16, 2025
2:00 p.m.

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

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Land Acknowledgement**Roll Call****O' Canada****1. Approval of Agenda:** (Motion required)**2. Approval of Minutes:** (Previously Circulated)

➤ Council - June 10, 2025

3. Proclamations and Resolutions**3.1 National Tree Day**

Deputy Mayor Eldon MacDonald (See page 6)

3.2 National British Home Children's Day

Councillor Earlene MacMullin (See page 7)

3.3 Arthritis Awareness Month

Councillor Gordon MacDonald (See page 8)

3.4 Dystonia Awareness Month

Councillor Steve Gillespie (See page 9)

3.5 Fetal Alcohol Spectrum Disorder Awareness Month

Councillor Darren O'Quinn (See page 10)

3.6 Celebration of Nigerian Independence Day

Councillor Kim Sheppard-Campbell (See page 11)

3.7 Wrongful Conviction Day

Councillor Paul Nickituk (See page 12)

3.8 Fire Prevention week

Councillor Steven MacNeil (See page 13)

3.9 Green Sports Day

Councillor Glenn Paruch (See page 14)

3.10 National Dental Care Day

Councillor Steve Parsons (See page 15)

4. Public Hearing – Scheduled for 5:30 p.m.

4.1 Request for Street Closure (PID 15750912) Undeveloped Road Reserve of Maple Street, New Waterford (District 11): Sheila Kolanko, Property Manager (See page 16)

5. Planning Issues

5.1 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 21)
Full Version of Attachment B and PowerPoint Circulated Separately

5.2 Supportive Housing More than Nine Beds: Tyson Simms, Director of Planning and Development; Karen Neville, Senior Planner (See page 50)

6. Business Arising – Council Meeting - August 19, 2025

6.1 Policy Review Update: Christa Dicks, Municipal Clerk / Director of Corporate Information Services (See page 73)

6.2 Transit Cape Breton Access-A-Bus Policy: John Phalen, Director of Public Works (See page 115)

7. Business Arising – Committee of the Whole Meeting - September 9, 2025

7.1 Nova Scotia Federation of Municipalities Board Member Nomination (For Ratification): Christa Dicks, Municipal Clerk / Director of Corporate Information Services (See page 137)

7.2 CBRM Capital Priorities Forecast (DRAFT) 2026 – 2030: Wayne MacDonald, P.Eng. Chief Engineer, and Director of Strategic Partnerships (See page 146)

8. Fire and Emergency Services

8.1 Fire and Emergency Services Follow-up: Mark Bettens, Fire Chief and Director of Fire and Emergency Services
Verbal Follow-up

9. Council Agenda Requests

9.1 Port Morien Wildlife Association: Councillor Gordon MacDonald (See page 168)

10. Financial Statements

10.1 Draft CBRM Financial Statements to July 31, 2025
(See page 172)

Adjournment



PROCLAMATION

National Tree Day

WHEREAS:

National Tree Day is celebrated across Canada as a time to recognize the importance of trees in the lives of Canadians and the vital role they play in maintaining a healthy environment; and

WHEREAS:

trees provide countless benefits including improving air quality, conserving energy, providing habitat for wildlife, and enhancing the beauty of our communities; and

WHEREAS:

National Tree Day provides an opportunity to encourage citizens, schools, and community organizations to participate in tree planting and educational activities that highlight the importance of protecting and maintaining our urban forests and natural landscapes.

**BE IT THEREFORE
RESOLVED:**

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim September 24th, 2025, as National Tree Day in the Cape Breton Regional Municipality.

Deputy Mayor Eldon MacDonald - District #5

September 16th, 2025



PROCLAMATION

National British Home Children's Day

WHEREAS:

from 1869 to 1948, over 100,000 children of various ages emigrated from all parts of the UK to Canada, where they served as indentured farm workers and domestic help. These children are collectively known as "British Home Children,"; and

WHEREAS:

Over 25,000 of these children bravely fought for our country during World I and World War II all having significantly contributed to the growth of numerous cities across Canada; and

WHEREAS:

the Cape Breton Regional Municipality recognizes the importance of education and awareness about this chapter in Canadian history, ensuring that the experiences of British Home Children are remembered and honoured for generations to come.

BE IT THEREFORE

RESOLVED:

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim September 28th, 2025, as National British Home Child Day in the Cape Breton Regional Municipality.

Councillor Earlene MacMullin - District #2

September 16th, 2025



PROCLAMATION

Arthritis Awareness Month

WHEREAS: Arthritis is one of the most common chronic health conditions, affecting more than 6 million Canadians of all ages, including many residents of the Cape Breton Regional Municipality; and

WHEREAS: the impact of arthritis can limit participation in work, family life, and recreational activities, and is a leading cause of disability in Canada; and

WHEREAS: research, education, early diagnosis, and access to appropriate treatment and supports are essential to improving the quality of life for those living with arthritis; and

WHEREAS: Arthritis Awareness Month provides an opportunity to raise public understanding, reduce stigma, and encourage support for individuals, families, and caregivers affected by arthritis; and

**BE IT THEREFORE
RESOLVED:** that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim September 2025, as Arthritis Awareness Month in the Cape Breton Regional Municipality.

Councillor Gordon MacDonald - District #1

September 16th, 2025



PROCLAMATION

Dystonia Awareness Month

WHEREAS:

dystonia is a chronic, neurological movement disorder characterized by involuntary muscle contractions that cause twisting, repetitive movements, and abnormal postures, affecting people of all ages and backgrounds; and

WHEREAS:

it is estimated that thousands of Canadians are living with dystonia, and increased public awareness and understanding are essential to improving quality of life, promoting early diagnosis, and supporting research into better treatments and a cure; and

WHEREAS:

designating September as Dystonia Awareness Month provides an opportunity to shine a light on this often-misunderstood condition, to stand with those affected, and to encourage continued research, treatment, and community support.

BE IT THEREFORE

RESOLVED:

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim September 2025, as Dystonia Awareness Month in the Cape Breton Regional Municipality.

Councillor Steve Gillespie - District #4

September 16th, 2025



PROCLAMATION

Fetal Alcohol Spectrum Disorder Awareness Month

WHEREAS:

Fetal Alcohol Spectrum Disorder (FASD) is a lifelong brain- and body-based disability that occurs when prenatal alcohol exposure affects the development of a child; and

WHEREAS:

FASD is recognized as the leading preventable cause of developmental disability in Canada, with individuals living with FASD experiencing challenges in learning, memory, attention, communication, emotional regulation, and daily living; and

WHEREAS:

awareness, education, and understanding are key to prevention, early diagnosis, and support, ensuring that individuals with FASD and their families have access to the resources, compassion, and services they need.

**BE IT THEREFORE
RESOLVED:**

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim September 2025, as Fetal Alcohol Spectrum Disorder Awareness Month in the Cape Breton Regional Municipality.

Councillor Darren O'Quinn - District #11

September 16th, 2025



PROCLAMATION

Celebration of Nigerian Independence Day

WHEREAS:

Cape Breton Regional Municipality is home to a thriving, dynamic community of Nigerians; and

WHEREAS:

Nigerians who have come to live in the Cape Breton Regional Municipality acknowledge that they reside on the traditional lands and territories of Indigenous peoples and appreciate the welcome they have received from those who have a shared experience of colonization; and

WHEREAS:

October 1, 1960, is meaningful to Nigerians as the day on which Nigeria freed itself from decades of exploitative British colonial rule that had violently disrupted the culturally, economically and spiritually diverse and distinct social structures of the peoples living in the territory; and

WHEREAS:

On the day the flag of Nigeria was adopted with green signifying Nigeria's rich agricultural landscape and white signifying Nigeria's commitment to peace and the unity of a diverse nation; and

WHEREAS:

Nigerians around the world celebrate the independence of Nigeria as a sovereign nation on October 1; and

WHEREAS:

Cape Bretoners are encouraged to learn about the deep history and culture of Nigerian people and the country of Nigeria and celebrate the important and far-reaching contributions of Nigerians to the CBRM and Nova Scotia.

**BE IT THEREFORE
RESOLVED:**

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim October 1st, 2025, as Celebration of Nigerian Independence Day in the Cape Breton Regional Municipality.

Councillor Kim Sheppard-Campbell - District #12



PROCLAMATION

Wrongful Conviction Day

WHEREAS:

the loss of one's freedom due to a wrongful conviction has far-reaching and devastating consequences which not only affect the innocent individual's life but also affects the quality of life of their families and has a harmful affect our society as a whole; and

WHEREAS:

wrongful convictions question the integrity and fairness of the criminal justice system and unless corrected undermines societies trust in their criminal justice system; and

WHEREAS:

through education, advocacy, and support, we can work to prevent wrongful convictions and ensure that justice is rightly served for all citizens.

BE IT THEREFORE

RESOLVED:

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim October 2nd, 2025, as Wrongful Conviction Day in the Cape Breton Regional Municipality.

Councillor Paul Nickituk - District #10

September 16th, 2025



PROCLAMATION

Fire Prevention Week

WHEREAS:

the Cape Breton Regional Municipality is committed to ensuring the safety and security of all those who live, work, and visit our community; and

WHEREAS:

fire is a serious public safety concern both locally and nationally, and homes are where people are at greatest risk from fire; and

WHEREAS:

lithium-ion batteries power many of the devices we rely on daily including phones, laptops, tools, and toys, yet improper charging, storage, or disposal can create fire hazards; and

WHEREAS:

the 2025 Fire Prevention Week theme, “*Charge into Fire Safety: Lithium-Ion Batteries in Your Home*,” encourages all residents to learn simple but important steps for preventing battery-related fires, by choosing chargers that meet manufacturer standards, unplugging devices once fully charged, and ensuring batteries are recycled at designated facilities; and

WHEREAS:

the dedicated members of the Cape Breton Regional Fire and Emergency Services are joined by fire departments, safety educators, and volunteers across the nation in promoting fire prevention awareness during this week.

**BE IT THEREFORE
RESOLVED:**

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim October 5th to 11th, 2025, as Fire Prevention Week in the Cape Breton Regional Municipality.

Councillor Steven MacNeil - District #8

September 16th, 2025



PROCLAMATION

Green Sports Day

WHEREAS:

in 2014, Cape Breton Regional Municipality Council issued a climate action plan and called on all sectors to participate in an accelerated transition to sustainable practices; and

WHEREAS:

the sports sector has historically been recognized as a framework for improving public health, accelerating the local economy and facilitating social change in the CBRM and has significant potential to contribute to the municipalities climate goals; and

WHEREAS:

Green Sports Day has served as an unofficial celebration within the sports sector for green progress regarding greenhouse emission reduction goals, waste reduction targets, increasing equitable opportunities to participate in sports in clean and safe environments, and to encourage continued sustainability efforts.

BE IT THEREFORE

RESOLVED:

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim October 6th, 2025, as Green Sports Day in the Cape Breton Regional Municipality.

Councillor Glenn Paruch - District #6

September 16th, 2025



PROCLAMATION

National Dental Care Day

WHEREAS:

preventive dental care, including regular check-ups, proper brushing and flossing, and access to professional treatment, plays a vital role in reducing the risk of cavities, gum disease, and other health complications; and

WHEREAS:

National Dental Care Day provides an opportunity to raise awareness about the importance of oral health, to encourage healthy habits from an early age, and to recognize the work of dental professionals who serve our community; and

WHEREAS:

the Cape Breton Regional Municipality is committed to supporting initiatives that promote wellness and preventive care for all residents.

BE IT THEREFORE
RESOLVED:

that CBRM Mayor Cecil P. Clarke and Council do hereby proclaim October 10, 2025, as National Dental Care Day in the Cape Breton Regional Municipality.

Councillor Steve Parsons - District #7

September 16th, 2025

Request for Street Closure (PID 15750912) Portion of Undeveloped Road Reserve Off Maple Street, New Waterford (District 11)

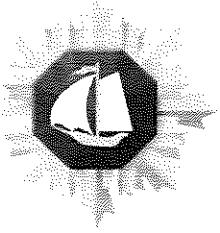
Motion

Moved by Councillor O'Quinn, seconded by Councillor Green, to direct the Legal Department to initiate a formal street closure pursuant to Section 315 of the Municipal Government Act, for the undeveloped road reserve with the intention of deeming it surplus and sold at market value to the applicants.

Discussion:

Property subject to survey

Motion Carried

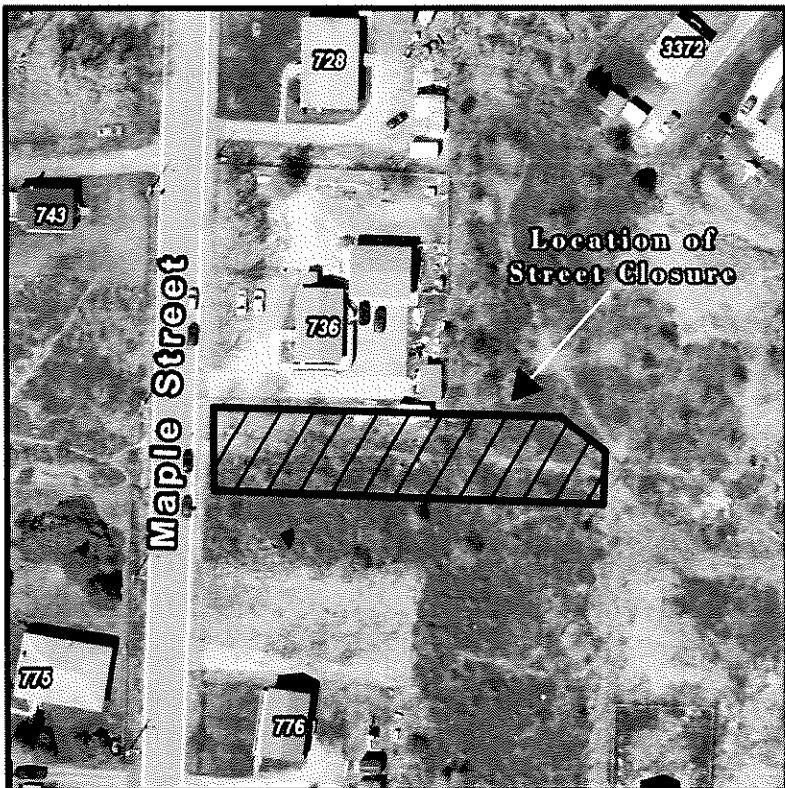


CAPE BRETON REGIONAL MUNICIPALITY

NOTICE - STREET CLOSING

(UNDEVELOPED)

**An Undeveloped Road Reserve, off Maple Street,
New Waterford,
Nova Scotia, Measuring Approximately
12,301 square feet +/-**



TAKE NOTICE that the Council of the Cape Breton Regional Municipality intends to close an Undeveloped Road Reserve, off Maple Street, New Waterford, Nova Scotia, measuring approximately 12,301 square feet +/- more or less, which is more particularly delineated on the above map.

A public hearing in relation to the closing of the undeveloped road reserve will be held on Tuesday, the 16th day of

September, at 5:30 p.m. at the Council Chambers, 2nd Floor, Civic Centre, 320 Esplanade, Sydney, Nova Scotia, at which time Council will hear those in favour and those opposed to the closing of this road reserve.

Signed: Christa Dicks
Municipal Clerk
September 13, 2025



Memo

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: Request for Street Closure (PID 15750912)
Undeveloped Road Reserve of Maple Street, New Waterford
(District 11)

DATE: September 16th, 2025

As presented to Council on February 27th, 2024, staff asked council to pass a motion directing staff to commence a formal closing of an undeveloped road parcel running off Maple Street, New Waterford. The subject area is identified as PID 15750912 and shown outlined in red on the attached map (Attachment "A").

At that time, the applicant was in the process of purchasing an adjacent landlocked parcel (PID 15656614 – shown marked with an X on Attachment "A") which staff recommended they buy before the matter proceeded to a public hearing. The applicant finalized the purchase of the landlocked parcel on July 27th, 2025. Our department is now ready to make the final recommendation to council.

Pursuant to the Municipal Government Act a public hearing is required at which time Council will hear those in favor and those opposed to the closing of the undeveloped road parcel. Notice was advertised in the Cape Breton Post on September 13th, 2025, as well as circulated by CBRM's communication department on CBRM's website and social media platform(s). I confirm the legal department has not received any phone calls or written formal complaints from the public.

RECOMMENDATION:

Recommendation to council is as follows:

- To pass a motion approving the closure of the undeveloped road parcel identified in staff's report (as shown outlined in red – Attachment "A") and to deem the subject area surplus.

- To approve the sale of said property to the applicant, subject to compliance with all applicable provisions of the Subdivision and Land Use By-Law requirement.

Respectively Submitted,

Sheila Kolanko
Property Manager



PID 15750912 - Undeveloped Road Parcel
Owner CBRM

PID 15477524 Owner: MINI MINERS
DAYCARE & PRESCHOOL LIMITED

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

Motion

Moved by Deputy Mayor Eldon MacDonald, seconded by Councillor Gordon MacDonald, that Committee of the Whole recommend to Council to approve to 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; and 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, direct staff to review residential exemptions, signage for private lots, and off-street parking expansion and return to Council with recommendations for consideration.

Discussion:

- Implementation timelines
- Residential parking permit strategy
- Parking management plan

Motion Carried



CAPE BRETON
REGIONAL MUNICIPALITY

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**

~~BylawBy law T 5, the Parking MeterParking Meter BylawBy law of the Cape Breton Regional Municipality, is hereby repealed and replaced with the following bylawBy 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 BylawBy-law No. T-5 and may be cited as the “Parking MeterParking Meter BylawBy-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 bylawBy law applies are those upon which, under the traffic authorityParking Authority, parking meterParking Meters have from time to time been installed.~~

2.A3. Definition

In this BylawBy-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.

Parking Meter Bylaw P-100T-5

“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 metermetre 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

Parking Meter Bylaw P-100T-5

~~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 BylawBy-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 MotorVehicle 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 ~~C~~ommercial ~~M~~Motor ~~V~~Vehicle may park or leave such ~~C~~ommercial ~~M~~Motor ~~V~~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~~coinspayment 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 BylawBy-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 Meter Parking 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

Parking Meter Bylaw P-100T-5

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 _____.

Parking Meter Bylaw P-100T-5

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

Parking Meter Bylaw T-5

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

Parking Meter Bylaw T-5

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 Meter Bylaw T-5

“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

TO: CBRM Mayor and Council
SUBMITTED BY: Demetri Kachafanas, Chief Administrative Officer
DATE: September 8, 2025
RE: **Supportive Housing More than Nine Beds**

ORIGIN

August 19, 2025, CBRM Council motion (Item No. 6.4):

MOVED by Councillor MacMullin, seconded by Councillor MacDonald, that:

An amendment be drafted and brought back to Council for the CBRM Land Use Bylaw to include Council and senior staff input when an application is made to expand beyond the maximum of nine beds.

MOTION PUT AND PASSED

RECOMMENDATION

It is recommended that CBRM Council uphold the current provisions related to Supportive Housing, as outlined in the Municipal Planning Strategy and Land Use By-law.

BACKGROUND

Under CBRM's previous Land Use By-law, Supportive Housing was categorized under multiple definitions, including Community Service Residence, Residential Care Dwelling, and Correctional Dwelling. Of these, only Correctional Dwelling was not permitted in residential zones, whereas Community Service Residence and Residential Care Dwelling were permitted as-of-right within residential areas.

At the September 13, 2022, Council meeting, representatives from the Elizabeth Fry Society delivered a presentation to Council highlighting housing challenges facing the community. They also emphasized how existing zoning regulations limited the locations where they could operate. During Council's discussion, it was noted that similar facilities already existed in various communities without issue, and there was general support for expanding housing options.

Concerns were raised that the previous definitions were overly restrictive and potentially discriminatory. As a result, there was a consensus that the terms should be consolidated into a single, more inclusive definition to reduce stigmatization and regulatory barriers.

In response to Council's direction and the feedback received through the CBRM Forward public consultation process, a unified definition for Supportive Housing was developed. While Council aimed to encourage this form of housing, it was also important to ensure an appropriate level of planning oversight. It was therefore determined that facilities with more than nine beds would be subject to Site Plan Approval. This approach was presented to Council and shared during public engagement sessions.

The Site Plan Approval process was further discussed at a Council workshop held in March 2023. At which time, Council was provided with an overview of the Site Plan Approval process, including its purpose, scope, and application. This ensured that Council was familiar with the concept and its role during the adoption of the new planning documents. The process of Site Plan Approval is administrative in nature and falls under the authority of the Development Officer, with Council only involved in instances where an appeal is filed.

It is important to note that Site Plan Approval is not a new concept. It existed in the previous Land Use By-law and has been carried forward into the CBRM Forward planning framework. A notable example was the amendment approved by Council in 2021 which permits medical clinics in all residential zones, subject to Site Plan Approval. As a result, the previous Council would have been exposed to the Site Plan Approval process. The Supportive Housing framework established through CBRM Forward was also reviewed with newly elected Council members during their orientation in March of this year.

During August 19th, 2025, Council passed a motion directing staff to prepare an amendment to the CBRM Land Use Bylaw which would require Council and senior staff input when an application is made for supportive housing for more than nine beds. This staff report serves as staff's response to this request.

DISCUSSION

Municipal Planning Strategy

The Municipal Planning Strategy (MPS) contains several policies associated with Supportive Housing including Policy LU-104 and Policy H-11 (Attachment A). Policy H-11 states:

Council shall establish standards within the Land Use By-law to facilitate the integration of Supportive Housing into residential areas that:

- a. Maintain compatibility and character with the host neighbourhood;*
- b. Supportive Housing over 9 beds be permitted through Site Plan Approval in all zones, subject to regulations regarding parking, landscaping, building location on a lot, stormwater management, and access management.*

The MPS identifies that consideration of Supportive Housing, in excess of nine (9) beds be considered by site plan approval. As such, if Council were to seek a change to the number of beds permitted subject to site plan approval or seek another process for consideration of Supportive Housing (i.e. by consideration of a development agreement or LUB amendment), such changes would require an amendment to Policy H-11 of the MPS. Should council choose to proceed with considering an MPS amendment it would require approval of a public participation

program and require council to hold a public hearing prior to making any decisions. Where Supportive Housing can be considered in several zones, staff would recommend a public participation program whereby residents across the municipality would be given an opportunity to participate. This would necessitate a board public engagement program.

Land Use By-law

The Land Use By-law (LUB) defines Supportive Housing as:

means a service use licensed or approved by a government agency that provides care and or supervision on a 24-hour basis by professional staff for people who need assistance to live independently in a setting that attempts to emulate a home atmosphere in a standalone or mixed-use building. Supportive housing may house people who are elderly, fleeing violence or abuse, have disabilities, or mental health issues.

Under the LUB, Supportive Housing Developments with more than nine beds are permitted subject to Site Plan Approval (Attachment B). The process is administrative in nature and falls under the authority of the Development Officer. Council is only involved in instances where an appeal is filed.

The provisions of Section 4.24, often referred to as the criteria, ensure that Supportive Housing proposals are reviewed in detail. This includes a review of building scale, ingress and egress to the site, and landscaping requirements (Attachment B).

The threshold of nine beds was selected based on a review of common planning practices and local housing needs. It strikes a balance between allowing small-scale Supportive Housing as-of-right and requiring additional review for larger developments that may have greater impacts on surrounding neighbourhoods due to building size, parking needs, or service delivery. This is not a cap on the number of beds, but a trigger for assessing a project's design, scale, and compatibility with the surrounding context. The focus of review remains on land use and physical form.

During the development of the new planning documents in 2023, both the public and Council expressed a desire for greater efficiency in the planning process. This directive guided many of the changes in CBRM Forward, including the use of the Site Plan Approval mechanism versus Zone Amendments and/or Development Agreements.

Site Plan Approval

When a land use is subject to Site Plan Approval, the use itself is not under consideration or debate. The use is already permitted within the zone. The Site Plan Approval process is limited to reviewing the detailed design and layout of the proposal to ensure it complies with the applicable provisions of the Land Use By-law, such as parking, landscaping, buffering, and access requirements.

If Council wishes to include additional criteria for consideration of Supportive Housing for more than nine beds, they can identify the additional criteria being sought and consider such changes through amendments to the LUB.

Land Use By-law Amendment

In addition to containing regulations associated with Supportive Housing, the MPS contains a policy associated with amendments to the LUB. Policy A-16, which can be found in Attachment A, outlines the criteria that must be satisfied. They include:

- Municipal infrastructure capacity (water, sewer, stormwater)
- Public costs and servicing implications
- Traffic safety and congestion impacts
- Compatibility of scale with surrounding development
- Variety of land uses in the area
- Access to transit and active transportation connections

Many of the criteria noted above are already addressed in the Site Plan Approval provisions of the LUB. Council could, however, adopt a specific policy to guide decisions on zone amendment requests for Supportive Housing over nine beds. Any such policy should clearly identify the evaluation criteria to be applied and should only be pursued where considerations extend beyond those already set out in Policy A-16. Criteria must be limited to those authorized under the *Municipal Government Act* (MGA) for inclusion in a LUB.

It is important to note, if a policy was added requiring Supportive Housing Development with more than nine beds to be subject to a zone amendment, Council would not be able to refuse the use if it meets the criteria outlined in the policy. Further, a decision of Council to approve or not approve a land use by-law amendment would be subject to a 14-day appeal period to the Nova Scotia Regulatory and Appeals Board.

Development Agreement

A Development Agreement is contract entered into between the property owner and the Municipality that specifically regulates a development on a parcel of land. Development agreements are negotiated, require approval by Council following a public hearing, and are registered on the property title to ensure the conditions remain binding on current and future owners. Uses subject to a Development Agreement cannot be refused if they satisfy the policy contained in the MPS.

Council's authority to enter into a Development Agreement comes from Section 225 MGA. Section 225 requires the MPS to contain a policy outlining the development subject to consideration by a Development Agreement and the matters Council shall consider prior to approval or refusal. Section 227 of the MGA outlines the content of a Development Agreement (Attachment C).

Similar to the option of making Supportive Housing, with more than nine beds, subject to a zone amendment, Council could choose to make Supportive Housing developments, with more than nine beds, subject to a Development Agreement. This would require a specific policy being added to the MPS along with the matters to be addressed. This option should only be considered if the matters to be considered go beyond the matters addressed in Site Plan Approval.

Municipal Government Act

If Council wishes to amend the current approach to Supportive Housing, this will require amendments to both the MPS and LUB. Amendments to the MPS must be reviewed by the Province of Nova Scotia, and they must comply with the Statements of Provincial Interest. Of relevance is the Statement of Provincial Interest Regarding Housing, which emphasizes the need for municipalities to facilitate a wide range of housing types, affordability levels, and special-needs housing options (Attachment C).

Any change that restricts or complicates the approval of Supportive Housing developments could be viewed as inconsistent with the provincial statement and may not be approved by the Minister of Municipal Affairs and Housing.

Amendments to the MPS must be undertaken in accordance with the requirements of the MGA. The MGA requires Council to adopt a Public Participation Program to ensure meaningful engagement with residents and stakeholders prior to considering any amendments at the Public Hearing. As this is a change that would apply throughout the jurisdiction of the municipality, the Public Participation Program should be designed with this in mind. In addition to the requirements of the MGA, proposed amendments to the MPS must comply with CBRM's Public Participation and Engagement Programs Policy (Attachment D).

Funding Considerations

More restrictive approval processes could negatively affect eligibility for funding opportunities, in particular programs administered by the Canada Mortgage and Housing Corporation (CMHC). These programs, including the Housing Accelerator Fund and Rapid Housing Initiative, strongly encourage municipalities to remove barriers and streamline approvals for housing. Introducing more procedural requirements could be seen as a step back, potentially reducing CBRM's eligibility for future funding. Further, applicants who apply for project funding are often presented with aggressive timelines for completion. Adding procedural steps and overall length to the planning process for the consideration of Supportive Housing may compromise potential project funding.

Council's Role in the Discretionary Approval Process

In accordance with the MGA, Council's role in the planning process is clearly defined. Council input may occur through an appeal of a Site Plan Approval, during an amendment to the Land Use By-law (LUB), or through the consideration of a Development Agreement. Council does not have a role at the outset of an application, nor can it intervene in or attempt to influence the administrative review of an active application. The MGA requires that planning decisions be made in accordance with established policy and procedure, and Council cannot deviate from these requirements. Council's involvement in the planning process follows prescribed processes that include opportunities for public participation, such as a public hearing for an amendment or the appeal process for a site plan approval. This ensures that Council's role is exercised transparently, within the scope of its legislative authority, and in a manner that respects both due process and the rights of applicants and participants.

Conclusion

The existing Site Plan Approval process provides a framework for reviewing Supportive Housing projects. Requiring a Supportive Housing development with more than nine beds to be subject to an amendment to the Land Use By-law or the adoption of a Development Agreement does not prohibit the use outright and would not change many of the evaluation criteria of Site Plan Approval. This approach would simply add another layer of review, resulting in a longer, more costly, and complex approval process for Supportive Housing. This would introduce delays and uncertainty for projects intended to meet urgent housing needs, may compromise opportunities for project funding, and may duplicate the technical review already required through site plan approval.

FINANCIAL IMPLICATIONS

There are no financial implications beyond those identified within the Discussion section of the report. If Council chooses to amend the MPS and LUB there will be costs associated with advertisement and public engagement.

The costs associated with preparing this report have been allocated under the approved budget for 2025/2026.

ALTERNATIVES

CBRM Council may choose to:

- 1 Direct Staff to initiate a process to amend the Land Use By-law, specifically the Site Plan Approval provisions for more than nine beds. In doing so, Council should indicate how the criteria should be amended.
- 2 Direct Staff to initiate a process amend the MPS by developing a policy requiring Council to consider zone amendments for Supportive Housing Developments with more than nine beds. This option should include the criteria for zone amendment consideration, specifically additional provisions outside of the current Site Plan Approval provisions and the provisions outside of Policy A-16. If Council proceeds with this option, they will require the adoption of a Public Participation Program in accordance with the MGA and CBRM's Public Participation and Engagement Programs Policy.
- 3 Direct Staff to initiate a process to amend the MPS by developing a policy requiring Council to consider of a Development Agreement for Supportive Housing developments with more than nine beds. This option should include the criteria to be addressed in the Development Agreement, specifically additional provisions outside of the current Site Plan Approval provisions. If Council proceeds with this option, they will require the adoption of a Public Participation Program in accordance with the MGA and CBRM's Public Participation and Engagement Programs Policy.

LEGISLATIVE AUTHORITY

Part VIII of the *Municipal Government Act*, Planning and Development.

Section 205 of the *Municipal Government Act* outlines the required process for amendments to the Municipal Planning Strategy and Land Use By-law.

ATTACHMENTS

Attachment A: Excerpts from the Municipal Planning Strategy
Attachment B: Excerpts from the Land Use By-law
Attachment C: Excerpts from the Municipal Government Act and Statements of Provincial Interest
Attachment D: CBRM's Public Participation and Engagement Programs Policy

Report Prepared by: Karen Neville, Senior Planner, Planning and Development
Tyson Simms, Director, Planning and Development

Attachment A
Excerpts from the Municipal Planning Strategy

3.11.5. Community Services and Facilities

LU-104

Council shall, through the Land Use By-law provide provisions to allow medical, educational, and Supportive Housing uses across many residential and commercial zones in the municipality with the intention of siting these services near amenities, services, and residential areas.

6.3.2. Supportive Housing Policies

Although not a direct responsibility of the municipality, the provision of supportive housing for vulnerable persons should be encouraged within CBRM. These policies provide guidance for siting and future partnerships.

H-10

Council shall encourage supportive housing for people experiencing barriers to safe, secure and affordable housing, including but not limited to, seniors, persons fleeing violence or abuse, and persons with disabilities.

H-11

Council shall establish standards within the Land Use By-law to facilitate the integration of supportive housing into residential areas that:

- a. Maintain compatibility and character with the host neighbourhood;
- b. Supportive Housing over 9 beds be permitted through Site Plan Approval in all zones, subject to regulations regarding parking, landscaping, building location on a lot, stormwater management, and access management.

11.3.9. Amending the Land Use By-law

A-16

Council shall not amend the Land Use By-law unless Council is satisfied the proposal:

- (a) is consistent with the intent of this Municipal Planning Strategy;
- (b) has regard for:
 - a. the ability of the Municipality to absorb public costs related to the proposal
 - b. variety of land uses within the area
 - c. the capacity of municipal infrastructure (water, sewer, stormwater)
 - d. the creation of excessive traffic hazard or congestion on the street in as determined by the Traffic Authority
 - e. scale of the proposed development in relation to the surrounding development pattern
 - f. access to public transit
 - g. connection to active transportation network

Attachment B
Excepts from the Land Use By-law

2.13 SITE PLAN APPROVAL

Uses subject to Site Plan Approval are identified in the General Provision Part of this By-law or are listed in the permitted use tables at the beginning of each zone section.

2.13.1 Site Plan Approval Requirements

An application for Site Plan Approval shall meet the following requirements:

- a) The application shall include any supporting information necessary to explain the rationale for the request;
- b) The application shall be accompanied by the application fee; and
- c) The application shall meet the appropriate conditions prescribed by the zone.
- d) The Development Officer shall notify assessed owners of properties within 30 metres of the proposed subject site of:
 - i. Their decision to approve the development; and
 - ii. To allow them to provide feedback on the proposed site plan.

4.24 SUPPORTIVE HOUSING

Where permitted in this By-law, a dwelling may contain or be completely converted to, supportive housing subject to the following:

- a) Supportive Housing shall be limited to a maximum of nine beds;
- b) Notwithstanding Subsection (a), Supportive Housing in excess of 9 beds, may be permitted by Site Plan Approval in accordance with the following:
- c) The Development Officer shall approve a site plan where the following matters have been addressed. The Development Officer shall measure the degree of stringency in interpreting the criteria so that it correlates with the scale of the development and each and every feature of the development (e.g. buildings, parking area etc.), and the proximity of the development, or any specific feature of it, to any other development or streetscape intended to be protected by the criteria.
 - i. Parking shall be provided on the lot parcel and shall be screen from abutting residential uses by an opaque vegetive buffer or fence or a combination thereof;
 - ii. All existing vegetation shall be retained except where its removal is necessary for the construction of the development;
 - iii. Signs advertising the business shall be of a scale and style and so located that they will not conflict with the streetscape;
 - iv. The location and orientation of any main buildings on the lot parcel must be carefully selected to prevent buildings that are significantly larger than any one unit or two unit dwellings in the vicinity (i.e. greater than 3 times the floor area, and/or twice the height, and/or three times the length from looming over any such residential dwellings or their yards);

- v. Measures, including lot parcel grading, shall be required to adequately dispose of storm and surface water;
- vi. A minimum equivalent to 1/3rd of the floor area of the building shall be in compliance with the definition for landscaped open area. That percentage may be reduced to as low as 1/10th where the Development Officer is satisfied with the design of a Certified Horticultural Technician or Architect;
- vii. Ingress and egress points where the parking area is to be accessed from any public/street/road shall be designed to ensure that any known significant traffic problem identified by the Traffic Authority is not further exacerbated.

- d) No bed and breakfast, backyard suite, home daycare, home occupation or secondary suite is permitted in any building on the lot.
- e) There shall not be any change to the exterior appearance of the building that would indicate supportive housing is in the building, other than signs permitted in this By-law.
- f) The Development Officer shall notify assessed owners of properties within 30 metres of the proposed subject site of:
 - i. Their decision to approve the development; and
 - ii. To allow them to provide feedback on the proposed site plan.

Attachment C
Excerpts from the Municipal Government Act and Statements of Provincial Interest

Requirements for adoption of planning documents

205 (1) A council shall adopt, by by-law, planning documents.

(2) A by-law adopting planning documents shall be read twice.

(3) Before planning documents are read for a second time the council shall hold a public hearing.

(4) A council shall complete the public participation program before either placing the first notice for a public hearing in a newspaper circulating in the municipality or posting notice of the public hearing on the municipality's website.

(4A) A notice published on the municipality's website under subsection (4) must include the date the notice is posted and remain posted until the public hearing has been completed.

(5) The notice for the public hearing is sufficient compliance with the requirement to advertise second reading of a by-law.

(6) Second reading shall not occur until the council has considered any submissions made or received at the public hearing.

(7) Only those council members present at the public hearing may vote on second reading of the planning documents.

(8) A council shall adopt planning documents, at second reading, by majority vote of the maximum number of members that may be elected to council.

Purpose of municipal planning strategy

213 The purpose of a municipal planning strategy is to provide statements of policy consistent with the minimum planning requirements to guide the development and management of the municipality and, to further this purpose, to establish

(a) policies which address problems and opportunities concerning the development of land and the effects of the development;

(b) policies to provide a framework for the environmental, social and economic development within a municipality;

(c) policies that are reasonably consistent with the intent of statements of provincial interest; and

(d) specify programs and actions necessary for implementing the municipal planning strategy.

Development agreements

225 (1) A council may consider development by development agreement where a municipal planning strategy identifies

(a) the developments that are subject to a development agreement;

(b) the area or areas where the developments may be located; and

(c) the matters that council shall consider prior to the approval of a development agreement.

(2) The land-use by-law shall identify the developments to be considered by development agreement

Content of development agreement

227 (1) A development agreement may contain terms with respect to

(a) matters that a land-use by-law may contain;

(b) hours of operation;

- (c) maintenance of the development;
- (d) easements for the construction, maintenance or improvement of watercourses, ditches, land drainage works, stormwater systems, wastewater facilities, water systems and other utilities;
- (e) grading or alteration in elevation or contour of the land and provision for the disposal of storm and surface water;
- (f) the construction, in whole or in part, of a stormwater system, wastewater facilities and water system;
- (g) the subdivision of land;
- (ga) requiring off-site improvements that are necessary to support the development or accepting the payment of money in lieu of such improvements;
- (h) security or performance bonding.

(2) A development agreement may include plans or maps.

(3) A development agreement may

- (a) identify matters which are not substantive or, alternatively, identify matters that are substantive;
- (aa) identify if the variance provisions are to apply to the development agreement;
- (b) provide for the time when and conditions under which the development agreement may be discharged with or without the concurrence of the property owner;
- (c) provide that upon the completion of the development or phases of the development, the development agreement, or portions of it, may be discharged by council;
- (d) provide that if the development does not commence or is not completed within the time specified in the development agreement, the development agreement or portions of it may be discharged by council without the concurrence of the property owner.

STATEMENT OF PROVINCIAL INTEREST REGARDING HOUSING

GOAL

To provide housing opportunities to meet the needs of all Nova Scotians.

BASIS

Adequate shelter is a fundamental requirement for all Nova Scotians.

A wide range of housing types is necessary to meet the needs of Nova Scotians.

APPLICATION

All communities of the Province.

PROVISIONS

1. Planning documents must include housing policies addressing affordable housing, special-needs housing and rental accommodation. This includes assessing the need and supply of these housing types and developing solutions appropriate to the planning area. The definition of the terms affordable housing, special-needs housing and rental housing is left to the individual municipality to define in the context of its individual situation.
2. Depending upon the community and the housing supply and need, the measures that should be considered in planning documents include: enabling higher densities, smaller lot sizes and reduced yard requirements that encourage a range of housing types.
3. There are different types of group homes. Some are essentially single detached homes and planning documents must treat these homes consistent with their residential nature. Other group homes providing specialized services may require more specific locational criteria.

4. Municipal planning documents must provide for manufactured housing.

IMPLEMENTATION

1. These statements of provincial interest are issued under the *Municipal Government Act*. The Minister of Municipal Affairs, in cooperation with other provincial departments, is responsible for their interpretation.
2. Provincial Government departments must carry out their activities in a way that is reasonably consistent with these statements.
3. New municipal planning documents as well as amendments made after these statements come into effect must be reasonably consistent with them.
4. Councils are encouraged to amend existing planning documents to be reasonably consistent with the statements. Where appropriate, the preparation of intermunicipal planning strategies is encouraged.
5. Reasonably consistent is defined as taking reasonable steps to apply applicable statements to a local situation. Not all statements will apply equally to all situations. In some cases, it will be impractical because of physical conditions, existing development, economic factors or other reasons to fully apply a statement. It is also recognized that complete information is not always available to decision makers. These factors mean that common sense will dictate the application of the statements. Thoughtful innovation and creativity in their application is encouraged.
6. Conflicts among the statements must be considered and resolved in the context of the planning area and the needs of its citizens.
7. The Department of Municipal Affairs, with other Provincial departments, may prepare guidelines and other information to help municipalities in implementing the statements. Provincial staff are available for consultation on the reasonable application of the statements.

Attachment D
CBRM's Public Participation and Engagement Programs Policy



PUBLIC PARTICIPATION AND ENGAGEMENT PROGRAMS POLICY

LEGISLATIVE AUTHORITY

1. This policy derives its authority from Section 204 and Section 204A of the *Municipal Government Act* of the Province of Nova Scotia

PURPOSE

2. The purpose of this policy is to:
 - a) Provide ample opportunity for the public to actively participate in decisions concerning the adoption or amendment of a CBRM planning document as defined by the Municipal Government Act i.e. the adoption of a Municipal Planning Strategy or Subdivision Bylaw or any amendment to either of these planning documents; and
 - b) Solicit comments from abutting municipalities and First Nation communities on proposed adoption of amendments to the Municipal Planning Strategy to reduce land-use conflict and increase cooperative regional opportunities.

EXCEPTION

3. This Policy does not apply to land use by-law amendments which do not also require an amendment to the Municipal Planning Strategy.

STATEMENTS OF POLICY

4. Due to the complexity and large scale of the landscape throughout the Cape Breton Regional Municipality, the possibility planning documents or their amendments could be initiated by CBRM staff or the general public, and the range of planning documents could be site specific or have an effect throughout a neighbourhood, a community or the entire Regional Municipality, it shall be a policy of Council to consider a wide range of acceptable formats for a public participation program dependant on the type of planning document under consideration for adoption.
5. Council shall solicit comments from abutting municipalities when:
 - a) Adopting or replacing a Municipal Planning Strategy; and
 - b) Considering amendments to a Municipal Planning Strategy, which would impact lands that share a common boundary with abutting municipalities.

6. Council shall solicit comments from abutting First Nation communities when:
 - a) Adopting or replacing a Municipal Planning Strategy; and
 - b) Considering amendments to a Municipal Planning Strategy, which would impact lands sharing common boundaries.

APPLICATION AND PROCEDURE – ENGAGEMENT PROGRAM

7. Within 14 days of initiation of any process to adopt or amend a Municipal Planning Strategy, staff of the Planning and Development Department shall formally notify and request comments from abutting municipalities, Membertou First Nation, and Eskasoni First Nation.
8. Formal notice shall be sent to the respective Chief Administrative Officer, or equivalent, describing the proposal and requesting input within 14 days.
9. The Planning and Development Department will present the results of the public engagement program to Council prior to Council proceeding with first notice of a public hearing.

APPLICATION AND PROCEDURE – PUBLIC PARTICIPATION PROGRAM

10. The appropriate format for each Public Participation Program will be drafted by staff of the Planning and Development Department based on the specifics of the proposed amendment. Where applicable, staff will work with the local councillor, or councillors, when a proposed planning document will not be in effect throughout the Regional Municipality.
11. Acceptable formats of public participation programs include, but are not limited to the following:
 - a) Public Meeting
Notice of such public meeting shall be by one, or a combination of, the following:
 - an advertisement in the local newspaper;
 - notice mailed to surrounding land owners; or
 - notice on the CBRM website or other social media.Notice of the public meeting shall briefly describe the undertaking or proposed amendment, the time, date and place of the public meeting, as well as a source for obtaining background or additional information. The radius of mail notification will be determined by the Planning and Development Department based on the geography affected by the proposed planning document.
 - b) Open House
Notice of an open house shall be an advertisement in the local newspaper, notice mailed to surrounding land owners, or notice on the CBRM website and/or other social media. Notice of the open house shall briefly describe the undertaking or proposed amendment, the time, date and place of the open house, as well as a source for obtaining background or additional information. The radius of mail notification will be determined by the Planning and Development Department based on the geography affected by the proposed planning document.
 - c) Notification Requesting Input
Notice shall be mailed to land owners in the vicinity of the proposed development. The radius of this notification will be determined by the Planning and Development Department. The notice shall briefly describe the undertaking or proposed amendment, the deadline date for comments,

how comments may be submitted, as well as a source for obtaining background or additional information.

d) Survey

Surveys should be considered when the jurisdiction of the proposed amendment is too large for public notification by mail.

12. The Planning and Development will present the result of the public participation program to the Council.

Approved by Council: February 6, 2018

Amended by Council: March 28, 2023



Supportive Housing More than Nine Beds



Origin

August 19, 2025, CBRM Council motion (Item No. 6.4):

An amendment be drafted and brought back to Council for the CBRM Land Use By-law to include Council and senior staff input when an application is made to expand beyond the maximum of nine beds (for supportive housing uses).



Municipal Planning Strategy

Policy H-11

Council shall establish standards within the Land Use By-law to facilitate the integration of supportive housing into residential areas that:

- a. Maintain compatibility and character with the host neighbourhood;*
- b. Supportive Housing over 9 beds be permitted through Site Plan Approval in all zones, subject to regulations regarding parking, landscaping, building location on a lot, stormwater management, and access management.*



Land Use By-law

Urban Residential Zone permits Supportive Housing:

- under 9 beds permitted as-of-right
- more than 9 beds subject to Site Plan Approval



Site Plan Approval Provisions

- Parking shall be provided on the lot parcel and shall be screened from abutting residential uses
- Existing vegetation shall be retained
- Signs advertising
- The location and orientation of any main buildings
- Lot parcel grading
- Landscaping
- Ingress and egress points of the parking area



Land Use By-law Amendment

Policy A-16 outlines the criteria that must be satisfied. They include:

- Municipal infrastructure capacity (water, sewer, stormwater)
- Public costs and servicing implications
- Traffic safety and congestion impacts
- Compatibility of scale with surrounding development
- Variety of land uses in the area
- Access to transit and active transportation connections



Development Agreement

- Matters that a LUB may contain
- Hours of operation
- Maintenance of the development
- Easements for utilities (e.g., watercourses, ditches, drainage, stormwater, wastewater, water systems)
- Grading or land elevation changes, including storm/surface water disposal
- Construction of stormwater, wastewater, or water systems (in whole or part)
- Subdivision of land
- Off-site improvements to support the development, or payment in lieu
- Security or performance bonding



Municipal Government Act

Amendments to the MPS

- Subject to review by the Province
- Must comply with Statements of Provincial Interest
- Require a formal Public Participation Program



Recommendation

Uphold the current provisions related to Supportive Housing, as outlined in the Municipal Planning Strategy and Land Use By-law.



Alternatives

Direct Staff to initiate a process to:

1. Amend the LUB, specifically the Site Plan Approval provisions for more than 9 beds. In doing so, Council should indicate which provisions should change or be incorporated.



Alternatives

Direct Staff to initiate a process to:

2. Initiate a planning process to consider amendments to the MPS and LUB by developing a policy requiring Zone Amendments for Supportive Housing Developments with more than nine beds. An amendment to the MPS requires council approve a public participation program.
3. Initiate a planning process to Amend the MPS and LUB by developing a policy requiring consideration of a Development Agreement for Supportive Housing Developments with more than nine beds.





CBRM FORWARD

Collaborative
Community
Planning



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

STAFF REPORT

To: Mayor Clarke and Council
Submitted by: Demetri Kachafanas, K.C.
Date: September 16, 2025
Subject: Policy Review Update

Recommendation

That Council rescind previous policy iterations and adopt the new policies as presented, modernizing policy language, ensuring compliance with legislation, and providing consistent governance direction.

Background & Discussion

As part of the comprehensive Council Policies and Procedures review initiated in June 2024, several policies are updated to align with best practices and Council's governance objectives. This phase of the review includes four priority policies, which are now finalized and have been presented for Council's consideration at the last Council meeting.

Policies for Review

Policy	Purpose	Key Change/Impact
Communications Policy and Communications Strategy	Establishes standards for internal and external communications.	Provides consistent messaging, improves transparency, and outlines strategic communications priorities.
Information and Records Management Policy	Governs the retention, maintenance, and disposal of records.	Works with a retention schedule developed with input from all departments, which will be approved and distributed by the CAO. Ensures ongoing compliance with legislation.
Commemorations and Celebrations Policy	Guides how the municipality recognizes significant events, individuals, and milestones.	Creates clear criteria for commemorations, ensuring fairness and consistency.
Municipal Events Attendance Policy	Sets expectations for participation in official events.	Clarifies roles, responsibilities, and resource implications for event attendance.

Key Considerations

- The Information and Records Management Policy is introduced with a “living” retention schedule. This will be continuously updated, with departmental input and CAO oversight, to ensure ongoing compliance with legislation and best practices.
- Policy updates are being phased to allow manageable review and adoption. Additional Committee Terms of Reference and related policies (beginning with Police Commission) will be presented in upcoming phases.

Next Steps

If approved, staff will:

- Implement the revised policies.
- Finalize and circulate the records retention schedule upon CAO approval.
- Continue drafting and bringing forward additional policies as part of the broader review process.

Options

1. Approve the policies as presented or with minor modifications – adopts updated governance framework immediately.
2. Return policies for substantial revisions – delays implementation pending further changes.
3. Reject the policies – maintains status quo.

A copy of this report can be obtained online at www.cbrm.ns.ca or by contacting the Office of the Municipal Clerk at 902-563-5010

Report Prepared by: Christa Dicks, Municipal Clerk/Director Corporate Information Services



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

Title	Communications Policy
Date	
Revision Date	
Replaces	

1. Title

Communications Policy

2. Legislative Authorities & Related Policies

Municipal Government Act, Part XX

CBRM Code of Conduct for Elected Officials

Municipal Event Protocol and Communications Policy

3. Policy Statement

The Cape Breton Regional Municipality supports accurate, timely, and accessible communication.

4. Purpose

This policy establishes the standards and principles that directs all communications, and provides specific direction for a variety of communications-related activities for the purpose of fostering:

- 4.1. A well-informed, connected and engaged community
- 4.2. Awareness of and support for municipal priorities and objectives
- 4.3. Alignment of municipal and community strategic interests and priorities
- 4.4. Responsive and informed municipal decision-making and service delivery

5. Scope

This policy applies to all internal and external communications of the CBRM, and applies to all Councillors and employees.

6. General Provisions and Principles

- 6.1. In all communications, the values of accurate, timely, and accessible communications is embodied and reflected.
- 6.2. All communications promote inclusion, diversity, equity and accessibility and as such are accessible, gender neutral, and non-discriminatory, and exclude words and images that connote stereotypes, negative or passive language relating to physical appearances, and excludes cliches, slang and jargon.
- 6.3. Communications use plain language, and a variety of methods are used to reach target audiences effectively.
- 6.4. Designated communication channels are the official CBRM website, CBRM Facebook page, and the department will collaborate with local print and broadcast media, as appropriate, to disseminate information and support public awareness.

7. Roles and Responsibilities

7.1. Mayor & Council

- 7.1.1. The Mayor is designated spokesperson for the municipality.
- 7.1.2. Mayor and Council ensure the municipality has a current and comprehensive policy for communications; and
- 7.1.3. Review and amend this policy as required.

7.2. Chief Administrative Officer (CAO)

- 7.2.1. Implement this policy;
- 7.2.2. Identify and propose revisions to the policy; and
- 7.2.3. May delegate their authority.

7.3. Communications Department

- 7.3.1. Serve as policy owners
- 7.3.2. Escalate issues or policy recommendations to the Director; and
- 7.3.3. Educate and inform other departments, and the public on matters relating to communications.

7.4. All Employees

- 7.4.1. Adhere to the principles and directives within the policy
- 7.4.2. Liaise with the Communications Department on internal and external communications as necessary

8. Brand

- 8.1. Corporate communications will use the municipality's brand as appropriate and usage of the municipality's brand outside of corporate communications is at the discretion of the CAO.
- 8.2. Branding is inclusive of all CBRM logo/badge variations and colors and departments must use brands within the approved identity guides.

9. Freedom of Information and Protection of Privacy

- 9.1. In all communications, the municipality, Councillors, and employees are subject to applicable Freedom of Information and Protection of Privacy legislation, and with any related CBRM policies.

10. Communications Strategy

- 10.1.1. The communications department will develop a Communications Strategy to be reviewed every two years after adoption and amended as necessary. The strategy includes measurable outcomes related to external and internal communications and propose actions that respond to evolving needs of audiences, emerging trends, and proven practices.

11. Communications Support Provided to the Mayor

- 11.1. Where the Mayor is the spokesperson for Council, the communications department may, in consultation with the CAO, provide communications support to the Mayor.

12. Communications from Councillors

In all communications from Councillors, including the use of social media, the following is considered:

- 12.1.1. Obligations under the Code of Conduct.
- 12.1.2. Obligations under *Municipal Government Act*, Part XX as it applies to the information and privacy.
- 12.1.3. The accuracy of the information provided.
- 12.1.4. If the communication could bring disrepute to or expose the municipality to legal action.
- 12.1.5. Ensure the communication is not prohibited by a law, by-law, or municipal policy.
- 12.1.6. Whether Council has taken a particular position, by way of a motion, on a topic.
- 12.1.7. Where the issues are CBRM-wide, it is referred to the Office of the Mayor as the Mayor is the designated spokesperson for the municipality.
- 12.1.8. The municipality will endeavour at every chance to have Councillors respond to and engage with media inquiries on district-specific matters, and wherever possible Councillors advise the municipality when engaging with media.
- 12.1.9. Individual Councillors reflect the position of Council in their communications, or clearly state they are providing a personal opinion.
- 12.2. Where a member of Council is communicating as an individual, they may include the following statement in written correspondence where appropriate:
"The information contained in this correspondence reflects the views of an individual member of Council, and not those of Council as a whole or the Cape Breton Regional Municipality."

12.3. Communications from Councillors Serving as Committee Chairs

- 12.3.1. With respect to communicating the business of Committees of Council, the member of Council serving as Chair consults, where they deem necessary, the Communications Department, the CAO and/or the Mayor.

12.4. Written Correspondence

- 12.4.1. The municipality makes available personalized letterhead for each member of Council to use at their discretion.
- 12.4.2. Where a Councillor wishes to have their formal written correspondence acknowledged on Council agendas, Councillors provide a copy of the correspondence to the Office of the Mayor. Correspondence is subject to agenda review and includes but is not limited to copies of letters of support, commendations, and responses to communications issues but excludes emails, social media posts, or routine correspondence with constituents.

13. Corporate Communications

- 13.1. The municipality maintains a website to provide the public with information regarding municipal services, Council decisions, Council and committee meeting schedules, minutes and agendas, by-laws, policies, activities, events, and ongoing government business.
- 13.2. The CAO is the official spokesperson for all matters related to the administration of the municipality.
- 13.3. If authorized by the CAO, an employee may serve as the designated spokesperson for matters related to their position, skills, and expertise.

13.4. All media inquiries are redirected to the communications department immediately upon receipt.

14. Online Presence & Publications

- 14.1. The CAO, or their designate, is responsible for oversight of the primary social media channels as well as the official website, representing the municipality as a corporation.
- 14.2. Only employees authorized by the CAO may write in the voice of the municipality on social media.
 - 14.2.1. A list of authorized personnel will be kept by the Communications Department
- 14.3. Social media and website content requires the approval of the communications department (as delegated by the CAO) prior to their publication.
- 14.4. CBRM social media platforms and activities must be reflective of the municipality's values and will continually strive to protect the organization's credibility and meet the information needs of citizens.
- 14.5. The municipality including individual employees or Councillors acting on behalf of the municipality will not engage with communication that is discriminatory, espouses hatred, harassment, violence or racism, or is abusive, defamatory, or derogatory.
- 14.6. While the municipality respects the right to freedom of expression, this right must be exercised responsibly and in a manner that does not undermine the integrity, reputation, or safety of the municipality, its employees, or the public. Speech that constitutes harassment, discrimination, or hatred directed at the municipality, its employees, elected officials or representatives is not tolerated.

15. Police Communications

- 15.1. External communications related to investigations will be at the discretion of the Chief of Police with the following parameters:
 - 15.1.1. The Chief of Police is the designated spokesperson for police operations.
 - 15.1.2. Communications are in line with the principles of this policy and any non-investigative communications or correspondence are coordinated in tandem with the CAO.
 - 15.1.3. External communications related to emergencies or other events which are otherwise not routine in nature, are provided to the Council as follows:
 - 15.1.3.1. Messages are provided to the Corporate Communications Department, and the CAO for review and dissemination.
 - 15.1.3.2. Messages are then provided by the Communications Department to members of Police Commission and where appropriate all Council, and other required parties using email BCC.
 - 15.1.4. Routine communications e.g. road closures, having been approved by the Chief of Police, are further coordinated in conjunction with the Communications Department and the Police Communications Officer, and where necessary with other department Directors and/or CAO.
- 15.2. A standing meeting between the Communications Department and the Police Communications Officer occurs every second month, and such meetings will be coordinated by the Communications Manager.

16. Emergency Communications

- 16.1. During emergencies, the municipality endeavors to communicate necessary information to protect the health, safety, security, residents, and their property.

- 16.2. A variety of communications channels may be used, including the provincial alerting system.
- 16.3. Communications are provided by the Cape Breton Regional Municipality's Emergency Coordination Center, Police as outlined in section 15, or the Cape Breton Regional Fire Service or other department personnel as authorized and/or delegated by the CAO.

17. Departmental Communications

- 17.1. The Communications Department provides messaging and design support to departments, assisting in identifying communications needs, selecting appropriate communications channels, and ensuring messages are accurate, timely and accessible.
- 17.2. The Communications Department reviews and disseminates information to CAO, Mayor and Council, internal departments, stakeholders, and/or the public as appropriate.
- 17.3. Departments provide updates on projects, disruptions, and changes in service delivery to the Communications Department at least two weeks in advance.
- 17.4. Departments must also provide service delivery information to 311 to support internal and external inquiries including any changes to service, or service disruption, and notification should be provided to all relevant stakeholders e.g. transit, police for their awareness, coordination, and adjustments to their respective services.
- 17.5. Communications that require graphic design elements should be submitted three weeks in advance of the intended release date.
- 17.6. Where possible, departments should share seasonal or project-based information with other service departments in writing to support proactive planning and minimize potential service disruptions.
- 17.7. Broader communication is expected for projects that occur on main roads or high traffic areas, take place near essential service facilities, involve changes in service delivery, or have the potential to impact multiple departments or the public's access to municipal services.
- 17.8. Routine or low-impact activities such as small-scale work on residential side streets where all affected residents have been directly notified, do not require public notices or formal communication through the Communications Department.

18. Standards and Guidelines

- 18.1. The municipality may establish standards and guidelines in addition to this policy for the purpose of commenting and engagement with its social media content which include, but are not limited:
 - 18.1.1. Responding to posts or comments;
 - 18.1.2. Moderating discussions;
 - 18.1.3. When posts or comments are removed such as in instances of:
 - 18.1.3.1. Racist, hateful, sexist, violent, obscene, or pornographic content;
 - 18.1.3.2. Offensive or threatening comments directed at an individual or an organization
 - 18.1.3.3. Content posted for the sake of advertising or self-promotion;
 - 18.1.3.4. Unintelligible, repetitive, or spam content;
 - 18.1.3.5. Misleading, untruthful or misinformation; or
 - 18.1.3.6. Are in any way contrary to law.

18.2. To further support policy compliance, the municipality will establish and maintain complementary policies and procedures on subjects including but not limited to:

- 18.2.1. Visual identity (brand and coat of arms)
- 18.2.2. Media relations, public relations, and customer service
- 18.2.3. Website governance
- 18.2.4. Community engagement
- 18.2.5. Internal communications
- 18.2.6. Social media use

19. Policy Review Requirements

19.1. Annually

20. Communication

20.1. This policy will be provided to all Department Heads, and posted on the CBRM website upon Council approval.

20.2. Department Heads will issue the policy to their respective departments, and ensure the policy has been read and understood.

21. Compliance

21.1. CBRM personnel failing to comply with this policy can result in disciplinary action up to and including dismissal.

21.2. Elected officials are subject to provisions with the Code of Conduct for Elected Officials.

A COMMUNICATIONS STRATEGY
for the Cape Breton Regional Municipality



Communications Vision

We envision a future where every conversation ignites collaboration and builds lasting trust. At the heart of our vision is the belief that effective communication begins internally. By fostering a culture of transparent and proactive dialogue, we empower every department to share accurate, timely, and accessible information. Our standardized approach to communications not only enhances interdepartmental collaboration but also sets the stage for meaningful engagement with external audiences, ensuring that our words and actions consistently build respect and trust.

Principles

Communications are accurate, timely, and accessible.

Purpose

Empower CBRM to deliver citizen-centric communications that are accessible, timely, and accurate. By doing so, we foster a sense of community, build enduring trust, and reinforce the core values of the municipality.

Communication Goals – External

GOAL 1

Enhance the municipality's standing as a reliable source of relevant, accurate, timely, and accessible information all CBRM audiences – citizens, stakeholders, individuals, businesses, communities, and media organizations.

OUTCOME

Achieve greater consistency in messaging and increased engagement among citizens and communities interacting with municipal communications.

STRATEGIES

Implement a Collaborative Communications Process: Develop and deploy an efficient process that guides the proactive co-creation of content and media releases. This process will emphasize accuracy, timeliness, and accessibility, drawing on the expertise of subject matter experts and that of communications personnel.

Launch, implement, and maintain an Opt-In E-Communication Program: Introduce and manage an e-communication initiative that offers subscribers regular updates from the municipality, ensuring they receive pertinent and accessible information.

Communications Officer/Senior & Vulnerable Persons Navigator: Hire the approved communications officer and develop a specialized portfolio that addresses the unique needs of our senior and vulnerable community members.

GOAL 2

Promote civic pride and municipal awareness by using citizen-centered storytelling and narratives that deliver accurate, timely, and accessible content to illuminate how municipal services and facilities support citizens and communities throughout the CBRM.

OUTCOME

Improve interactions with citizens and followers online, and cultivate an audience that engages with compelling, relatable, respectful and accurate, timely, and accessible content—instilling a deeper sense of community and belonging.

STRATEGIES

Share Positive Narratives: Regularly highlight “good news” stories that celebrate successes, boosting positive social media engagement while encouraging audiences to share the municipality’s posts.

Expand and Diversify Content Production: Increase both the frequency and variety of content, ensuring all messaging remains accurate, timely, and accessible, while tracking performance metrics such as website traffic to refine our approach and further drive community engagement.

GOAL 3

Develop and implement best practices to effectively reach and serve audiences with diverse information needs, ensuring communications are accurate, timely, and accessible.

OUTCOME

Increased inclusivity and improved accessibility for all municipal communications channels.

STRATEGIES

Accessible Website: Launch a municipal website designed around a citizen-centric approach, ensuring a fully accessible and user-friendly experience for all residents and visitors.

Diversity Collaboration: Work within diversity strategies and the HR department to inform and co-create respectful, inclusive, and welcoming communications materials.

Accessible Communications Guidelines: Work with the Accessibility Advisory Committee and HR Department to adopt comprehensive guidelines that empower staff to continuously assess and remove obstacles limiting the reach of municipal communication materials.

GOAL 4

Enhance the municipality’s digital communications by integrating multimedia content, innovative storytelling methods, and performance analytics, while ensuring information remains accurate, timely, and accessible.

OUTCOME

Deliver compelling messaging that resonates with external audiences through proven and emerging platforms.

STRATEGIES

Accessible Digital Communications: Adopt citizen-friendly, accessible approaches for all digital content. Tailor communications to meet the diverse needs of our audience while maintaining accuracy and timeliness.

Optimized Digital User Experience: Continually review and enhance the municipality's website to increase the use of e-services and improve the user experience.

GOAL 5

Raise public understanding of the roles and work of our Municipal Council, its Councillors, and the Mayor, and how their decisions shape our community.

OUTCOME

Citizens and communities gain a clearer, more practical understanding of how municipal Council work positively impacts their lives.

STRATEGIES

Engage Online and In-Person: Continue to invite social media followers to join online broadcasts or attend live Council and Committee meetings to see local decision-making in action.

Clear and Timely Meeting Overviews: Work with the Clerk's Department for accessible materials that can be shared on social media, and post easy-to-access links to agenda packages and minutes.

Accessible Video Broadcasts: Broadcast videos of Council meetings, including segments featuring the Mayor, to help citizens effortlessly follow the discussions on platforms they use.

Innovative Approaches: Explore new multimedia features that can connect citizens with Council members and the Mayor, enhancing ongoing dialogue.

Published Materials: Use traditional methods such as mail, written publications and other materials to reach audiences who prefer alternative approaches to online platforms.

GOAL 1: STRENGTHEN AND CLARIFY THE COMMUNICATIONS DEPARTMENT'S ROLE

Enhance the effectiveness and impact of the Communications Department by establishing efficient operating practices, policies, and procedures that streamline routine tasks, ensure consistency across the organization, reduce response times, and free up resources for high-value, innovative projects.

OUTCOME

Achieve streamlined processes, uniformity in messaging, faster response times, and increased capacity for innovative, high-impact projects.

STRATEGIES

Standardized Request Process: Implement a Standard Operating Procedure for internal communications requests. This system will be operated through the internal Help Desk to ensure that all requests are handled consistently and efficiently, reducing delays and clarifying expectations across departments.

Communications Toolkit: Develop and manage a comprehensive Communications Toolkit that serves as a one-stop shop. The toolkit will include materials to assist staff with creating effective communications material, shareable content calendars and templates, Communications Plans, updates, and reporting tools developed in collaboration with HR, Finance, and Clerk's and other Departments e.g. report templates.

Centralized Location: Work with IT to provide a 'space' for easy access and efficient management of all communications resources.

GOAL 2: ENHANCE ORGANIZATIONAL AWARENESS

Increase internal awareness of organizational events and priorities to drive a culture of transparency and engagement, resulting in improved internal communications.

OUTCOME

Employees are consistently informed about key events and developments, leading to higher engagement and satisfaction with internal communications.

STRATEGIES

Timely Communication Updates: Share monthly summaries of Council activities to keep staff informed on important external and internal developments.

Support Regular CAO Updates: Collaborate with the CAO to produce regular and engaging updates about organizational initiatives, ensuring leadership communication reaches all staff efficiently.

GOAL 3: A UNIFIED MUNICIPAL BRAND APPROACH

Empower all departments with the necessary tools to implement municipal brand—leveraging both the existing brand and official municipal milestone elements, such as anniversaries—to enhance credibility and ensure consistent, recognizable branding.

OUTCOME

Achieve enhanced credibility and increased public awareness through the consistent use of Municipal branding, in line with established guidelines, resulting in stronger external recognition.

STRATEGIES

Develop a Comprehensive Branding Toolkit: Populate a toolkit with templates, guidelines, and assets that incorporate the existing Municipal brand along with potential 30th anniversary branding elements. This toolkit will promote the consistent use of logos, color schemes, and design specifications across all Municipal operations.

Provide Professional Design Support: Engage professional graphic design support to offer expert assistance and ensure that all branding materials meet high-quality standards. This support will facilitate a seamless integration of existing branding elements and municipal milestone brands help maintain consistency across various platforms.

Ensure Full Staff Engagement and Consistency: Develop training videos and support initiatives to achieve cooperation. This approach will reinforce the importance of adhering to branding guidelines, improving overall brand recognition and ensuring that every departmental communication is on-brand and used appropriately.

Communication Targets

COMMUNICATIONS CHANNELS	Daily	Weekly	Monthly	Quarterly	Bi-annual	As Needed
Social Media (no less than)	•					•
Municipal Website						•
Media Releases						•
Council Recaps			•			
Storm Updates						•
Tax/Water/Wastewater Mailouts				•	•	
Opt-in External E-Communication						•
Internal Mailout from CAO/Mayor including Council activities		•				•

Media Communications

Traditional and modern media e.g. tv, radio, print, blogs, v-logs, influencer channels, podcasts, etc. play a crucial role in sharing the municipality's stories, supporting transparency, fostering community, and disseminating vital information throughout the CBRM. To ensure effective media interactions, the municipality's Communications Department is responsible for managing all facets of media relations, including events, monitoring, and releases.

Media Relations Responsibilities

Centralized Management: All interview requests received by staff must be immediately forwarded to the Communications Department for review. This process ensures that media inquiries are handled consistently and effectively.

Support Provided by the Communications Department

On an as-needed basis, the Communications Department will provide:

- Spokesperson Identification: Assist in identifying the appropriate spokesperson or subject matter expert for interviews.
- Message Development: Help develop key messages or responses tailored to the situation.
- Interview Preparation: Offer support in preparing for interviews, including providing detailed background information or backgrounders.
- Multimedia Support: Develop or source supplementary multimedia elements to enhance communication.
- Credential Verification: Verify media credentials of reporters to ensure secure and proper media engagement.

Social Media

The municipality primarily uses Facebook, and YouTube to share information and content with external audiences. Social media protocols are being developed and will be included as part of the Communications Toolkit.

Interview Preparation Best Practices

It is always best to thoroughly prepare for an interview rather than responding immediately. Request that media provide a deadline and contact information. Then, work closely with the Communications Department to ensure that all responses and messages are prepared and reviewed in time.

Communications Policy Connection

According to the municipality's Communications Policy:

- Chief Spokesperson for Council: The Mayor serves as the chief spokesperson for the municipality, unless another member is designated.
- Administrative Spokesperson: The Chief Administrative Officer, or their designate through the Communications Department, acts as the Administrative Spokesperson for the municipality.
- Designated Departmental Spokespersons: Service area managers, supervisors, and other designated departmental spokespersons are authorized to speak on behalf of the municipality regarding their specific programs, services, initiatives, and policies.
 - *The Communications Department, CAO and Mayor are to be made aware of the request to speak **prior** to the speaking engagement.*

Requests for Communications Support

Beginning in April 2025, employees can file a ticket for communications support through the Help Desk and selecting "Communications" from the drop-down menu.

Requests for communications support from a member of Council are directed to the Department Director **and** the Communications Department.

Responsibilities of the Communications Department:

The Communications Department is responsible for managing a variety of tasks, including:

- Emergency and routine external communications
- Providing strategic communications advice to senior leadership
- Coordinate and support internal communications
- Development and execution of communications and marketing campaigns
- Management of social media channels
- Editing and template support
- Handling media relations

- Issuing public service announcements
- Media event coordination
- Municipal promotion
- Monitoring brand consistency and reputation
- Supporting multimedia content creation
- Providing **basic** graphic design services
- Developing special interest stories
- Assisting with elections communications
- Website management
- Imagery sourcing e.g. photo, video, copyright
- Communications advice on issues management and initiatives
- Coordinating and supporting funding announcements or other announcements from the Office of the Mayor as directed by the Chief Administrative Officer.

Advertising

There is no one-size-fits-all approach to reaching every community within the Cape Breton Regional Municipality. While digital channels continue to grow in importance, the municipality remains committed to proven, traditional media to ensure that essential information reaches all citizens.

The CBRM website will remain the primary platform where news and other materials are shared onto the site and then relayed to social media channels.

The municipality will engage local radio stations, produce printed materials including pamphlets and mail-outs, and will publish articles, ads and information as necessary in local newspapers. Wherever possible, the municipality will leverage complimentary radio and television broadcasts for public service announcements.

For statutory advertising, all efforts are conducted in accordance with the *Municipal Government Act*. In cases where non-urgent matters can benefit from digital outreach, the municipality prioritizes boosted social media posts to cost-effectively target clearly defined audiences.

The municipality recognizes advertising opportunities in areas of transit, bus shelters, and CBRM properties and seek to capitalize on these opportunities internally and externally.

Audience Counts

Residents: 109,000

Residential Tax Accounts: 52000

Commercial Accounts: 2500

Utility Accounts: 35000

Municipal Employees: 850

Numbers are approximate and may be adjusted as conditions change.

1 Mayor and 12 Municipal Council members

The Cape Breton Regional Municipality is organized into distinct districts, each encompassing communities with diverse information needs determined by factors such as geographic location, population density, local amenities, and internet connectivity.

Municipal staff operate from various locations across the region, including City Hall, as well as operational facilities in North, East and Central regions.



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

Title	Information and Records Management Policy
Implementation Date	
Revision Date	
Replaces	

1. Title

Records and Information Management Policy

2. Legislative Authorities

Municipal Government Act

3. Policy Statement

It is the policy of the CBRM to achieve efficient and effective information management.

4. Purpose

The purpose of this policy is to:

- Provide direction on the retention and disposal of records.
- Establish standards by which records may be destroyed, alienated, or otherwise removed from the custody or control of the Municipality
- Effectively and efficiently manage Municipal information assets throughout their lifecycle to:
 - Support municipal operations;
 - Promote accountability
 - Meet legal and legislative requirements; and
 - Preserve corporate memory
- Provide for the comprehensive and accurate description, classification, retention, and disposition of corporate records; and
- Maintain a municipal archival program to identify, acquire, preserve, and promote access to archival records from municipal and community sources documenting the history of the CBRM.

5. Scope

The policy applies to all records and information assets in custody or under the control of the Municipality, including those of former municipal units. Records may be classified as archival records, corporate records, and non-corporate or transitory records.

Where this policy conflicts with another enactment or contract, the enactment or contract shall prevail to the extent of the conflict.

6. Definitions

Record	Includes books, documents, maps, drawings, photographs, letters, vouchers, papers, and any other thing on which information is stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records as per the <i>Municipal Government Act</i> Section 461(h).
Archival Records	Is a record no longer required for current administrative, legal or financial needs, but which has been appraised by the Inspector responsible for archiving as having enduring historical, informational, evidential or research value.
Retention	A requirement to retain a record or which there are two types of requirements: <ul style="list-style-type: none">• A requirement to retain a record for a specified time period e.g. income tax act requiring specific records be kept until 6 years after the last taxation year to which the records relate• A requirement to retain a record for an unspecified time period.
Records Management	The efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of, and information about, business activities and transactions.
Records Schedule	means a comprehensive description and classification of the records of one or more public bodies, and includes a plan governing the life cycle of the records from creation or receipt to disposition.
Active Record	Files that are stored in a manner that are readily available for access by authorized personnel.
Archived Records	Files that are no longer active but that have not reached their destruction date. Storage for physical files may be in alternate storage sites.
Historical Records	Files that have historical significance to CBRM. Operational files are stored in hardcopy and in the central repository. Administrative files of historical value will be kept in the Clerk's Office and in the central repository.
A record may be of historical value if it concerns:	
<ul style="list-style-type: none">• Policies, procedures and various reasons for their adoption• The organization and administrative history of the CBRM or CBRPS• A specific individual transaction which established a legal status of any kind or value that protects the rights of the records creator or individual citizens	

- Major changes concerning the issuing of clothing, equipment or the opening of buildings

7. General Provisions and Principles

- 7.1. Records created/received and maintained by employees or volunteers are municipal property.
- 7.2. Departments, divisions, and sections are responsible for managing records in their custody and control as outlined in Section 8.
- 7.3. Records are subject to management throughout their lifecycle according to the requirements of the Records Retention Schedule.
- 7.4. Records may be identified for additional retention or transferred to legal counsel as deemed necessary.
- 7.5. Non-corporate/transitory records are destroyed as soon as they serve their purpose.
- 7.6. Electronic records are stored in a repository assigned by the designated information officer in collaboration with the IT Department.
- 7.7. Electronic documents will be named, labelled, and save using a standardized naming convention e.g. **A01_YYMMDD_Document Title_Author's Initials_Version#**

8. Roles and Responsibilities

- 8.1. Chief Administrative Officer:
 - 8.1.1. Oversees the management of all records and information assets of the Municipality in accordance with information management, access to information, and protection of privacy principles.
 - 8.1.2. Approves the Records Retention Schedule.
 - 8.1.3. Considers for approval all information management policies, procedures, guidelines, and standards necessary to carry out the intent and purpose of this policy; and
 - 8.1.4. May delegate any of their roles and responsibilities of this policy to the Director responsible for information management.
- 8.2. Regional Solicitor:
 - 8.2.1. Provides legal advice to departments related to the management of corporate records and information assets
 - 8.2.2. Reviews records retention schedules and any subsequent revisions as found in the Records Retention Schedule for compliance with legal and legislative requirements;
 - 8.2.3. Is a signatory for authorizing the disposition of corporate records; and
 - 8.2.4. Establishes a legal hold process to prevent the destruction or alteration of records or information assets that are subject to a subpoena, pending or actual litigation, or another legal or legislative purpose.
- 8.3. Designated information officer:
 - 8.3.1. Oversee the management of all corporate records and information assets in digital formats so they are:
 - (a) Usable, legible, and accessible;
 - (b) Organized and captured in a recordkeeping system, according to Corporate Information Management standards; and

- (c) Protected against unauthorized access or destruction;
- (d) In collaboration with information technology personnel, incorporate information management standards in the planning and design of all existing, new, and modified information technology systems

8.3.2. Maintains the Records Retention Schedule including the creation and routine revisions of individual records retention schedules for all corporate records.

8.3.3. Coordinates the process for approving the Records Retention Schedule and any subsequent revisions.

8.3.4. Coordinates the process for authorizing the disposition of corporate records.

8.3.5. Participates in the planning and design of information technology systems to ensure their compliance with information management principles and practices.

8.3.6. Authorizes the acquisition of archival records from community sources and other material of archival value.

8.3.7. Recommends the Chief Administrative Officer approve policies, procedures, guidelines, and services as necessary to operate.

8.4. The Chief Financial Officer:

- 8.4.1. Provides advice to departments on the management of financial corporate records and information assets; and
- 8.4.2. Reviews records retention schedules and any subsequent revisions as found in the Records Retention Schedule for compliance with financial and audit requirements.

8.5. The Municipal Clerk:

- 8.5.1. Maintains the municipality's Records Retention Plan, including the creation and routine revision of individual records retention schedules for all CBRM records;
- 8.5.2. Coordinates the process for approving the Records Retention Plan and any subsequent revisions;
- 8.5.3. Coordinates the process for approving the Records Retention Schedule and any subsequent revisions;
- 8.5.4. Coordinates the process for authorizing the disposition of CBRM records;
- 8.5.5. Is a signatory for authorizing the disposal of CBRM records;
- 8.5.6. Participates in the planning and design of information technology systems to ensure their compliance with information management principles and practices;
- 8.5.7. Authorizes the acquisition of archival records from community sources and other material or archival value;
- 8.5.8. Recommends for approval to the Chief Administrative Officer policies, procedures, guidelines, and services as necessary to operate an effective information management program for the Municipality;
- 8.5.9. Recommends approval to the Chief Administrative Officer policies, procedures, guidelines, and services as necessary to operate an effective archival management program for the Municipality;
- 8.5.10. Identifies records, information assets, and other material of archival value;
- 8.5.11. Identifies and makes recommendations for the acquisition of archival records and other material of archival value from community sources; and

8.5.12. Authorizes the decommissioning of archival records and material of archival value from the Municipal Archives.

8.6. Department Directors:

- 8.6.1. Have responsibility for the management of all records and information assets in custody or under the control of the department;
- 8.6.2. Manage the department's records and information assets in accordance with the Records Retention Plan and other information management standards established by the Municipality;
- 8.6.3. Are signatories for authorizing the disposition of CBRM records in the custody or control of the department;
- 8.6.4. Notify the Clerk when the creation or revision of records retention schedules is required due to legal, legislative, or operational changes; and
- 8.6.5. Review applicable records, retention schedules and any subsequent revisions to ensure they are adequate for the department's operational record keeping requirements.

8.7. Manager and supervisors of a Department:

- 8.7.1. Ensure their area of responsibility creates, manages, and maintains records that are:
 - (a) Useable, legible, and accessible;
 - (b) Organized and captured in a recordkeeping system according to information management standards established by the Municipality;
 - (c) Protected against unauthorized access or destruction; and
- 8.7.2. Manage CBRM records in their area of responsibility in accordance with the Records Retention Schedule.

8.8. Employees of a Department:

- 8.8.1. Create, manage, and maintain records that are
 - (a) Useable, legible, and accessible;
 - (b) Organized and captured in a recordkeeping system, according to information management standards established by the Municipality;
 - (c) Protected against unauthorized access or destruction;
- 8.8.2. Manage their respective CBRM records in accordance with the Records Retention Plan; and
- 8.8.3. Dispose of non-corporate/transitory records when no longer required for operational purposes.

9. Records of Elected Officials

Included

- Records related to the duties of elected officials
- Records created in connection with municipal business e.g. official Council/Committee records; information relating to expenses

Excluded

- Personal records (unrelated to Council's mandate or services or the Mayor's role as a member of Council)
- Records related to the elected official's interactions with constituents as these records are considered personal property.

Note: if any excluded record is copied or forwarded to municipal staff and shared within the corporate structure e.g. Mayor, all Council, it becomes included and must be considered in accordance with the Records Retention Schedule.

10. Records Ownership

All records created or maintained by CBRM employees and reportable individual carrying out CBRM business, regardless of format, are the property of the CBRM and are subject to this policy.

Employees or other reportable individuals leaving their positions with the CBRM will leave all records for their successors as outlined in onboarding and offboarding guidelines.

11. Records Retention Plan

- 11.1. The Records Retention Schedule, as approved by the Chief Administrative Officer, acts as the Municipality's approved retention schedule for CBRM records.
- 11.2. The Clerk may adjust the Records Retention Schedule with the approval of the Chief Administrative Officer without amending this policy.
- 11.3. Where substantive changes have been made to the Records Retention Schedule, the Clerk will advise Council during the annual review of the policy and its related documents.
- 11.4. The Records Retention Schedule is completed in collaboration with all Department Directors.
- 11.5. Records are classified, retained and destroyed in accordance with the Records Retention Plan.
- 11.6. Records classifications in the Records Retention Schedule apply equally to paper and electronic inactive records which may be stored in databases, shared drives, servers or SharePoint sites.
- 11.7. No records retention schedule is acceptable without the approval of the Chief Administrative Officer.
- 11.8. The Records Retention Plan and subsequent revisions are reviewed by:
 - 11.8.1. The Department Director having custody and control over the records;
 - 11.8.2. The Municipal Clerk;
 - 11.8.3. The designated information officer;
 - 11.8.4. The Chief Financial Officer;
 - 11.8.5. The Regional Solicitor; and
 - 11.8.6. The Chief Administrative Officer
- 11.9. The Clerk establishes a process for the review and revision of the retention schedules as found in the Records Retention Plan.

11.10. A Department Director notifies the Clerk when legal, legislative, or operational changes require changes to the Records Retention Schedule.

12. Retention Schedule Exceptions

12.1. A record whose retention period has expired under an approved records retention and disposition schedule must be destroyed unless:

- (a) There is a pending Freedom of Information and Protection of Privacy request.
- (b) The subject matter of the record is relevant to pending legislation or audit;
- (c) The record is related to important or unusual cases that have attracted provincial or national attention.

12.2. The Clerk or designate may designate records as having historical significance which are retained in the CBRM archival storage area in perpetuity.

12.3. In the absence of a legislated requirement or penalty, the recommended minimum total retention period is based on best practices.

12.4. Legal Hold:

- (a) A legal hold is intended to initiate the preservation and suspension of destruction of any records related to certain legal matters.
- (b) Legal services will advise affected department(s) if there is a formal legal hold.

12.5. Non-corporate/transitory records can be destroyed when no longer needed and in the course of regular business.

13. Records Storage & Maintenance

13.1. Corporate records and information assets stored in controlled and secure environments in each department.

13.2. Personal drives including external drives, and desktops are not used for the storage of corporate records.

13.2.1. Email e.g. Outlook accounts, are not used as record keeping systems.

13.2.2. Emails classified as corporate documents should be named and stored in a centralized repository.

13.2.3. Organized in recordkeeping systems so they are accessible, legible, useable, and authentic.

13.2.4. Maintained in formats, media, and conditions that ensure their retention and preservation.

13.2.5. Transferable throughout their lifecycle.

13.2.6. Available for inclusion in a digital preservation system where such CBRM records are in digital formats and constitute archival records.

13.2.7. Municipal Archives is the storage repository for corporate records in physical formats which are no longer needed for active use, but which must be retained for further operational, archival, legislative, or financial purposes, as specified in the Records Retention Plan.

13.2.8. Municipal Archives will provide access to departments as needed for records that are in physical custody of the Clerk's Department.

14. Disposal of Records

- 14.1. Records may only be destroyed, alienated (transferred) or otherwise removed from the custody or control of the Municipality with an approved disposition authorization.
- 14.2. Records and information assets that are identified as non-corporate or transitory records are not subject to the Records Retention Schedule and may be destroyed without an approved disposition authorization.
- 14.3. Records that have deteriorated beyond legibility or which have been damaged to the extent they cannot reasonably be salvaged may be destroyed outside of the retention schedules with an approved disposition authorization.
- 14.4. The Chief Administrative Officer may alienate (transfer) CBRM records and information assets to a third party not governed by the policy where such alienation is required as a component of an asset transfer, service, or service exchange agreement and may consider the retention of duplicate records in the custody of the Municipality.
- 14.5. The disposal of CBRM records is authorized by:
 - (a) The Department Director having control of the record;
 - (b) The Municipal Solicitor;
 - (c) The designated information officer;
 - (d) The Clerk; and
 - (e) The Chief Administrative Officer
- 14.6. The Clerk will coordinate and document the disposal of records.
- 14.7. Where a department or function has ceased and custody or control of its records and information assets is not transferred to another department, the Municipal Clerk will have custody or control of the records unless otherwise directed by the Chief Administrative Officer.

15. Disposal Methods

- 15.1. Records are to be shredded through confidential shredding processes.
- 15.2. Electronic records are purged through CBRM Information Technology Department on an assigned schedule.
- 15.3. Personal information is disposed in accordance with legislation.
- 15.4. Outside suppliers of transportation and disposal services are bonded with security provisions included in the service contract.

16. Disposal Security

- 16.1. Records containing personal information must be secured and are not unattended in unprotected areas while waiting for transfer to archives e.g. boxes in lobby.
- 16.2. Rooms used for storage of manual and computer records are locked, secure, and with restricted access e.g. access cards, controlled keys
- 16.3. Access to storage areas is monitored and records retrieval and return are documented.

17. Policy Review Requirements

- 17.1. Annually

18. Communications

- 18.1. This policy will be provided to employees through the Department Directors
- 18.2. The designated information officer will meet and coordinate retention information and schedules with each department.

19. Compliance

- 19.1. This policy directs the municipality to be compliant with the *Municipal Government Act*, as well as other laws applicable to information management and privacy accountabilities.
- 19.2. Individuals who willfully disclose personal information in contravention to legislations, or who alter, conceal, or destroy a record, or cause any other person to do so, with the intention of denying a right under the *Municipal Government Act Part XX* to access the record or information contained in the record, is guilty of an offence.
- 19.3. Failure to comply with this policy may result in disciplinary action up to and including dismissal.



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

Title	Commemorations and Celebrations Policy
Date	
Revision Date	
Replaces	Mayor's Citation Policy, 1998 Distribution of Civic Pins and Flags Policy, amended March 14, 2005

1. Title

Commemorations and Celebrations Policy

2. Legislative Authorities & Related Policies

Municipal Events Attendance Policy
Council Policies and Procedures

3. Policy Statement

The Cape Breton Regional Municipality (CBRM) is committed to encouraging community participation and civic pride through various forms of commemorations and celebrations in a consistent and efficient manner, while protecting outdoor municipal properties.

4. Purpose

The purpose of this policy is to provide administrative guidelines for flag flying, Proclamations, recognition awards, commemorative recognition, illumination/light up of City Hall, and other municipal festivities.

5. Scope

This policy applies to municipally owned properties and activities.

6. Definitions

Commemoration: an intentional act of acknowledging or celebrating the memory of a significant person, group, event or cause; or honoring local history, natural feature or geography.

Commemoration Recognition: is a certificate, key to the CBRM, plaque, proclamation or other award as a form of remembrance of a loved one, a celebration of a birth or anniversary, or to honor contributions of significant individuals or groups.

Illumination/Light Up: is the lighting feature of City Hall that permits the selection of color and timing cycles.

Proclamation: an official public announcement or delegation given by the Mayor and/or Council to formally recognize a special event or cause which is deemed to be of interest and/or benefit to the community.

7. General Provisions

- 7.1. Commemorations comply with federal, provincial, and municipal laws and policies.
- 7.2. The administration and management of flag flying, proclamations, illuminations, civic recognition award requests
- 7.3. Any commemoration is automatically disqualified if the request:
 - 7.3.1. Is contrary to the municipality's policies or by-laws; or
 - 7.3.2. Attempts to influence government policy or is intended for profit making.
- 7.4. Commemorations do not carry with them any substantive contribution of goods, services, or monies to the individual or organizations that requested them.

8. Flag Raising

- 8.1. All flags will be flown at masthead or at half-mast in accordance with the protocols set by the Government of Canada, Government of Nova Scotia and this policy.
- 8.2. Half-masting denotes a period of official mourning or Commemoration.
- 8.3. On municipally owned properties, the National Flag will be flown at half-mast:
 - 8.3.1. On Remembrance Day, November 11 occurring at 11 a.m.
 - 8.3.2. On special circumstances as issued by the Federal or Provincial Government.
 - 8.3.3. Upon the death of:
 - 8.3.3.1. The Sovereign or member of the Royal family related in the first degree (husband, wife, son, daughter, father, mother, brother or sister);
 - 8.3.3.2. The current or former Governor General or Prime Minister;
 - 8.3.3.3. A current or former Lieutenant Governor of Nova Scotia, the Premier of Nova Scotia or another person similarly honored by the Province of Nova Scotia; or a local member of Provincial Parliament.
 - 8.3.4. On municipally owned properties, the Cape Breton Regional Municipality Flag is flown at half-mast upon the death of:
 - 8.3.4.1. A current or former Mayor, member of Council, or staff;
 - 8.3.4.2. A citizen at large of the CBRM at the discretion of the Mayor;
 - 8.3.4.3. An active or retired municipal firefighter or police officer; or
 - 8.3.4.4. To mark significant events as deemed appropriate by the Mayor or Council.
 - 8.3.5. When the National Flag of Canada is flown at half-mast, all other flags must also be flown at half-mast and at no time should the National Flag of Canada be flown lower than any other flag.
 - 8.3.6. Flags are flown at half-mast from the notification of death until the end of the day of the funeral or until such time as determined by the Mayor, with recommendation from the CAO if necessary.
 - 8.3.7. The Communications Department ensures half-masting is posted on the municipal website and social media accounts, with respect to the location e.g. CBRM Hall, CBRPS Headquarters, Fire Services stations, etc., the reason and the duration that the flag will be flown at half-mast.

8.4. *Community Flags*

- 8.4.1. The CBRM has a designated community flagpole at CBRM Hall, 320 Esplanade, Sydney.
- 8.4.2. All requests to fly a flag at the community flagpole are made in conjunction with a proclamation and such request must be included with the original submission.
- 8.4.3. Where a proclamation is initiated by the CBRM through this policy, the appropriate community flag may be flown at the location as stated above.
- 8.4.4. The number of days that a community flag will be flown is based on the request. If multiple requests are received for the same time period, the Mayor determines the time period each flag is flown.
- 8.4.5. Requests for proclamations and flag raisings are coordinated by the Council Office in conjunction with the Office of the Mayor.
- 8.4.6. Community flags will only be raised and lowered on those business days that municipal offices are open.
 - 8.4.6.1. Requesters are responsible for:
 - 8.4.6.1.1. Submitting flag flying requests on an annual basis, and approvals are based on a first come first served basis;
 - 8.4.6.1.2. An organization's flag will only be flown once in a calendar year;
 - 8.4.6.1.3. Providing the flag in good condition, e.g. no discolouration or tears;
 - 8.4.6.1.4. Organizing activities and all associated costs including providing the flag to be flown and notifications to media
 - 8.4.6.1.5. The CBRM is not responsible for damaged or lost flags.

9. *Illumination Request*

- 9.1. Only lighting requests from charitable or non-profit organizations who maintain a presence within the municipal boundaries of CBRM may be considered
- 9.2. No lighting requests from a charitable or non-profit organization, which promotes or espouses hatred, violence, or racism is considered.
- 9.3. City Hall is not illuminated for requests that are contrary to municipal legislation or policies including but not limited to for-profit organizations or commercial purposes.
- 9.4. City Hall is illuminated no more than once per calendar year, per eligible organization.
- 9.5. Lighting may be requested for up to one week, or for the duration of the associated event, whichever is less; noting that conflicts between two or more eligible charitable or non-profit organizations would be settled in favour of the organization which first made its request, with municipal events taking precedence in all instances.
- 9.6. The lighting period will begin and end only business days where municipal offices are open and staff resources are available to program the lighting.
- 9.7. City Hall's multi-colour lighting is illuminated only as existing programming permits.
- 9.8. Charitable or non-profit organizations will be required to submit lighting requests on an annual basis in writing no less than 30 days prior to the requested start date.

10. *Proclamations*

- 10.1. Proclamations are issued to charitable and non-profit organizations for a variety of reasons, such as increasing public awareness of a particular cause, promoting major sporting events, supporting cultural entertainment programs, promoting the health and well-being of the community or promoting CBRM initiatives of significance to residents.

10.2. Proclamations are intended to help meet the objectives or causes and activities which interest the community as a whole. Recognition of individuals, similar-subject Proclamations and not-for-profit events sponsored by for-profit organizations and commercial or business enterprises are sometimes considered, however, subjects of a commercial or partisan nature do not qualify.

10.3. Where an interest to the community as a whole is not clearly demonstrated or where a new issue is presented, the Mayor may direct a request for Proclamation to Council for approval.

10.4. In cases where requests for proclamations duplicate the same cause, groups will be urged to work together.

10.5. At the discretion of the Mayor, consideration will be given to offering letters of recognition, messages or certificates to groups which do not receive a Proclamation but are worthy of recognition.

10.6. Proclamations are made in writing at least four (4) weeks prior to the event.

10.7. A Proclamation may be issued for a day, week or month, and there may be multiple Proclamations at the same time.

10.8. Proclamations are posted on the CBRM website and will remain listed for a period ending December 31st of the year in which the Proclamation was endorsed.

10.9. The CBRM does not incur any expenses related to the advertising or promotion of Proclamations unless the Proclamation is initiated by the CBRM.

11. Awards of the Office of the Mayor

11.1. Annually and on occasion, at the discretion of the Mayor, Medallion Awards are presented in Council which include:

11.1.1. Bravery

11.1.1.1. The Bravery Medallion Award is presented to individuals who have demonstrated exceptional courage in the face of danger or adversity. This award recognizes acts of bravery that go above and beyond ordinary expectations, highlighting individuals who have risked their personal safety or well-being to protect others, demonstrate heroism, or contribute to the safety of the community in a time of crisis.

11.1.2. Honour

11.1.2.1. The Honour Medallion Award is given to individuals who have demonstrated outstanding integrity, ethical conduct, and dedication to the public good. This award recognizes those who have made significant contributions to their community through their actions, leadership, and commitment to upholding the values of fairness, respect, and justice in their professional and personal endeavors.

11.1.3. Service

11.1.3.1. The Service Medallion Award is presented to individuals who have shown exceptional dedication and long-term commitment to serving their community or organization. This award recognizes individuals who have consistently contributed their time, efforts, and resources to community service, positively

impacting the well-being of others and enhancing the community's overall quality of life through their sustained volunteerism or professional contributions.

11.2. *Key to the City*

- 11.2.1. The practice of presenting a key to an individual is a symbol of free entry stemming back to the 1800s and as such carries significance of perpetual welcome.
- 11.2.2. Keys of the City are awarded at the discretion of the Office of the Mayor to distinguished persons, and honoured guests of the CBRM.
- 11.3. The recipient of an Award of the Office of the Mayor may be nominated by the municipality to any applicable awards or orders through the Province of Nova Scotia.

11.4. *Citations*

- 11.4.1. **Birthdays:** 75th birthday and thereafter in 5-year increments
- 11.4.2. **Wedding Anniversaries:** 25th, 40th, and 50th and thereafter in 5-year increments.
- 11.4.3. **Retirements:** Municipal employees only.
- 11.4.4. **Clubs and Organizations:** 25th 50th, and thereafter in 5-year increments for anniversaries, as well as special achievements or recognitions from a provincial, national, or international body.

11.5. *Volunteer Recognition Awards*

- 11.5.1. The CBRM seeks to recognize noteworthy contributions and achievements of community groups, organizations, and individual that provide volunteer benefit to the community by bestowing volunteer recognition awards.
- 11.5.2. The volunteer awards program is operated through the Recreation Department, with recognition being awarded at a meeting of Council on or near the national volunteer week in April/May each year as agreed upon by the Agenda Review Group.
- 11.5.3. The Recreation Department coordinates and manages all duties related to the receipt of nomination packages and preparing for the presentation of the award.
- 11.5.4. Awards are not intended to interfere with any of the current or future recognitions being made by any organization in the CBRM including internal CBRM awards. If applicable, the CBRM may recognize the same recipients.

12. *Civic Promotional Materials*

- 12.1. Civic promotional materials are issued by the Council Office to groups, organizations, and individuals with the exclusion of commercial or personal use purposes.

12.2. Civic pins are made available to groups, organizations and individuals representing the municipality at a provincial or national functions upon written requests.

12.3. Where requests are significant, pens or other promotional materials may be provided at the discretion of the Mayor.

12.4. Requests for CBRM Flags are provided at the discretion of the Mayor.

12.5. Department promotional items are at the discretion of the Department Director.

13. Virtual Honour Book

13.1. Beginning in 2025, recognizing the 30th Anniversary of the CBRM, the name of each award recipient is added to the CBRM's recognition virtual "Honour Book" and posted to the CBRM's website identifying the date and recognition of their achievement.

14. Exclusions

14.1. Graduations, get wells, welcome home, Happy New Year, Congratulations for achievements, and religious based holidays, are not identified within this policy.

15. Policy Review Requirements

15.1. Annually

16. Communication

16.1. Upon its approval, this policy will be provided by the CAO to all Council, and all Directors who will disseminate to their respective departments.

17. Compliance

17.1. Failure to comply with this policy can result in disciplinary action up to and including dismissal.

Appendix A - Application Information & Forms for Commemorations and Celebrations

Flag Raising Request Form

Purpose: This form is used to request permission for the flying of flags on municipal properties.

Applicant Information:

Name of Organization: _____

Contact Person: _____

Phone Number: _____

Email Address: _____

Mailing Address: _____

Flag Information:

Flag Type (Community/Other): _____

Requested Dates for Flag Flying: _____

From: _____ To: _____

Reason for Request:

Event or Commemoration Name: _____

Description of Event: _____

Acknowledgments:

The organization acknowledges that the municipality will not be responsible for any damages or losses to the flag.

The organization agrees to comply with all guidelines as set out in the Celebrations and Commemorations Policy.

Signature of Applicant: _____

Date: _____

Proclamation Request Form

Purpose: This form is used to request a formal proclamation from the Mayor and Council to recognize special events, causes, or initiatives.

Applicant Information:

Name of Organization: _____

Contact Person: _____

Phone Number: _____

Email Address: _____

Mailing Address: _____

Proclamation Information:

Requested Proclamation Date(s): _____

From: _____ To: _____

Name of Proclamation Event/Initiative: _____

Description of the Event/Initiative: _____

Attachments:

Please attach any relevant documents supporting your request e.g. proclamation wording, background information, program details.

Acknowledgments:

Proclamation requests must be submitted at least **4 weeks** in advance of the event date.

Proclamations are not granted for commercial or political purposes.

The organization agrees to comply with all guidelines set out in the Celebrations and Commemorations Policy.

Signature of Applicant: _____

Date: _____

Mayor's Medallion Awards Nomination Form

Purpose: This form is used to nominate individuals for the annual Mayor's Awards presented in Council.

Nominee Information:

Name of Nominee: _____

Organization (if applicable): _____

Contact Information (Phone/Email): _____

Nomination Category (please check the appropriate box):

- Bravery Medallion
- Honour Medallion
- Service Medallion

Instructions:

In each of the criterion areas, please provide a detailed account and examples of the nominee's contributions that support this nomination. Attach any letters of support, recommendations, commendations, and include any measurable impacts where possible.

Bravery Medallion Criteria

Criterion	Description	Provide Notes
Courage in Danger	Demonstrated courage in the face of personal risk _____ or adversity	_____
Impact of Action	Positive outcome of the act (e.g., saved lives, _____ prevented harm)	_____
Initiative	Act was voluntary, not a duty or expectation	_____
Context	Nature and severity of danger or adversity faced	_____
Supporting Evidence	Are there witness statements, media coverage, _____ reports?	_____

Honour Medallion Criteria

Criterion	Description	Provide Notes
Ethical Conduct	Demonstrates integrity and ethical decision-making	_____
Leadership	Inspires others through example and character	_____
Public Good	Actions contributed to justice, fairness, or equity	_____
Community Impact	Broader effect on public trust or wellbeing	_____
Supporting Evidence	Testimonials, records, awards, etc.	_____

Service Medallion Criteria

Criterion	Description	Provide Notes
Length of Service	Sustained commitment over time (years of service)	_____
Scope of Contribution	Breadth and diversity of volunteer or service roles	_____
Impact on Community	Tangible positive outcomes or improvement in lives	_____
Consistency	Demonstrated reliability and dedication over time	_____
Supporting Evidence	Endorsements, metrics, records	_____

Supporting Documentation

- Letters of Support
- Media Articles
- Photos/Videos (if applicable)
- Witness Statements
- Organizational Endorsements

Nominator Information

Full Name:

Contact Email/Phone:

Relationship to Nominee:

Date of Submission:

City Hall Light Up Requests

Purpose: This form is used to request the illumination of municipal buildings for commemorations or special events.

Applicant Information:

Name of Organization: _____

Contact Person: _____

Phone Number: _____

Email Address: _____

Mailing Address: _____

Light Up Information:

Date(s) of Light up: _____

From: _____ To: _____

Color(s) Requested: _____

Reason for light up: _____

Acknowledgments:

The applicant understands that all illumination requests are subject to availability and approval.

Signature of Applicant: _____

Date: _____



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

Title	Municipal Events Attendance Policy
Date	
Revision Date	
Replaces	

1. Title

Municipal Events Attendance Policy

2. Legislative Authorities & Related Policies

CBRM Celebrations and Commemorations Policy

CBRM Communications Policy

3. Policy Statement

The Cape Breton Regional Municipality (CBRM) creates, invites, and hosts events that demonstrate a unified and professional approach which includes the presence of municipal elected officials.

4. Purpose

The purpose of this policy is to provide direction to CBRM employees and elected officials on governmental etiquette, decorum, and practice while ensuring coordinated, consistent approaches to events, activities, programs and services that enhance the reputation and image of the CBRM.

5. Scope

This policy applies to events hosted by the CBRM including partnered events. For non-CBRM hosted events, this policy should be used as a guideline of acceptable protocol.

This policy applies to all municipal departments, the Office of the Mayor, and Council.

6. Roles and Responsibilities

6.1. Mayor and Council

6.1.1. The Mayor and Council decide on their own attendance at municipal and community events.

6.1.2. At official CBRM events, may address audience as outlined in this policy.

6.2. Chief Administrative Officer (CAO)

- 6.2.1. Ensures staff comply with protocol and that appropriate internal coordination occurs.
- 6.2.2. Directs staff, including the Communications Department, on participation and support for official events.

6.3. Director of Corporate Information Services

- 6.3.1. Ensures coordinated communications, public messaging, and branding at events.
- 6.3.2. Advises on etiquette, official titles, flag protocols, and seating arrangements, etc.

6.4. Organizing Departments

- 6.4.1. Responsible for planning logistics and collaborating with Communications and the Mayor's Office.
- 6.4.2. Submit formal requests for the Mayor's attendance at least four weeks in advance where possible.

6.5. Communications Department

- 6.5.1. Performs Communications duties and tasks in alignment with the Communications Policy.

7. Official CBRM Events

- 7.1. Coordinating departments sends invitations to the Communications Department, Office of the Mayor and Chief Administrative Officer (CAO) for official CBRM events of municipal significance where there will be more than 100 members of the general public, or where the event can be defined as having local, regional, national, international, historical or cultural significance, or builds awareness of diversity, equity and inclusion, or benefits the CBRM at large.
- 7.2. All requests for the Mayor's attendance at, or participate in, functions must be submitted in writing by the appropriate CBRM department or external organization sponsoring or hosting the activity, wherever possible, a minimum of four weeks prior to the event.
- 7.3. Mayor and/or Council representation at events of municipal significance is at the discretion of the Mayor, however, Councillors may always attend and should be recognized by the Emcee, or designate as being present.
- 7.4. District-level event invitations will be sent from the coordinating department to the Communications Department, the Council Office with copy to the Office of the Mayor and the CAO.
- 7.5. All members of council will be sent a calendar invitation from the Communications Department.
 - 7.5.1. From Communications for official CBRM events;

- 7.5.2. Or from the Council Office or the Clerk's Office for protocol related events including flag raisings, openings, ceremonies, and visiting delegations.
- 7.6. Staff invitations will be sent by the Office of the Mayor, or the Communications Department upon direction from the CAO.

7.7. *Mayor's Attendance*

- 7.7.1. If the Mayor is unable to attend an event, the Mayor may
 - 7.7.1.1. Ask the Deputy Mayor to attend in their place
 - 7.7.1.1.1. If the Deputy Mayor is unable to attend, the Mayor may ask the most appropriate member of Council to attend e.g. the District Council; or
 - 7.7.1.1.2. The relevant committee chair where the nature of the event is related to the committee and has a CBRM-wide impact e.g. heritage; or
 - 7.7.1.1.3. Staff representative

7.8. *Titles of Address*

- 7.8.1. The Mayor and Members of Council must be addressed formally by their elected office titles.
- 7.8.2. For Mayor: His/Her/Their Worship first, followed by Mr. or Madam Mayor (name).
- 7.8.3. For Councillor: Councillor (name)

8. Master of Ceremonies

- 8.1. The Emcee (Master of Ceremony) for CBRM events and ceremonies will be determined by the organizing department in consultation with the Communications Department. In most cases, a CBRM elected representative including the relevant committee chair or staff representative will be considered for the role of the Emcee at corporate events including ceremonial events such as ground breakings, ribbon cuttings, and openings.
- 8.2. For tourism or festival focused events, the Recreation Department, in collaboration with the Communications department can request to bring in a professional Emcee or host e.g. Canada Day, New Year's Eve, Making Waves.
- 8.3. If the Mayor or Deputy Mayor are not available to bring official remarks on behalf of the CBRM, then a relevant committee chair, or staff representative may emcee and provide official remarks.

9. Processions & Parades

- 9.1. Elected officials appear in parades or processions organized or supported by the CBRM in the following order
 - 9.1.1. Mayor or Deputy Mayor
 - 9.1.2. Councillors (appearing in the order of the districts they represent)
 - 9.1.3. Guest(s) of Honour (may include foreign or religious dignitaries)
 - 9.1.4. Federal government representatives

9.1.5. Other government representatives

10. Official Seating

10.1. Reserved seating and VIP areas at CBRM events will be determined by the organizing department in consultation with the Communications Department and the Office of the Mayor and will include the Mayor and Councillors.

10.2. Other official representatives may be included in specific events as determined by the Communications Department in consultation with the Office of the Mayor.

11. Flags

11.1. The Flags of Canada, Nova Scotia, the Cape Breton Regional Municipality, and the Mi'kMaw are displayed at all official functions, weather and available space permitting. In consultation with the Council Office and consistent with the Celebrations and Commemorations Policy, flags of other nations or provinces may also be displayed where appropriate.

12. Intergovernmental Events

12.1. Should His Majesty the King or Official Representative, the Prime Minister of Canada, the Premier of Nova Scotia, the Governor General, the Lieutenant Governor, or other visiting dignitary request a visit with the Mayor, the Office of the Mayor will advise the Communications Department and other departments as required e.g. Police.

12.2. All Members of Council and other relevant CBRM staff will be notified by the Communications Department.

12.3. The official protocols established by the respective offices noted above take precedence over the CBRM's procedures. Staff from respective offices will work with Communications Department and the Office of the Mayor to identify any special requirements and proper arrangements for the visit.

12.4. Where the Cape Breton Regional Police Service have been a first point of contact for an intergovernmental event, the Chief of Police will notify the Communications Department and the CAO.

13. Events with External Funding Partners

13.1. External Funding Partner events may celebrate a facility/site groundbreaking or opening or promote programs, which were constructed, developed, or significantly funded through a partnership with an outside organization or other levels of government.

13.2. Where the CBRM is the host of a partnership event, the Mayor will bring greetings from the CBRM or perform in a formal role as required. A representative of the partner organization will speak after the Mayor.

13.3. A formal Communications Plan of a partnership agreement or transfer payment agreement takes precedence over this section of policy.

13.4. The Communications Department with the Office of the Mayor coordinates with external partners to coordinate a partnership event and initiate a cross-departmental rapid response team when necessary.

14. Community Event

- 14.1. Community events are organized by an external organization where the Mayor and Members of Council are invited guests.
- 14.2. Generally, the Mayor brings greetings from the CBRM and speaks immediately after the Emcee's opening remarks and introductions, followed by the Councillors, if applicable, and then other speaking guests.
- 14.3. The program agenda is at the discretion of the community event organizer.

15. Events During Municipal Election Campaign

- 15.1. During the municipal election campaign period, current Members of Council will fulfill their role at events as required.
- 15.2. Direct political campaigning by an elected official or candidate at an Official CBRM Event is prohibited.

16. Transition Period for Members-Elect

- 16.1. During the period between being elected and officially sworn in, the CBRM acknowledges that members-elect may wish to attend Official CBRM Events or other events to celebrate, recognize, and show support to CBRM residents.
- 16.2. The role of members-elect is limited to being a guest or public participant with no formal role.
- 16.3. The current term Members of Council will fulfill any formal role at Official CBRM Events or other events held after a municipal election and before a new term's Members of Council are sworn in following the protocols outlined herein.

17. Policy Review Requirements

- 17.1. Annually

18. Communication

- 18.1. Upon its approval, this policy will be provided by the CAO to all Council, and all Directors who will disseminate to their respective departments.

19. Compliance

- 19.1. Failure to comply with this policy can result in disciplinary action up to and including dismissal.



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

To: Mayor Clarke and Council
Submitted by: John Phalen, Director of Public Works
Date: September 16, 2025
Subject: Transit Cape Breton Access-A-Bus Policy

Background

- Transit Cape Breton is a service fully funded by the Cape Breton Regional Municipality and operated by the Public Works Transit Department
- Transit Cape Breton operates a shared ride, curb to curb, transit service for persons who are unable to use the conventional transit system.
- The service is designed to provide a replacement of existing regular transit services provided.
- The current service is outdated and staff have been working to modernize the service to make it available to those that need it.
- The service is overwhelmed with persons using and looking to use the outdated operation

The Go Forward

- CBRM needs a new policy to bring the service into todays increased needs and balance the operation to meet our resources.
- Staff have been developing a new policy and procedures. We have carefully looked at many other municipal jurisdictions, and we feel we have developed a fair and consistent policy that matches CBRM's unique needs.
- Most importantly, the policy enables the service to grow and meet our needs of the future as new programs become available, and resources are attained.

RECOMMENDATION

CBRM staff recommend a motion to adopt the Transit Cape Breton Access-A-Bus Policy and Procedures.



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

Title	Access-A-Bus Policy
Date	
Revision Date	
Replaces	

1. Title

Access-A-Bus Policy

2. Legislative Authorities & Related Policies

Municipal Government Act, Sections 47 and 49(1)

Accessibility Act

3. Policy Statement

The municipality is committed to providing reliable, accessible transportation services for residents living with physical or cognitive impairments.

4. Purpose

This policy establishes clear guidelines for the operation, maintenance, and administration of the Access-A-Bus service. It ensures that the service is delivered safely, equitably, and efficiently, while meeting the needs of eligible riders.

5. Scope

This policy applies to all municipal staff, contractors, or others involved in the scheduling, dispatch, maintenance, or oversight of the Access-A-Bus program.

6. General Provisions and Principles

- 6.1. Accessibility First: All policy decisions and updates will prioritize removing barriers and improving equitable access for eligible users.
- 6.2. Fairness and Consistency: Policy provisions are applied uniformly to all staff, contractors, and service users to ensure fair and consistent service administration.
- 6.3. Transparency: The policy, its revisions and related processes are documents and communicated to staff and made accessible to the public.

7. Roles and Responsibilities

7.1. Chief Administrative Officer (CAO)

- 7.1.1. Provide strategic oversight and ensure programs align with municipal priorities and accessibility legislation.

7.1.2. Approve all revisions and submission to Council.

7.2. Director of Public Works

7.2.1. Review operational and performance reports, and policy updates before submission to CAO.

7.2.2. Ensure departmental staff comply with policy and procedures.

7.3. Transit Manager

7.3.1. Lead the annual Access-A-Bus policy review and submit recommendations to Director.

7.3.2. Draft proposed policy and procedure amendments and present to the Director.

7.3.3. Maintain a copy of the Access-A-Bus policy and ensure all staff have received, and understood the policy and procedures.

7.3.4. Coordinate staff training on policy changes.

7.3.5. Monitor policy and procedures for compliance with safety regulations, and accessibility standards.

7.3.6. Maintains records in accordance with the Access-A-Bus Policy and Procedures.

7.4. Drivers and Other Employees

7.4.1. Comply with requirements as set out in the Access-A-Bus policy.

7.4.2. Provide feedback to the Transit Manager on policy-related operational issues.

7.4.3. Participate in training on new or revised policy provisions.

7.4.4. Maintain records as required.

8. Processes or other requirements

8.1. Rider policies are outlined in the Access-A-Bus Program Policy and Procedures.

9. Policy Review Requirements

The Access-A-Bus Policy is reviewed annually to ensure it reflects best practices, user feedback, and changes to legislation or municipal priorities.

10. Communication

10.1. This policy will be made available to all Directors, who will distribute to their respective units.

10.2. Once approved, the policy and related procedures will be made available publicly on the CBRM website, and in print upon request through the Clerks Office.

10.3. Staff will be trained on policy updates within 30 days of each approval.

11. Compliance

11.1. Failure to comply with this policy may result in corrective action, up to and including termination of employment or contract.

11.2. Compliance will be monitored through periodic service audits and incident reviews.



Access-A-Bus

Access-A-Bus Program **Policies & Procedures** **Draft January 2025**

Prepared By:
Transit Cape Breton

Objectives

Transit Cape Breton is a service funded by the Cape Breton Regional Municipality and operated by the Transit Department, Transit Cape Breton, under the Cape Breton Regional Transit Authority, a public transit agency. Our objective is to provide transportation for citizens with disabilities within the geographical limits of CBRM. This service is designed to provide a replacement of existing regular transit services provided by Transit Cape Breton.

Access-A-Bus service will provide transportation with wheelchair accessible buses and/or vehicles. Access-A-Bus may also provide transportation using accessible vehicles operated under a contracted vendor.

Eligibility Standards

Access-A-Bus service application is available to any person whose mobility or cognitive ability prevents them from using regular fixed route transit services, because of physical, mental, or cognitive limitations. Only residents within the boundaries of the Cape Breton Regional Municipality are eligible to apply for this service.

Neither age nor financial need is considered a reason for eligibility.

Registration

All information collected, with regards to registration, will be confidential and reviewed only by those directly involved in approving the application. Applicants will be notified of their eligibility upon approval of application.

Final approval or rejection of applications will be at the discretion of Transit Cape Breton. An appeal process for denied applications is available.

Interested applicants may apply to register with Access-A-Bus. Applications will be reviewed by a qualified 3rd party professional. Applications and registrations will be kept on file, confidentially, pending further review, if required.

[\(A link to users guide and registration application will be located here\)](#)

Hours of Service

Regular Office Hours (Including Dispatch & Scheduling) 902-539-4336

Monday – Friday 8:30 a.m. – 4:00 p.m. (excluding holidays)

Cancellation Line 902-539-4336

This line is voice mail only and is monitored.

24 Hours a day/7 Days a Week (excluding holidays)

Comments or Complaints (CBRM Services) 311

24 Hours a day/7 Days a Week

Access-A-Bus Service Hours

Monday - Saturday 7:00 am – 10:00 pm (excluding holidays)
Sunday - 9:00 am – 7:00 pm (excluding holidays)

Hours of service are assessed on a regular basis and adjustments made as required.

Fares

Access-A-Bus one-way fare is \$1.75 under 15 km (within 1 community), \$3.50 between 15km – 30km (within 2 communities) and \$6.50 over 30 km (rural areas). The maximum 1-way charge is \$6.50. This fare is to be paid to the operator upon boarding. Please have exact change (drivers' do not provide change), tickets or Transit Cape Breton bus pass, ready when boarding. **Clients unable to provide fare upon boarding will not be granted the scheduled trip.** There will be no charging, account-based systems, etc. for Access-A-Bus trips or service.

For the convenience of our clients, a book of tickets valued at \$13.75 is available for purchase for \$12.50 at the CBRM Civic Center and Shoppers Drug Marts, within the municipality. Transit Cape Breton bus passes are also available \$75.00 per month. Student and Senior Passes available at discounted price of \$60 per pass.

Access-A-Bus, Transit Cape Breton reserves the right to alter fares.

Trip Bookings

Advance Bookings

Advance trips are booked on a first-come, first-served basis, with priority given for medical trips. Registered Users are asked to call the Dispatch/Scheduler between 8:30-4:00, Monday to Friday to make their advance bookings.

Advance bookings can be made up to seven (7) days (i.e book Monday for the following Monday) and up to one (1) day in advance with a maximum of 2 bookings made daily. **Additional bookings must be made at a later date.**

Continued Subscription Usage Policy (50%)

Registered Users can book trips using subscription type bookings. If the Registered User requires a trip with Access-A-Bus, at least three (3) times per week to the same destination, they can be booked as a subscriber for an indefinite period subject to seating and bus availability. Registered Users who have regularly scheduled medical appointments can use this service. Registered Users attending an educational facility, for the duration of the course are eligible for Subscription Service provided the schedule to attend classes from week to week is repetitive in nature and occurs three (3) times a week or more. Registered Users having to work shift work are also eligible for Subscription Service provided the shift schedule is consistent and is easily understood due to the repetitive nature of the shifts. Once this is established, they are provided with a trip at their requested pick-up window.

The Registered Subscription User does not have to confirm each trip but must call the Dispatcher or call the Cancellation Line, as soon as possible in the event of a ride cancellation. Please note that the Subscription User is responsible for their own transportation when a “Statutory Holiday” falls on their workday.

Successive ride cancellations, “Late Cancellations” or “No-Shows” may result in the Registered Subscription user being removed from the subscriber listing.

Please note that your request for subscription service might take an extended period before being granted. Transit Cape Breton tries to maintain a 50/50 balance between Subscription and Advanced Bookings, as a result there is limited Subscription Service available.

Responsibilities of Registered Subscription Users

- Registered Subscription Users are required to use a minimum of 75% of their subscription trips each month to continue being eligible for subscription service. For example, a subscriber who uses Subscription Service to travel twenty times a month will be required to use a minimum of fifteen of those trips per month.
- Registered Subscription Users who have not maintained the 75% usage policy will no longer be eligible for Subscription Service and will be removed from this service for a period of one month. It will be necessary to call scheduling to book for each day’s trips. After one month the Registered Subscription User can reapply for Subscription Service.
- An address change will result in having to reapply for subscription service.
- Registered Subscription Users are bound by the same rules with regards to Cancellations, No-Show or Late Cancellation policies and face the same results with regards to offenses within these policies.

Service Standards

Clients will be limited to 2 trips per day, to a maximum of 6 trips per week. This is to ensure all clients have equal opportunity for booking trips. Additional trips may be an option if a spot is available on the requested day.

Access-A-Bus trips are booked on a first come first service basis. On occasions when demand for transportation exceeds available capacity, it may be necessary to assign the trips based upon medical priorities.

Every attempt will be made to minimize the waiting time and on-board traveling time. Vehicle routing will attempt to ensure that no individual passenger will spend more than one hour on a one-way trip within the service area. Scheduling will be arranged so that pick up and drop off times will usually be within 15 minutes of the booked times. Access-A-Bus bookings will be maximized by scheduling multiple clients per trip, whenever possible.

Access-A-Bus has a schedule to maintain, therefore, passengers are requested to be ready fifteen (15) minutes prior to the scheduled pick-up time. When the Access-A-Bus vehicle arrives for a scheduled pick-up, but the client is not ready within the pick-up window, the Access-A-Bus driver is permitted to

continue with their schedule after a four (4) minute wait period. If the bus does not arrive within fifteen (15) minutes of the scheduled time, the client should notify Access-A-Bus 902-539-4336 immediately (*leave voicemail as line is monitored*).

It is a clients' responsibility to manage their time regarding pick-up and drop-off times indicated with their bookings. Access-A-Bus is a scheduled system and has to maintain timing to adhere to schedules. Access-A-Bus cannot pick up clients earlier or later than indicated with their booking as resources and time do not permit changes to scheduling on the fly.

Access-A-Bus trips will be to and from pick-up and drop off locations specified during bookings. Access-A-Bus service will not make additional stops in between specified pick-up and drop off locations. Access-A-Bus has a schedule to maintain and therefore additional stops are not permitted.

Access-A-Bus service is a "curb to curb" and in approved specific instances a "door to door" service. Access-A-Bus drivers or drivers of our contracted supplemental service, shall only be responsible to assist passengers into, and out of, the vehicle and/or including up to a clients doorway, if approved. Drivers will not assist passengers into or inside their homes due to liability and risk of injury. It is also the responsibility of the Registered User to ensure that they have the appropriate equipment, facilities and/or attendants in place to access their homes, workplace or any other destination. It is the user's responsibility to ensure that the proper access to destination points is maintained, including snow removal.

If a client's mobility is of a level that an attendant's assistance is required to use the Access-A-Bus service, that attendant will travel at no charge. An attendant must travel to and from the address as the client and by physically able to assist the client when required.

At any time, if a registered user's condition deteriorates or changes in such a manner that his/her safety, that of the Access-A-Bus driver or other clients' are threatened, Management at Transit Cape Breton shall reserve the right to revoke transportation privileges or impose conditions on continued use of the service, including, but not limited to, requiring a personal assistant at all times.

Service Interruptions

If circumstances dictate that a scheduled trip cannot be made whether due to mechanical failure, inclement weather or any other reason, every effort will be made to contact the client as soon as possible. Clients are encouraged to contact Access-A-Bus immediately if a scheduled pickup does not occur within their pick-up window. In the case of a missed pickup, the dispatcher will attempt to reschedule the trip with a minimum of inconvenience to the client.

Personal Care Attendant

A Personal Care Attendant is a person who takes care of a Registered User's special needs and must accompany the registered user on each trip. At the time of registration, the need for a Personal Care Attendant must be identified.

For trip purposes, once identified, the Personal Care Attendant is automatically booked, and the Personal Care Attendant will not be required to pay a fare to accompany the Access-A-Bus passenger.

To be eligible for this exemption, the Access-A-Bus client must have this indicated at the time of application or be required to provide Transit Cape Breton with a written recommendation from a physician and receive approval for the personal attendant by Transit Cape Breton. If a client identifies a Personal Care Attendant requirement for travel at the time of application, the client is required to always have this attendant with them, while travelling. Please note that persons travelling with an Access-A-Bus passenger without a physician's recommendation will be subject to the appropriate fare.

Client Wheelchair/PowerChair/Scooter Code

Buses are equipped with wheelchair lifts, wheelchair tie downs, seat belts, and handrails. Clients will be secured by wheelchair tie downs while travelling. For passenger safety, all units are equipped with two-way radios, fire extinguishers and first aid kits. The units and equipment are maintained in accordance with the appropriate Provincial regulations. Clients must comply with all procedures regarding of lifts, tie downs and seatbelts. All clients using power chairs must allow their chair to be rendered inoperable as follows:

Boarding

- Passenger may power onto the lift
- Chair is rendered inoperable
- Driver raises lift and maneuvers chair onto the bus
- Passenger may power into position

Exiting

- Passenger may maneuver to the lift door.
- Chair is rendered inoperable
- Lift is lowered to horizontal position
- Driver maneuvers chair onto the lift and lowers the lift to the ground level
- Passenger may power off the lift when safely at ground level.

Chair may be rendered inoperable by either disengaging the clutch or turning off the power supply. If the client is unable to render the chair inoperable, they must allow the driver to assist. Under no circumstances will a client be allowed to board without rendering the chair inoperable.

Passenger Code of Conduct

For the comfort, convenience and safety of others, passengers are required to follow our Code of Conduct while using our service:

Note: Abuse of service privileges and/or ignoring the Passenger Code of Conduct may be grounds for a temporary or permanent suspension or cancellation of Access-A-Bus eligibility.

- Passengers are not permitted to smoke while on Transit Cape Breton vehicles.

- No food or drink permitted on Transit Cape Breton vehicles for purpose of consumption during transport.
- Seat belts must be always used unless medically exempt.
- No Passengers are allowed to stand while using Access-A-Bus service.
- Passengers are required to be fully clothed while using Transit Cape Breton services.
- Transit Cape Breton has a scent free policy on all vehicles used in Transit service.
- Passengers are not permitted to operate any of the Access-A-Bus equipment, including but not limited to safety belts, wheelchair tie downs or radio equipment.
- Passengers are asked to refrain from using any radio's, cell phones, music devices or similar technology on transit vehicles unless headphones are used and volume adjusted as not to disturb other passengers or Transit operators.
- Passengers are cautioned when exiting a transit vehicle not to move out in front of the vehicle without checking for oncoming traffic.
- For safety reasons wheelchairs and scooters must be backed onto ramp.
- Passengers are to refrain from using profanity when communicating with staff or while travelling on Transit Cape Breton vehicles.

Child Safety Standard Policy

Safety standards are set by the Nova Scotia Utilities and Review Board and Senior Management Staff of Transit Cape Breton. Passengers less than 15 years of age cannot be transported in an adult ambulatory seat or travel on the Access-A-Bus held in the arms or on the lap of a parent or guardian. They may ride in a properly designed wheelchair for young children, suitably secured by Access-A-Bus "Q" restraints or a CSA approved infant/child seat.

Supplemental Service

Transit Cape Breton has a contract with a supplemental vendor to provide transportation for registered clients that can transfer between vehicles. By using the contracted vendor to transport these clients more accessible trips are available for Registered Users. Vehicles used by the vendor shall meet the standards of safety and operation established in the contract.

For clients using the supplemental service, any mobility aid (e.g. walker, crutches or wheelchair) must fit or fold to fit in the vehicle trunk.

Registered User Responsibilities

For the comfort, convenience and safety of others, passengers are requested to follow the following rules:

- Have the exact fare or ticket ready when boarding the bus.
- Have your sidewalks and steps CLEAR. It is the responsibility of the passengers to keep steps, ramps, lifts, driveways at their residence clear of debris, snow and ice. Operators, at their own discretion, may refuse to transport passengers from a pickup location if, in their opinion, it may be dangerous to do so (In reference to the Nova Scotia Occupational Safety Act).

- Consult with the Dispatcher/Scheduler about the best times for booking a trip for medical appointments, shopping, etc.
- Keep your packages to a minimum. Buses are not designed to carry large amounts of groceries, parcels or luggage. Registered users of Access-A-Bus may bring parcels on the bus only if they are capable of handling and securing them while travelling, or if their parcels are secured to their equipment. They may also do so if their travelling companion can handle or secure their items. Operators have the right to refuse to carry packages.
- Call Registration, Dispatch/Scheduler for any changes to your address or telephone number.
- Do not ask the Operators to perform any duties which would be considered unsafe.
- Operators have been instructed not to back out of driveways or alleys. Instead, the vehicle enters and turns around enabling it to drive out forward. When this is not possible it is backed in so the Operator can safely drive out forward.
- With the exception of working dogs in a harness, animals are not allowed on Transit Cape Breton vehicles.
- For safety reasons, carriages, strollers or wagons are not permitted on Transit Cape Breton buses unless they can be folded, so as not to interfere with other passengers or the safe operation of the bus.
- Passengers are cautioned when disembarking from a transit bus not to step out in front of the bus without checking for oncoming traffic.

Cancellation Policy

Last minute cancellations often make reassignment of the time to another client impossible. To aid the dispatcher in redistribution of available bus capacity, the cancellation of any booked trip should be made forty-eight (48) hours in advance. Clients are responsible to provide a reason for cancelling.

Except in Extreme circumstances, as determined by the Manager of Transit Cape Breton, rides cancelled less than twenty-four (24) hours in advance will be charged as having been provided. Consistent failure to comply may lead to suspension of Access-A-Bus services.

Failure to cancel a trip less than twenty-four (24) hours in advance of your scheduled pick-up time will result in a “Late Cancellation”.

As the demand continues to grow or this service, these policies and procedures ensure equal and fair access to the system for all registered clients. Flexibility within this service is limited and further affected when confirmed trips are later cancelled, quite often resulting in the space going unutilized. Minimizing these situations would greatly benefit all registered clients.

No-Show/Late Cancellation Suspension Policy

A No-Show occurs when an Access-A-Bus driver arrives for a scheduled pick up and the client cancels or does not show. This No-Show will result in a trip charged as having been provided.

When a client is a no-show for the first part of a trip, The return portion of the trip will automatically be cancelled by Access-A-Bus Dispatch unless the client has contacted Access-A-Bus to re-book.

The standard fare will be charged for each Client no-show on a monthly basis, invoiced by Cape Breton Regional Municipality.

Tracking Procedure for a No-Show and/or Late Cancellation

An electronic record is kept of all No-Show and Late Cancellations. The individual record tracks the number of incidents per month.

No-Show and Late Cancellations will be reviewed regularly to determine if any patterns are present.

First Offence:

On the first offence (violation of the No-Show/Late Cancellation Policy 3 times or more in a calendar month), the Registered User will receive an “Advisory phone call” of warning that a policy violation has been recorded. They will also receive an advisory letter from Transit Cape Breton. The letter will include a copy of the No-Show/Cancellation Policy, a record of the client’s cancellation history and advise that a second offence within 6 months of the first offence will result in an “Second Offense Phone Call” followed by an “Advisory Letter and Invoice” from Transit Cape Breton.

Second Offence:

A registered User that has received a Second Offense will receive an “Advisory Phone Call” followed by an “Advisory Letter and Invoice” from Transit Cape Breton. The phone call will be to determine the causes for the client to be repeatedly in violation of the No-Show/Late Cancellation Policy. The call will also explain that an invoice will be issued for the trips missed including the ones following the notification since the last letter. A third offence within 6 months of the second offence will result in a “Review Committee” meeting and a fourteen (14) day suspension of service.

Third Offence:

A third offence within a calendar year of the first offence will result in a minimum fourteen (14) day service suspension. The Registered User will also be required to attend a “Review Committee”. This “Review Committee” will try to help the user to reduce the number of No-Shows/Late Cancellations that they client is experiencing. A fourth offence within 6 months of the third offence will result in a month suspension of services

**NOTE – refusing to meet with the “Review Committee” or failure to honour the appointment without advisement will result in the appropriate suspension.*

Fourth Offence:

The Registered User will receive a month’s suspension of service. Additional offences within 6 months of the fourth offence will result in additional penalties up to and including indefinite suspension of service.

Additional Offences:

In additional offences occur, the client will be called back before the “Review Committee” and may face additional suspensions if they continue to be in violation of the No-Show/Late Cancellation Policy. Additional suspensions would include a possible indefinite suspension of Access-A-Bus service.

Note:

The Registered User may continue to accumulate violations to the No-Show/Late Cancellation Policy while waiting for notification of violation of the policy and/or for the period waiting to appear before the “Review Committee”.

Visitors to the Cape Breton Regional Municipality

The service can be used, subject to availability, by persons who are visiting CBRM in the short term. Visitors must register and adhere to the policies and procedures of Access-A-Bus, Transit Cape Breton.

Access-A-Bus Eligibility Appeal Process

If your application for Access-A-Bus service has been denied on the basis of eligibility, the Access-A-Bus Eligibility Appeal Process offers you the opportunity to appeal the decision. You may appeal a decision regarding eligibility, level of eligibility or type of assistance required.

The Eligibility Appeal Process includes:

1. Filing a notice of Appeal form with Access-A-Bus.
2. Meeting with the Access-A-Bus Eligibility Appeal Panel.

The appeal process is intended to ensure that applications are dealt with in a fair and transparent manner, and decisions are made in accordance with established criteria.

To appeal the eligibility decision a Notice of Appeal form must be completed. This form is available through the Access-A-Bus office or at (web address) for download.

The submission must meet the following conditions in order to be accepted:

1. The form must be filed by the applicant or a representative of the applicant
2. The form must be fully completed

If you have documentation related to your disability and/or why you are unable to use conventional transit you can bring it to the hearing. An example of the documentation would be a physician’s note.

Please send your Notice of Appeal to:

Access-A-Bus
c/o Transit Cape Breton
227 Welton Street
Sydney, NS
B1P 5R9

Upon receipt of your completed Notice of Appeal form, your original Access-A-bus Application and Notice of Appeal form will be sent to the Review Committee. You will then be advised of your hearing date.

If you cannot attend your hearing date, please contact Access-A-Bus at 902-539-4336. If you do not attend your meeting without contacting Access-A-Bus, you will not have another opportunity to meet with the panel for a hearing. You would then need to reapply to Access-A-Bus to start the process again.

The Review Committee hears appeals from applicants who have been deemed ineligible to receive Access-A-Bus service. The Panel will consider any new information pertaining to eligibility provided the information as filed with the appeal.

Clients are welcome to bring people with them to the hearing for support. They may also bring updated medical documentation and other resources to support your appeal.

The decision of the Review Committee will be final. The Panel will aim to attain decisions by consensus; however, if consensus cannot be reached, a decision will be determined by a majority vote.

Decisions will be made within 30 days of receiving the appeal request. The decision will be without further appeal for one year unless the Review Committee receives additional information affecting the person's ability to access conventional transit (e.g. accident, surgery, dialysis, etc.) or there is a change in medical status that may affect the person's eligibility.

A record shall be maintained of all Eligibility Appeal Panel meetings and decisions taken.

Access-A-Bus Future Improvement Service Strategy

A future commitment is in place for a Access-A-Bus Continuous Service Plan. This plan will set the strategic framework and define the specific activities to be undertaken by Transit Cape Breton in order to ensure ongoing improvements to Access-A-Bus service.

Access-A-Bus [Future Improvement Service Strategy \(PDF\)](#)

Transit Cape Breton

Access-A-Bus

Policies & Procedures

Transit Cape Breton Access-A-Bus

Policies & Procedures

OBJECTIVES

Transit Cape Breton is a service funded by the Cape Breton Regional Municipality and operated by the Transit Department, Transit Cape Breton, under the Cape Breton Regional Transit Authority, a public transit agency. Our objective is to provide a shared ride, curb to curb, transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities. This service is designed to provide a replacement of existing regular transit services provided by Transit Cape Breton.

Access-A-Bus service will provide transportation with wheelchair accessible buses and/or vehicles. Access-A-Bus may also provide transportation using accessible vehicles operated under a contracted vendor.

ELIGIBILITY STANDARDS

Access-A-Bus service application is available to any person whose mobility or cognitive ability prevents them from using regular fixed route transit services, because of physical, mental, or cognitive limitations. Only residents within the boundaries of the Cape Breton Regional Municipality are eligible to apply for this service.

Neither age nor financial need is considered a reason for eligibility.

REGISTRATION

- All information collected, with regards to registration, will be confidential and reviewed only by those directly involved in approving the application. Applicants will be notified of their eligibility upon approval of application.
- Interested applicants may apply to register with Access-A-Bus. Applications will be reviewed by a qualified 3rd party professional.
- Final approval or rejection of applications will be at the discretion of Transit Cape Breton.
- An appeal process for denied applications is available.

FARES

- \$1.75 under 15 km (within 1 community)
- \$3.50 between 15km – 30km (within 2 communities)
- \$6.50 over 30 km (rural areas)
- The maximum 1 way charge is \$6.50
- Student & Senior Discounted Fares Available.

ACCESS-A-BUS SERVICE HOURS

Monday – Saturday	7:00 am – 10:00 pm (excluding holidays)
Sunday	9:00 am – 7:00 pm (excluding holidays)

Hours of service are assessed on a regular basis and adjustments made as required.

ACCESS-A-BUS ELIGIBILITY APPEAL PROCESS

If an application for Access-A-Bus service has been denied on the basis of eligibility, the Access-A-Bus Eligibility Appeal Process offers the opportunity to appeal the decision. You may appeal a decision regarding eligibility, level of eligibility or type of assistance required.

The Eligibility Appeal Process includes:

1. Filing a notice of Appeal form with Access-A-Bus.
2. Meeting with the Access-A-Bus Eligibility Appeal Panel.

The appeal process is intended to ensure that applications are dealt with in a fair and transparent manner, and decisions are made in accordance with established criteria.

To appeal the eligibility decision a Notice of Appeal form must be completed. This form is available through the Access-Bus office or at (web address) for download .

TRIP BOOKINGS

ADVANCE BOOKINGS

Advance trips are booked on a first-come, first-served basis, with priority given for medical trips.

Advance bookings can be made up to 3 weeks (**with new software**) and (1) day in advance with a maximum of 2 bookings made daily. **Additional bookings must be made at a later date.**

CONTINUED USAGE SUBSCRIPTION POLICY (50%)

Registered Users can book trips using subscription type bookings. If the Registered User requires a trip with Access-A-Bus, at least three (3) times per week to the same destination, they can be booked as a subscriber for an indefinite period subject to seating and bus availability.

Transit Cape Breton tries to maintain a 50/50 balance between Subscription and Advanced Bookings, as a result there is limited Subscription Service available. We are currently at 65% subscription and 35% advanced booking.

SERVICE STANDARDS

- Clients will be limited to 2 trips per day, maximum of 6 trips per week, which allows for equal opportunity for booking.
- Access-A-Bus trips are booked on a first come first service basis. On occasions when demand for transportation exceeds available capacity, it may be necessary to assign the trips based upon medical priorities.
- Every attempt will be made to minimize the waiting time and on-board traveling time. Vehicle routing will attempt to ensure that no individual passenger will spend more than one hour on a one-way trip within the service area. Pickup and drop off windows will usually be within 15 minutes of the booked times. Access-A-Bus bookings will be maximized by scheduling multiple clients per trip, whenever possible.
- Access-A-Bus has a schedule to maintain therefore buses will continue along route after a four (4) minute wait period if client is a no show.
- Access-A-Bus cannot pick up clients earlier or later than indicated with their booking as resources and time do not permit changes to scheduling on the fly.
- Access-A-Bus service does not permit additional stops in between specified booked pick-up and drop off locations.
- Access-A-Bus service is a “curb” to “curb” and in some instances a “door” to “door” service. Operators shall be responsible to assist passengers into, and out of the vehicle, as well in approved situations, door to door, due to liability and risk of injury. It is the responsibility of the Registered User to ensure that they have the appropriate equipment, facilities and/or attendants in place within their homes, workplace or any other destination. It is the user's responsibility to ensure that the access to pickup and destination points is maintained, including snow removal.
- If an attendant's assistance is required to use the Access-A-Bus service, that attendant will travel at no charge. An attendant must travel to and from the same address as the client and be physically able to assist the client when required.
- Management at Transit Cape Breton shall reserve the right to revoke transportation privileges or impose conditions on continued use of the service, including, but not limited to, requiring a personal assistant at all times.

SERVICE INTERRUPTIONS

If circumstances dictate that a scheduled trip cannot be made whether due to mechanical failure, inclement weather or any other reason, every effort will be made to contact the client as soon as possible.

PERSONAL CARE ATTENDANT

A Personal Care Attendant is a person who takes care of a Registered User's special needs and must accompany the registered user on each trip. At the time of registration, the need for a Personal Care Attendant must be identified. If a client identifies a Personal Care Attendant requirement for travel at the time of application, the client is required to have this attendant with them, while travelling, at all times. Please note that persons travelling with an Access-A-Bus passenger without a physician's recommendation will be subject to the appropriate fare.

SUPPLEMENTAL SERVICE- (FUTURE PLANNED SERVICE)

Transit Cape Breton has a planned future service contract with a supplemental vendor to provide transportation for registered clients that can be serviced using vehicles. By using the contracted vendor to transport these clients more accessible trips are available for Registered Users. Vehicles used by the vendor shall meet the standards of safety and operation established in the contract.

CANCELLATION POLICY

Last minute cancellations often make reassignment of the time to another client impossible. To aid the dispatcher in redistribution of available bus capacity, the cancellation of any booked trip should be made twenty-four (24) hours in advance. Clients are responsible to provide a reason for cancelling.

Except in Extreme circumstances, as determined by the Manager of Transit Cape Breton, rides cancelled less than twelve (12) hours in advance will be charged as having been provided. Consistent failure to comply may lead to suspension of Access-A-Bus services. Failure to cancel a trip less than twenty-four (24) hours in advance of your scheduled pick-up time may result in a "Late Cancellation".

As the demand continues to grow or this service, these policies and procedures ensure equal and fair access to the system for all registered clients. Flexibility within this service is limited and further affected when confirmed trips are later cancelled, quite often resulting in the space going unutilized. Minimizing these situations would greatly benefit all registered clients.

NO SHOW/LATE CANCELLATION SUSPENSION POLICY

A No-Show occurs when an Access-A-Bus driver arrives for a scheduled pick up and the client cancels or does not show. This No-Show will result in a trip charged as having been provided.

TRACKING PROCEDURE FOR A NO-SHOW AND/OR LATE CANCELLATION

An electronic record is kept of all No-Show and Late Cancellations. The individual record tracks the number of incidents per month and will be reviewed regularly to determine if any patterns are present.

First Offence:

On the first offence (violation of the No-Show/Late Cancellation Policy) 3 times or more in a calendar month), the Registered User will receive an “Advisory phone call” of warning that a policy violation has been recorded. They will also receive an advisory letter from Transit Cape Breton. The letter will include a copy of the No-Show/Cancellation Policy, a record of the client’s cancellation history and advise that a second offence within 6 months of the first offence will result in an “Second Offense Phone Call” followed by an “Advisory Letter and Invoice” from Transit Cape Breton.

Second Offence:

A registered User that has received a Second Offense will receive an “Advisory Phone Call” followed by an “Advisory Letter and Invoice” from Transit Cape Breton. The phone call will be to determine the causes for the client to be repeatedly in violation of the No-Show/Late Cancellation Policy. The call will also explain that an invoice will be issued for the trips missed including the ones following the notification since the last letter. A third offence within 6 months of the second offence will result in a “Review Committee” meeting and a fourteen (14) day suspension of service.

Third Offence:

A third offence within a calendar year of the first offence will result in a minimum fourteen (14) day service suspension. The Registered User will also be required to attend a “Review Committee”. This “Review Committee” will try to help the user to reduce the number of No-Shows/Late Cancellations that the client is experiencing. A fourth offence within 6 months of the third offence will result in a month suspension of services.

Fourth Offence:

The Registered User will receive a month’s suspension of service. Additional offences within 6 months of the fourth offence will result in additional penalties up to and including indefinite suspension of service.

Additional Offences:

In additional offences occur, the client will be called back before the “Review Committee” and may face additional suspensions if they continue to be in violation of the No-Show/Late Cancellation Policy. Additional suspensions would include a possible indefinite suspension of Access-A-Bus service.

Note:

- *The Registered User may continue to accumulate violations to the No-Show/Late Cancellation Policy while waiting for notification of violation of the policy and/or for the period waiting to appear before the “Review Committee”*
- *Refusing to meet with the “Review Committee” or failure to honour the appointment without advisement will result in the appropriate suspension.*

ACCESS-A-BUS FUTURE IMPROVEMENT SERVICE STRATEGY

A future commitment is in place for an Access-A-Bus Continuous Service Plan. This plan will set the strategic framework and define the specific activities to be undertaken by Transit Cape Breton to ensure ongoing improvements to Access-A-Bus service.

VISITORS TO THE CAPE BRETON REGIONAL MUNICIPALITY

The service can be used, subject to availability, by persons who are visiting CBRM in the short term. Visitors must register and adhere to the policies and procedures of Access-A-Bus, Transit Cape Breton.

ACCESS-A-BUS REVIEW COMMITTEE

Mandate

The Access-A-Bus Review Committee's role is to offer recommendations on the quality and quantity of accessible bus services from the perspective of Registered Users, collaborating with Transit Cape Breton management and staff. The committee advises, assists, and provides recommendations on all matters concerning accessible transportation services provided by Transit Cape Breton.

Committee Composition:

- The committee is composed of **6 selected members**. These members will consist of 2 Transit Cape Breton staff members (1 management and 1 Access-A-Bus staff) 1 CBRM council member, 1 medical professional and 2 members of the public who are either Access-A-Bus users or advocates for accessibility.
- Members are **elected annually in September** to serve a **two-year term**. To run for election, a nominee must be nominated by a registered user.
- **Meetings: Held every two months** at the CBRM Civic Center.
- This committee may or may not also include decisions regarding client reviews and client appeals.

TRANSIT CAPE BRETON ACCESS-A-BUS

New Application Process

- Eligibility is not based on age, income or the availability of others to travel with the applicant on regular fixed route transit. Any individual who is unable to use regular Transit Cape Breton service, due to a cognitive or functioning disability, may apply to use the Access-A-Bus service. Eligibility is established by comparing the client's real needs with the capacities of Access-A-Bus service. Each application will be considered by reference to the Eligibility Criteria, Restriction Criteria and Parts A, B and C of the application. In addition to providing information in the application forms, the applicant may be required to attend a personal interview.

Eligibility Criteria for use of Access-A-Bus

A person may qualify for Access-A-Bus service for the following reasons:

- Requires the use of a medically prescribed wheelchair or scooter
- Unable to step up or down (3) - 35 cm steps unassisted.
- Unable to walk more than 175 meters outside without the aid of a medically prescribed mobility aid or without assistance.
- Has 20/200 vision or less (legally blind)
- Unable to utilize conventional transit due to a cognitive disability

Transit Cape Breton must have all required information before it can rule on the eligibility of the applicant and grant the appropriate level of approval. The new Access-A-Bus application will be a three (3) part process:

Part A – Declaration

This form will be completed by the applicant or agent of the applicant and will verify that the applicant understands and agrees to the requirements of Access-A-Bus including eligibility requirements, policies and procedures, rules and regulations and restrictions.

Part B – Access-A-Bus Application

This form will be completed by the applicant or agent of the applicant and will provide all the information required from the applicant to determine the client's real needs in relation with the services provided. This information includes client personal identification information including civic address information, nature of the disability, mobility device information, medical information, personal assistant, and conventional transit information with relation to the client.

Part C – Professional Declaration

This form will be completed by the applicants Attending Professional Care Provider. This document will provide confidential medical information about the client that relates to their needs in relation to the Access-A-Bus service. This will include detailed information regarding a clients physical or cognitive disabilities, severity of disability, mobility devices or aids required and personal attendant information.

ACCESS-A-BUS RE-BRANDING

In June of 2025 Transit Cape Breton will rebrand its Handi-Trans Service. Our new service will be called Access-A-Bus and the former blue buses will see a change in color to bring them inline with the current color of conventional Transit service. This change will reflect acceptable modern parlance and provide a politically correct brand name to the accessible service that Transit Cape Breton provides. The new color of the bus, which will be very similar to that of conventional buses, will align with the recently rebranded Transit Cape Breton color scheme and logo. This will integrate the entire fleet and not distinguish between the fleet of conventional and Access-A-Bus.

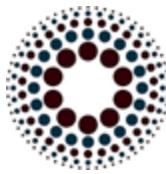


Nova Scotia Federation of Municipalities Board Member Nomination

Motion

Moved by Councillor MacMullin, seconded by Councillor Paruch, that Committee of the Whole recommend to Council to approve Councillor Gordon MacDonald be nominated as the CBRM representative to the Nova Scotia Federation of Municipalities (NSFM) Board of Directors for a two-year term, effective upon confirmation by NSFM, and that the Clerk be directed to submit the nomination prior to the October 3, 2025 deadline.

Motion Carried



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



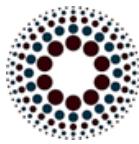
- Respond to the recommendations and proposals put forward by those who report to the Board
- Evaluate the Board's own performance
- Be positive advocates for the organization and speak with a unified voice once decisions have been made

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.**

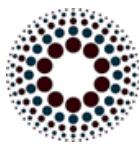
Each elected municipal official may vote for one nominee for President, one nominee for Vice-President, and two different nominees for Regional Representative in their Electoral Region.

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.

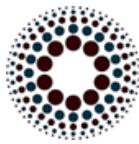
In elections in which both Regional Representatives in an Electoral Region or municipal unit need to be elected, the Regional Representative nominee receiving the second most votes will serve a one-year term.

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: _____

CBRM Capital Priorities Forecast (DRAFT) 2026 – 2030

Motion

Moved by Councillor Gordon MacDonald, seconded by Councillor O’Quinn, that a recommendation be made to Council to consider approval of 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.

Discussion:

- Funding strategy for sidewalks, j class roads, and new infrastructure
- Clarification on budget
- Securing partnerships for large projects

Motion Carried



**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.



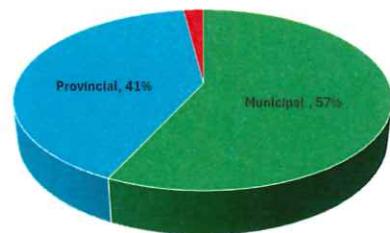
Utilizing the CBRM Capital Prioritization Framework, it is intended to support informed, transparent, decision-making by illustrating the true cost of maintaining the services residents rely on from roads and underground infrastructure, to buildings, parks and protective services.

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



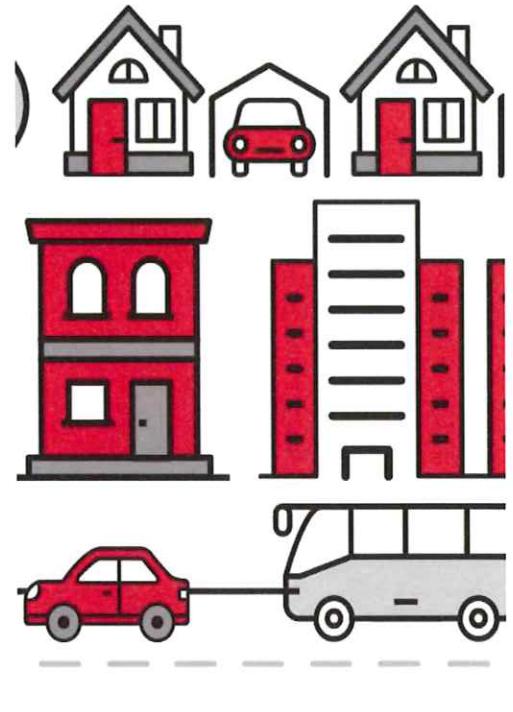
*Federation of Canadian Municipalities (FCM)
Canada Infrastructure Report Card*

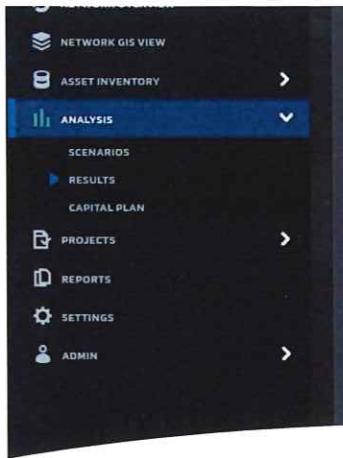
Asset Management

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

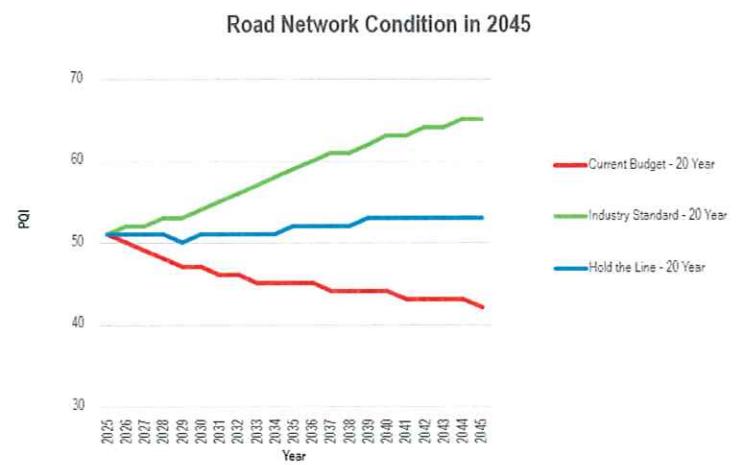
Asset Type	Total Length (kms)	Very Poor	Poor	Fair	Good	Very Good	Asset Value
Roads							
Arterial	25	0%	6%	47%	25%	20%	\$50,165,000
Major Collector	34	1%	13%	42%	18%	25%	\$48,332,000
Collector	26	1%	6%	35%	29%	27%	\$36,670,500
Minor Collector	64	2%	18%	27%	21%	32%	\$90,482,000
Local	332	15%	25%	18%	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



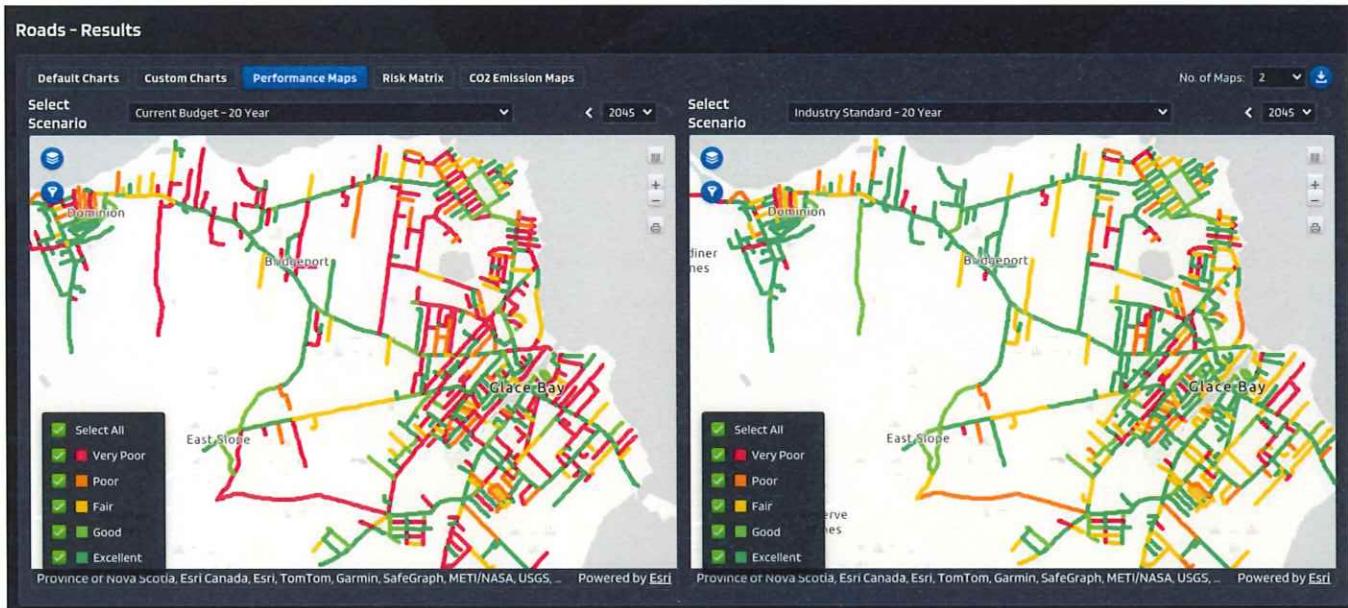
Asset Management Predictive Analysis

20-Year Outlook



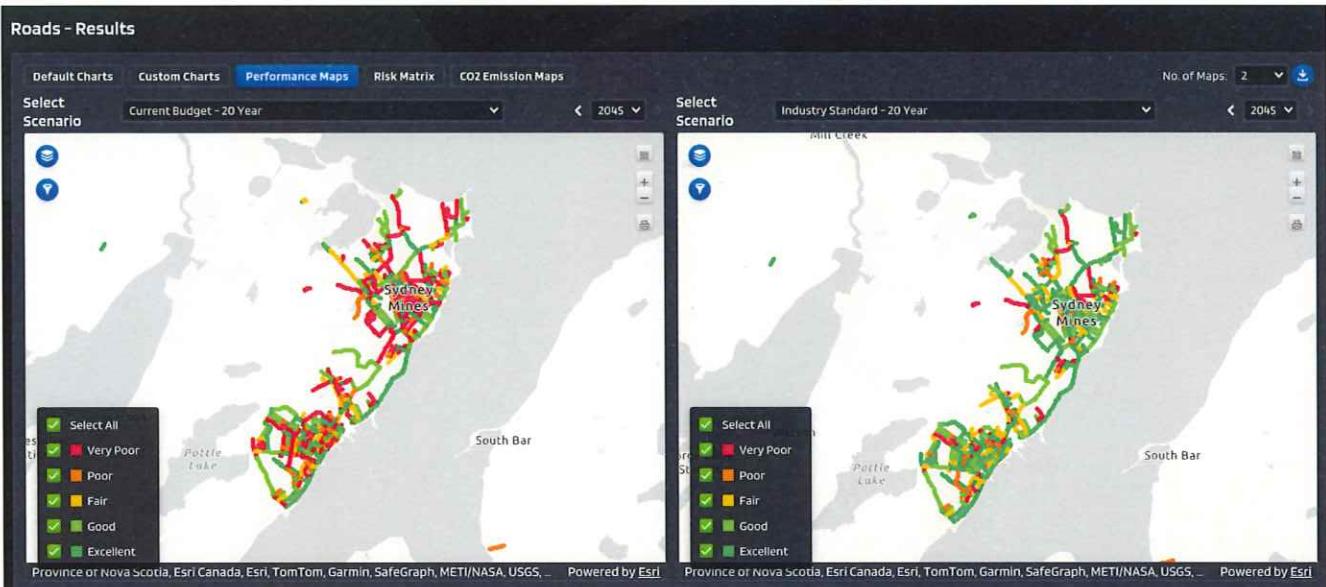
Asset Management Predictive Analysis

20-Year Outlook



Asset Management Predictive Analysis

20-Year Outlook

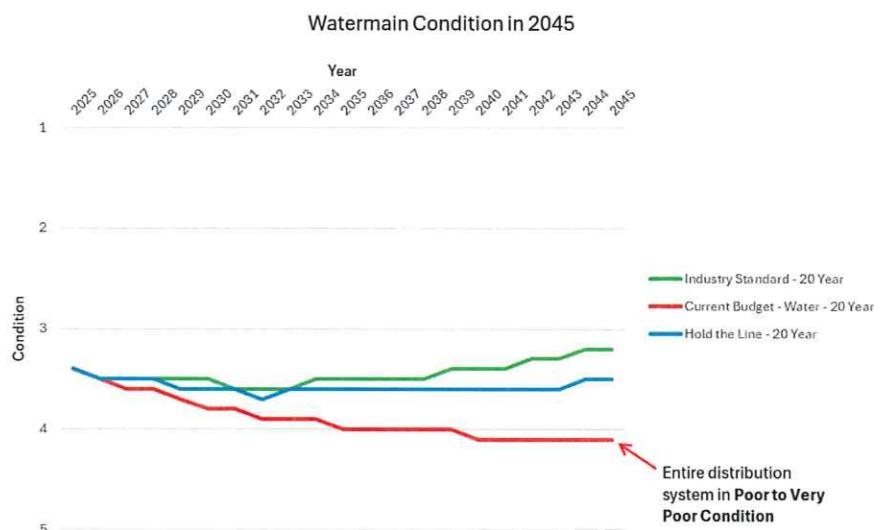


CBRM Water Mains

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**

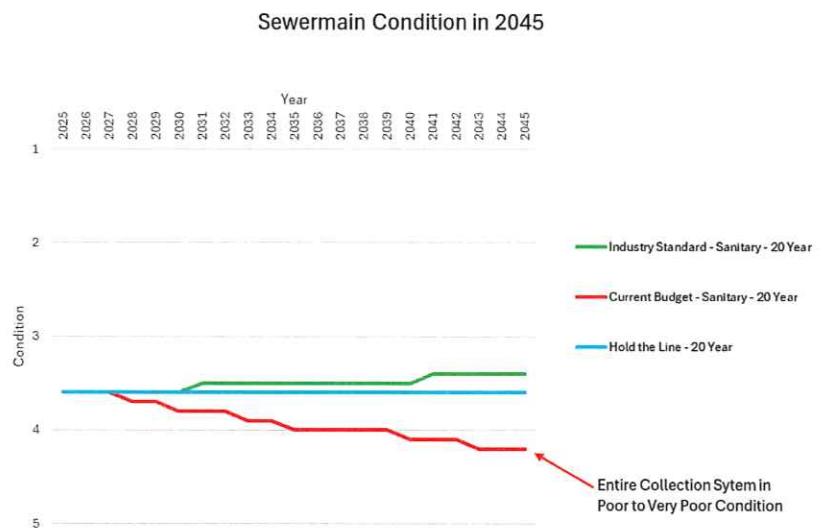


CBRM Sewer Mains

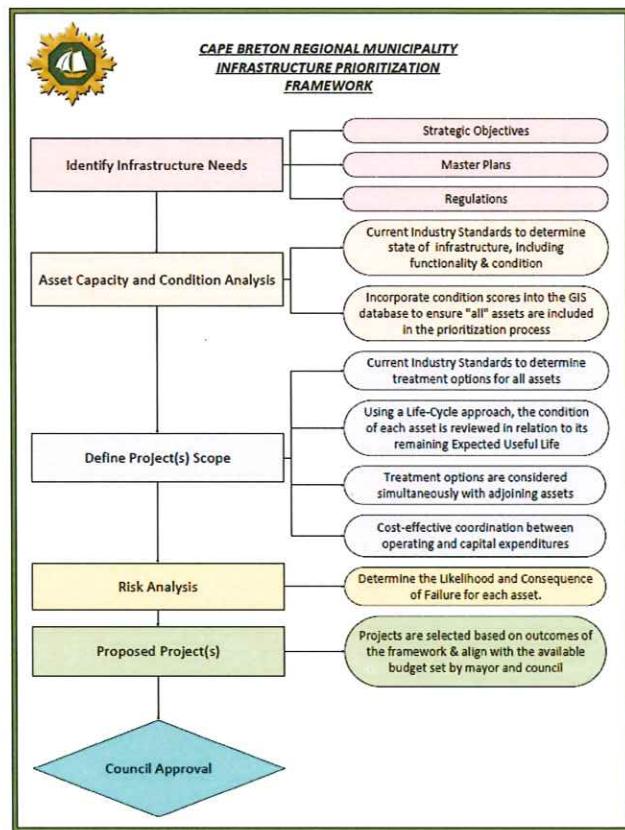
20-Year Outlook

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	\$967,769,530

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)

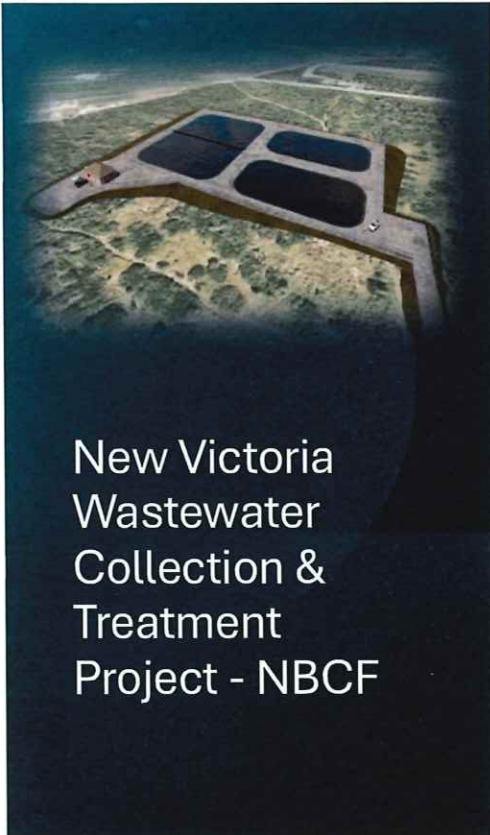


Wastewater Treatment Infrastructure Projects - ICIP

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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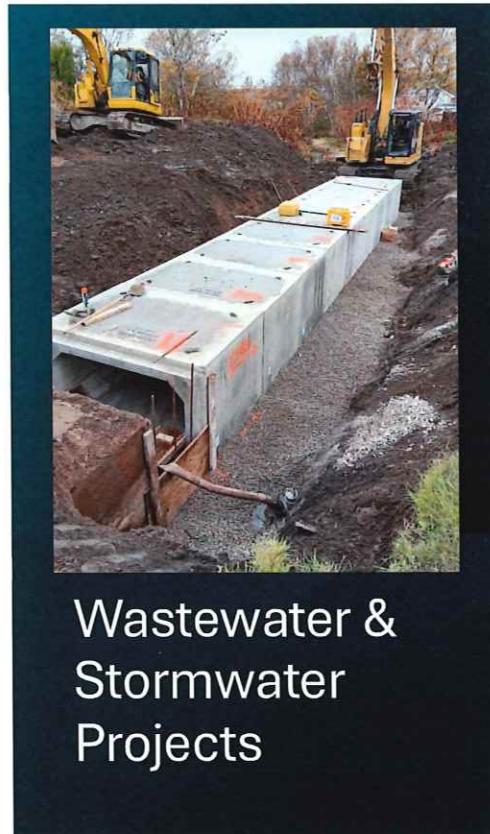


New Victoria Wastewater Collection & Treatment Project - NBCF

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:

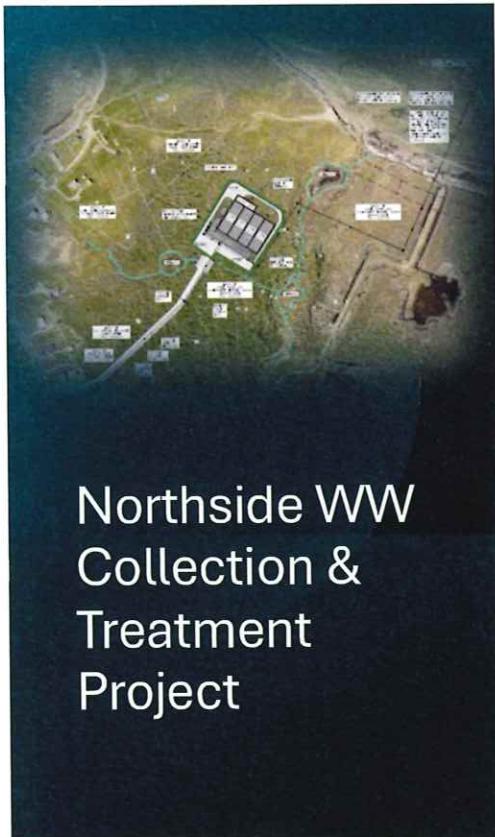
- Linear wastewater and stormwater collection projects are based on Industry Standard reinvestment rates.
- Due to the very poor condition of CBRM sewers, Industry Standard investment is recommended rather than Hold-The-Line.
- The Large Storm Water Culver Replacement Program is informed by Flood Mapping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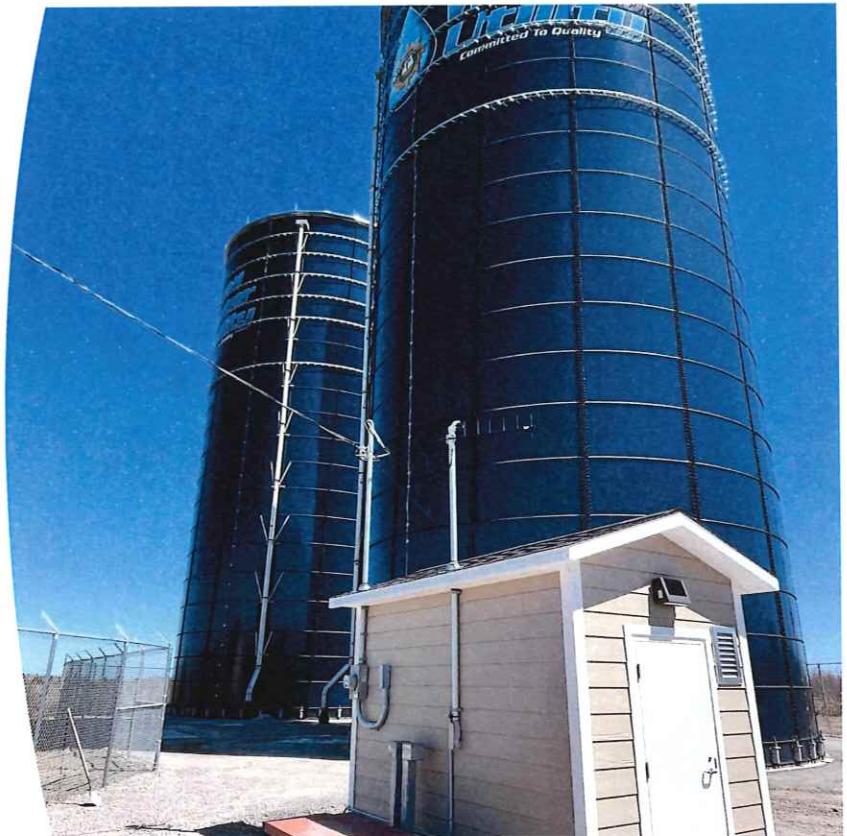
Northside WW Collection & Treatment Project

- 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

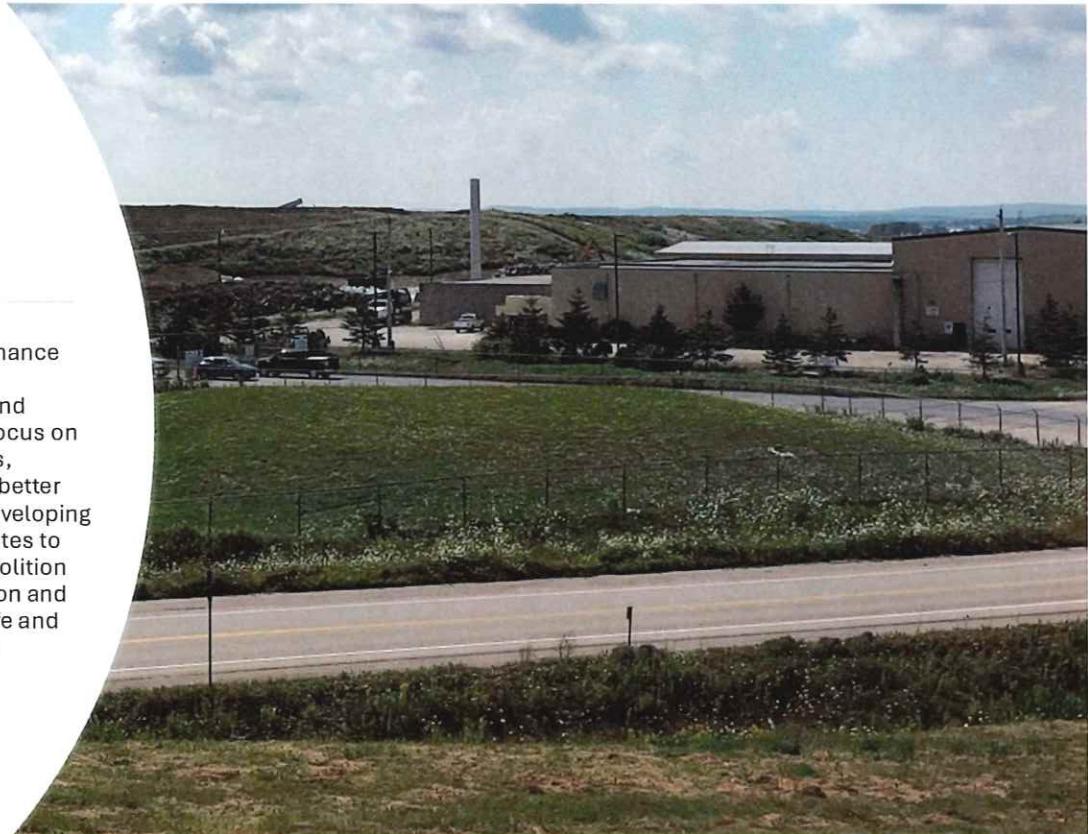
Parks/Grounds/Buildings and Facilities are broken down into four categories:

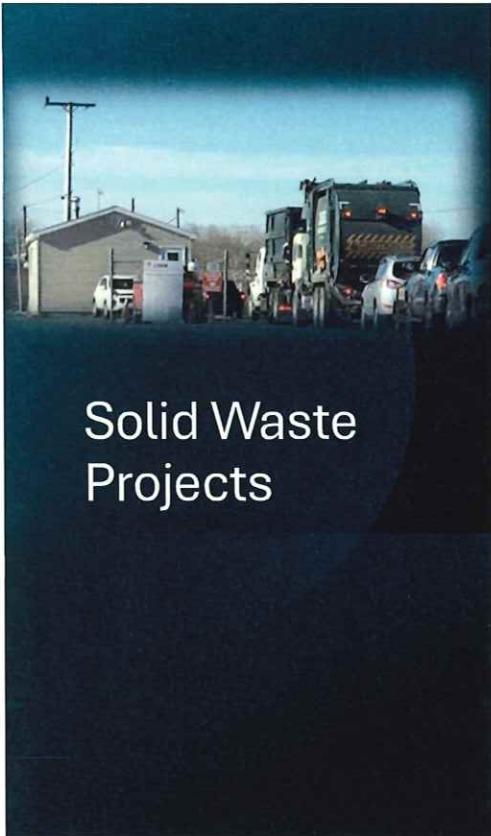
- 1. CBRM Building Rehabilitation Program**
 - 5-Year Total - \$15,000,000
 - Annual Total - \$3,000,000
- 2. Community Energy Efficiency Upgrades**
 - 5-Year Total - \$1,000,000
 - Annual Total - \$200,000
- 3. Accessibility Legislative Compliance Initiatives**
 - 5-Year Total - \$1,000,000
 - Annual 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

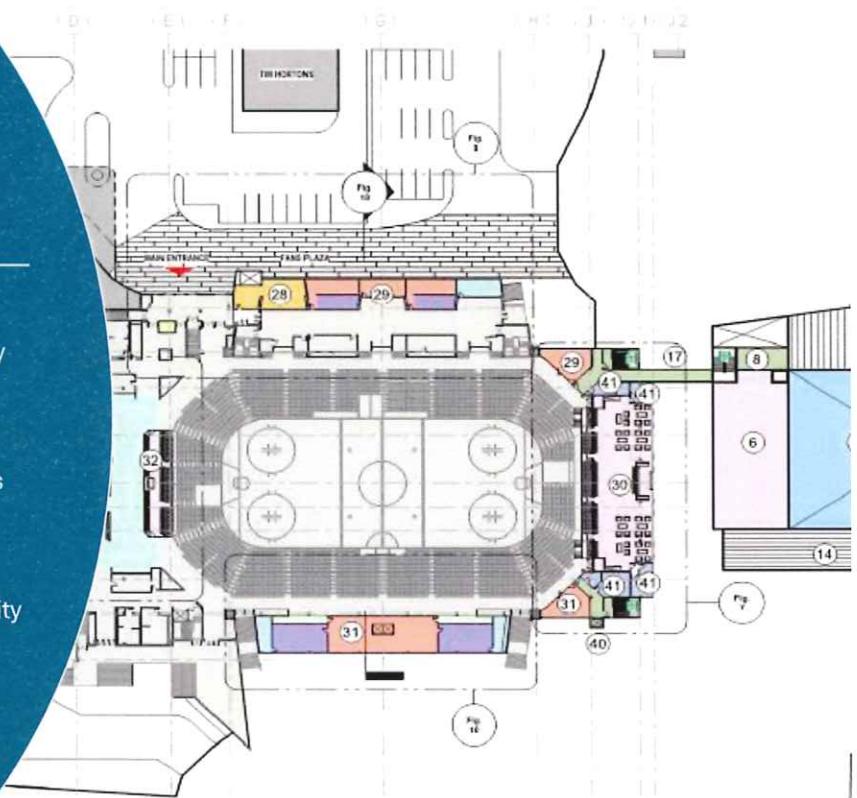
Subtotal – Transit & Fleet	\$149,690,000
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Community Projects

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.

Port Morien Wildlife Association

Motion

Moved by Councillor Gordon MacDonald, seconded by Councillor Gillespie, that Committee of the Whole recommend to Council to direct staff to send a letter of support, on behalf of council 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 Port Morien Wildlife Association (PMWA); and for CBRM to consider implementing measures that would prevent further damage caused by excessive water extraction in already stressed areas.

Discussion:

- Protect water resources
- Restrict stream pumping

Motion Carried

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

Expenditures	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
Legislative	557,287	587,666	30,379	1,700,066	1,142,779
Administration	117,355	133,903	16,548	481,627	364,272
Finance	836,107	985,042	148,935	3,871,331	3,035,224
Legal	2,353,624	2,731,286	377,662	3,309,483	954,509
Human Resources	525,959	633,838	107,879	1,867,656	1,341,697
Technology & Communications	817,005	905,669	88,664	2,667,644	1,850,639
Municipal Clerk	196,448	200,081	3,634	665,585	469,137
Fiscal Services	10,862,297	10,862,886	589	41,982,024	17,721,969
Police Services	11,928,419	12,025,526	97,107	36,114,294	24,025,075
Fire Services (Incl EMO)	4,574,863	4,709,730	134,867	14,255,649	9,680,786
Engineering & Public Works	20,114,801	19,981,766	(133,035)	61,084,243	40,969,442
Planning	1,482,989	1,605,756	122,767	4,495,883	3,012,894
Facilities C200 & Arenas	1,342,526	1,449,600	107,073	4,753,430	3,410,904
Parks & Grounds	1,149,695	1,271,878	122,183	3,610,306	2,460,611
Buildings	1,246,460	1,305,563	59,103	3,937,806	2,741,346
Recreation	1,402,177	1,191,826	(210,351)	3,053,686	1,651,509
Total expended to date	\$ 59,508,012	\$ 60,582,017	\$ 1,074,005	\$ 187,850,713	\$ 114,832,792

Departmental

Reviewed

Revenue	Year To Date Assigned	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
Total Taxes	44,701,218	44,382,744	318,474	133,148,233	88,447,015
Total Federal Government	1,216,667	1,216,667	-	3,650,000	2,433,333
Total Federal Government Agencies	286,999	286,999	-	860,996	573,997
Total Provincial Government	687,667	687,667	-	2,063,000	1,375,333
Total Provincial Government Agencies	1,381,135	1,420,375	(39,240)	4,261,126	2,879,991
Total Services to Other Local Government	311,425	311,425	-	934,275	622,850
Total Transit	515,222	671,333	(156,112)	3,614,000	3,098,778
Total Environmental Development Services	163,495	100,167	63,329	300,500	137,005
Total Licenses & Permits	23,531	16,167	7,364	48,500	24,969
Total Fines & Fees	375,056	400,000	(24,944)	1,200,000	654,976
Total Rentals	170,092	173,259	(3,167)	519,777	349,685
Total Concessions & Franchises	193,203	193,203	-	945,000	181,617
Total Interest	273,729	505,000	(231,271)	1,515,000	1,241,271
Total Finance Revenue	16,164	11,667	4,497	35,000	18,836
Total Solid Waste Revenue	1,229,924	1,278,000	(48,076)	4,125,000	2,895,076
Total Recreation & Cultural Service Programs	237,340	238,177	(837)	1,694,500	2,208,957
Total Water Utility Charges	4,224,989	4,224,989	-	12,674,968	8,449,979
Total Unconditional Transfers	5,299,579	5,278,613	20,966	15,835,838	10,536,259
Total Conditional Transfers	78,952	78,952	-	425,000	346,048
Total Extraordinary Revenue	-	-	-	-	-
Year To Date Assigned	\$ 61,386,386	\$ 61,475,403	\$ (89,017)	\$ 187,850,713	\$ 126,475,976

Departmental

Reviewed

Legislative	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	372,406	376,624	4,217	1,152,026	779,620
6010 BENEFITS	57,685	75,403	17,718	230,643	172,958
6030 TRAVEL/CONFERENCES	26,410	30,000	3,590	90,000	63,590
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	61,313	61,313	-	97,263	35,950
6050 OFFICE SUPPLIES	4,066	4,133	68	12,400	8,334
6060 OFFICE EQUIPMENT	1,318	1,833	515	5,500	4,182
6080 ADVERTISING	2,574	4,833	2,260	14,500	11,926
6100 COURIER	-	83	83	250	250
6110 TELEPHONE/FAX	9,406	11,145	1,738	33,434	24,028
6120 PUBL./SUBSCRIPTIONS	660	850	190	2,550	1,890
6130 COMPUTER HARDWARE	1,948	1,949	-	8,000	6,052
6150 MEETING EXPENSES	6,955	6,955	-	27,500	20,545
6170 PROMOTION	12,546	12,546	-	26,000	13,454
Total expended to date	\$ 557,287	\$ 587,666	\$ 30,379	\$ 1,700,066	\$ 1,142,779

Departmental

Finance

CAO	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	97,861	101,277	3,416	309,789	211,928
6010 BENEFITS	14,896	19,432	4,536	59,438	44,542
6020 TRAINING/EDUCATION	-	1,100	1,100	3,300	3,300
6030 TRAVEL/CONFERENCES	983	6,000	5,017	18,000	17,017
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	1,328	1,328	-	1,800	472
6050 OFFICE SUPPLIES	279	933	654	2,800	2,521
6110 TELEPHONE/FAX	533	833	301	2,500	1,967
6150 MEETING EXPENSES	475	1,333	858	4,000	3,525
6170 PROMOTION	1,000	1,667	667	5,000	4,000
8100 PROFESSIONAL SERVICES	-	-	-	75,000	75,000
Total expended to date	\$ 117,355	\$ 133,903	\$ 16,549	\$ 481,627	\$ 364,272

Departmental

Finance

Finance	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	658,157	770,492	112,335	2,356,799	1,698,642
6010 BENEFITS	149,039	173,421	24,383	530,465	381,426
6020 TRAINING/EDUCATION	349	2,833	2,484	8,500	8,151
6030 TRAVEL/CONFERENCES	2,780	6,167	3,386	18,500	15,720
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	706	1,517	810	4,550	3,844
6050 OFFICE SUPPLIES	2,650	3,967	1,316	11,900	9,250
6060 OFFICE EQUIPMENT	1,824	4,333	2,510	13,000	11,176
6080 ADVERTISING	10,149	12,780	2,631	38,340	28,191
6090 POSTAGE	92,400	92,400	-	214,000	121,600
6100 COURIER	8,650	6,883	(1,767)	20,650	12,000
6110 TELEPHONE/FAX	5,130	5,833	703	17,500	12,370
6130 COMPUTER HARDWARE	4,665	4,665	-	15,000	10,335
6140 COMPUTER SOFTWARE	-	-	-	71,175	71,175
6180 COST RECOVERY	(132,593)	(132,593)	-	(360,000)	(227,407)
8010 OPERATIONAL MATERIALS/SUPPLIES	2,400	2,400	-	5,000	2,600
8100 PROFESSIONAL SERVICES	1,916	1,916	-	82,000	80,084
8110 CONTRACTS/AGREEMENTS	23,109	23,110	-	69,200	46,091
8120 LEASES	4,775	4,917	142	14,752	9,977
8180 TAX EXEMPT/WRITE OFF	-	-	-	740,000	740,000
Total expended to date	\$ 836,107	\$ 985,042	\$ 148,935	\$ 3,871,331	\$ 3,035,224

Departmental

Finance

Legal	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	180,202	181,181	978	554,200	373,998
6010 BENEFITS	37,374	43,083	5,708	131,783	94,409
6020 TRAINING/EDUCATION	-	2,167	2,167	6,500	6,500
6030 TRAVEL/CONFERENCES	-	1,500	1,500	4,500	4,500
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	6,230	6,230	-	18,000	11,770
6050 OFFICE SUPPLIES	844	1,167	323	3,500	2,656
6060 OFFICE EQUIPMENT	1,025	1,025	-	2,200	1,175
6070 PHOTOCOPYING SUPPLIES	568	1,167	598	3,500	2,932
6080 ADVERTISING	393	1,333	941	4,000	3,607
6100 COURIER	230	267	36	800	570
6110 TELEPHONE/FAX	1,067	1,333	267	4,000	2,933
6120 PUBLICATIONS/SUBSCRIPTIONS	2,470	7,333	4,863	22,000	19,530
6130 COMPUTER HARDWARE	-	-	-	4,000	4,000
6150 MEETING EXPENSES	-	167	167	500	500
6160 LIABILITY INSURANCE	2,099,911	2,450,000	350,089	2,450,000	350,089
8100 PROFESSIONAL SERVICES	24,659	33,333	8,674	100,000	75,341
Total expended to date	\$ 2,353,624	\$ 2,731,286	\$ 377,662	\$ 3,309,483	\$ 954,509

Departmental

Finance

Human Resources	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	333,283	423,668	90,386	1,295,927	962,644
6010 BENEFITS	86,723	102,941	16,218	314,879	228,156
6020 TRAINING/EDUCATION	1,102	3,283	2,181	9,850	8,748
6030 TRAVEL/CONFERENCES	6,160	6,160	-	17,500	11,340
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	654	1,167	512	3,500	2,846
6050 OFFICE SUPPLIES	10,025	5,000	(5,025)	15,000	4,975
6060 OFFICE EQUIPMENT	83	833	750	2,500	2,417
6080 ADVERTISING	1,055	1,055	-	3,000	1,945
6110 TELEPHONE/FAX	2,714	3,333	620	10,000	7,286
6120 PUBLICATIONS/SUBSCRIPTIONS	-	1,000	1,000	3,000	3,000
6130 COMPUTER HARDWARE	1,734	2,000	266	6,000	4,266
6150 MEETING EXPENSES	5,941	5,941	-	6,500	559
8100 PROFESSIONAL SERVICES	74,123	74,123	-	170,000	95,877
8110 CONTRACTS/AGREEMENTS	2,362	3,333	971	10,000	7,638
Total expended to date	\$ 525,959	\$ 633,838	\$ 107,879	\$ 1,867,656	\$ 1,341,697

Departmental

Finance

Technology/Communications	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	344,891	411,473	66,582	1,258,623	913,732
6010 BENEFITS	85,991	94,514	8,523	289,102	203,111
6011 MISCELLANEOUS BENEFITS	(35,683)	(36,386)	(703)	(109,158)	(73,475)
6020 TRAINING/EDUCATION	-	7,500	7,500	22,500	22,500
6030 TRAVEL/CONFERENCES	1,949	2,167	218	6,500	4,551
6040 PROFESSIONAL MEMBERSHIP/DUES	-	333	333	1,000	1,000
6050 OFFICE SUPPLIES	2,802	2,802	-	2,850	48
6060 OFFICE EQUIPMENT	-	1,333	1,333	4,000	4,000
6080 ADVERTISING	729	1,000	271	3,000	2,271
6110 TELEPHONE/FAX	10,919	16,667	5,747	50,000	39,081
6130 COMPUTER HARDWARE	-	-	-	180,000	180,000
6140 COMPUTER SOFTWARE	334,606	334,606	-	475,000	140,394
6150 MEETING EXPENSES	297	333	36	1,000	703
7070 BLDG/FACILITY RENTAL	8,866	7,333	(1,533)	22,000	13,134
8040 COMM EQUIPMENT LINES	623	833	210	2,500	1,877
8100 PROFESSIONAL SERVICES	3,093	3,093	-	60,000	56,907
8110 CONTRACTS/AGREEMENTS	57,921	58,067	145	174,200	116,279
8120 LEASES SAP	-	-	-	116,184	116,184
8130 LICENSES/PERMITS	-	-	-	108,343	108,343
Total expended to date	\$ 817,005	\$ 905,669	\$ 88,664	\$ 2,667,644	\$ 1,850,639

Departmental

Finance

Municipal Clerk	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	110,812	114,312	3,500	349,660	238,848
6010 BENEFITS	27,747	25,475	(2,271)	77,925	50,178
6020 TRAINING/EDUCATION	521	1,833	1,312	5,500	4,979
6030 TRAVEL/CONFERENCES	19	1,667	1,648	5,000	4,981
6040 PROFESSIONAL MEMBERSHIP/DUES	1,273	1,274	-	1,400	127
6050 OFFICE SUPPLIES	350	1,000	650	3,000	2,650
6060 OFFICE EQUIPMENT	207	667	459	2,000	1,793
6070 PHOTOCOPYING SUPPLIES	11,111	7,833	(3,277)	23,500	12,389
6080 ADVERTISING	-	500	500	1,500	1,500
6100 COURIER	93	33	(60)	100	7
6110 TELEPHONE/FAX	633	1,400	767	4,200	3,567
6120 PUBLICATIONS/SUBSCRIPTIONS	1,345	1,345	-	1,800	455
6130 COMPUTER HARDWARE	-	-	-	3,000	3,000
6140 COMPUTER SOFTWARE	37,909	37,909	-	42,500	4,591
6150 MEETING EXPENSES	4,427	4,833	406	14,500	10,073
8110 CONTRACTS/AGREEMENTS	-	-	-	130,000	130,000
Total expended to date	\$ 196,448	\$ 200,081	\$ 3,634	\$ 665,585	\$ 469,137

Fiscal Services	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
8195 WATER SUPPLY & HYDRANTS	2,358,797	2,358,795	(2)	7,076,384	4,717,587
9010 INTEREST ON SHORT TERM BORROWING	-	-	-	400,000	400,000
9020 INTEREST ON LONG TERM DEBT	830,974	830,974	-	1,794,276	963,302
9050 PRINCIPLE ON LONG TERM DEBT	880,814	880,814	-	8,395,561	7,514,747
9052 DEBT/CAPITAL BOND DISC	-	-	-	63,000	63,000
9090 BANK CHARGES	29,680	28,333	(1,347)	85,000	55,320
9200 ALLOWANCE FOR UNCOLLECTABLE TAXES	-	-	-	600,000	600,000
9420 APPROPRIATION TO CAPITAL FUND	-	-	-	1,840,000	1,840,000
9430 APPROPRIATION TO B.I.D.C.s	78,167	76,335	(1,832)	229,004	150,837
9620 REGIONAL LIBRARY	234,600	234,600	-	703,800	469,200
9630 CAPE BRETON/VICTORIA SCHOOL BOARD	5,980,933	5,980,933	-	19,378,692	-
9640 PROPERTY ASSESSMENT COSTS	468,332	472,102	3,771	1,416,307	947,975
Total expended to date	\$ 10,862,297	\$ 10,862,886	\$ 589	\$ 41,982,024	\$ 17,721,969

Departmental

Finance

Police Services	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 WAGES & BENEFITS NET OF COST RECOVERY	10,461,173	10,488,923	27,750	31,471,149	21,009,976
6020 TRAINING/EDUCATION	115,766	115,767	-	192,500	76,734
6030 TRAVEL/CONFERENCES	19,228	21,000	1,772	63,000	43,772
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	3,483	3,484	-	5,000	1,517
6050 OFFICE SUPPLIES	9,626	16,250	6,624	48,750	39,124
6060 OFFICE EQUIPMENT	14,566	26,333	11,768	79,000	64,434
6070 PHOTOCOPYING SUPPLIES	-	3,333	3,333	10,000	10,000
6080 ADVERTISING	311	2,000	1,689	6,000	5,689
6100 COURIER	3,631	4,333	702	13,000	9,369
6110 TELEPHONE/FAX	99,405	98,333	(1,071)	295,000	195,595
6120 PUBLICATIONS/SUBSCRIPTIONS	718	2,000	1,282	6,000	5,282
6130 COMPUTER HARDWARE	105,480	105,480	-	270,000	164,520
6140 COMPUTER SOFTWARE	53,941	53,941	-	710,000	656,059
6150 MEETING EXPENSES	6,937	6,937	-	11,000	4,063
6170 PROMOTION	5,062	5,062	-	10,000	4,938
7000 HEAT	4,177	10,667	6,490	32,000	27,823
7010 ELECTRICAL	34,195	41,333	7,138	124,000	89,805
7020 WATER	917	2,842	1,925	8,525	7,608
7030 BUILDING/FACILITY MAINTENANCE	18,838	31,000	12,162	93,000	74,162
7040 BUILDING/FACILITY REPAIR	24	5,000	4,976	15,000	14,976
7060 BUILDING/FACILITY RENOVATION	9,702	9,702	-	15,000	5,298
7070 BUILDING/FACILITY RENTAL	37,032	33,667	(3,365)	101,000	63,968
7110 SECURITY	234	667	433	2,000	1,766
7500 VEHICLE/EQUIPMENT MAINTENANCE	6,551	10,000	3,449	30,000	23,449
7505 GASOLINE & DIESEL	152,072	166,667	14,595	500,000	347,928
7510 VEHICLE/EQUIPMENT REPAIRS	172,858	108,333	(64,525)	325,000	152,142
7530 VEHICLE/EQUIPMENT REPLACEMENT	134,897	193,333	58,437	580,000	445,104
7540 VEHICLE/EQUIPMENT RENTAL	-	667	667	2,000	2,000
7550 VEHICLE/EQUIPMENT TOWING	-	1,333	1,333	4,000	4,000
8000 OPERATIONAL EQUIPMENT	118,960	118,960	-	150,000	31,040
8010 OPERATIONAL MATERIALS/SUPPLIES	120,191	120,191	-	150,000	29,809
8020 MAINTENANCE EQUIPMENT	2,736	2,736	-	6,070	3,334
8040 COMMUNICATION EQUIPMENT/LINES	799	167	(633)	500	(299)
8090 UNIFORMS/CLOTHING	44,632	58,333	13,701	175,000	130,368
8100 PROFESSIONAL SERVICES	73,617	50,000	(23,617)	150,000	76,383
8110 CONTRACTS/AGREEMENTS	22,576	31,667	9,091	95,000	72,424
8120 LEASES	-	-	-	157,800	
8125 MAJOR INVESTIGATIONS	74,085	74,085	-	180,000	105,915
8130 LICENSES/PERMITS	-	1,000	1,000	3,000	
8150 GRANTS/SUBSIDIES TO ORGANIZATIONS	-	-	-	25,000	25,000
Total expended to date	\$ 11,928,419	\$ 12,025,526	\$ 97,107	\$ 36,114,294	\$ 24,025,075

Police Services Revenue	Year to date Assigned	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
4751 RECORDS INQUIRIES	44,961	66,667	(21,705)	200,000	155,039
5151 FINES	100,063	100,000	63	300,000	199,937
Total Revenue to date	\$ 145,024	\$ 166,667	\$ (21,642)	\$ 500,000	\$ 354,976

Departmental

Finance

Fire Services Including EMO	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	2,334,490	2,370,846	36,355	7,251,998	4,917,508
6010 BENEFITS	600,736	588,148	(12,588)	1,799,040	1,198,304
6011 MISCELLANEOUS BENEFITS	2,295	15,209	12,914	45,626	43,331
6020 TRAINING/EDUCATION	17,053	17,054	-	237,200	220,147
6030 TRAVEL/CONFERENCES	30,756	30,756	-	60,000	29,244
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	-	3,767	3,767	11,300	11,300
6050 OFFICE SUPPLIES	2,389	3,667	1,278	11,000	8,611
6060 OFFICE EQUIPMENT	841	3,167	2,326	9,500	8,659
6080 ADVERTISING	-	500	500	1,500	1,500
6110 TELEPHONE/FAX	14,360	13,783	(578)	41,348	26,988
6120 PUBLICATIONS/SUBSCRIPTIONS	5	200	195	600	595
6130 COMPUTER HARDWARE	-	-	-	11,500	11,500
6140 COMPUTER SOFTWARE	30,181	30,180	-	35,500	5,320
6150 MEETING EXPENSES	1,414	1,500	86	4,500	3,086
6170 PROMOTION	6,787	9,100	2,313	27,300	20,513
7000 HEAT	22,324	32,667	10,343	98,000	75,676
7010 ELECTRICAL	30,007	33,591	3,584	100,773	70,766
7020 WATER	12,258	13,333	1,075	40,000	27,742
7030 BUILDING/FACILITY MAINTENANCE	5,102	23,267	18,165	69,800	64,698
7040 BUILDING FACILITY REPAIR	40	10,018	9,977	30,053	30,013
7060 BUILDING/FACILITY RENOVATION	87	1,667	1,580	5,000	4,913
7500 VEHICLE/EQUIPMENT MAINTENANCE	183,103	150,000	(33,103)	450,000	266,897
7505 GASOLINE & DIESEL	28,623	30,555	1,933	91,665	63,043
7530 VEHICLE/EQUIPMENT REPLACEMENT	-	-	-	50,500	50,500
7560 VEHICLE/EQUIPMENT GENERAL SUPPLIES	12,228	6,667	(5,561)	20,000	7,772
8000 OPERATIONAL EQUIPMENT	153,662	206,520	52,858	619,560	465,898
8010 OPERATIONAL MATERIALS/SUPPLIES	30,707	30,707	-	52,000	21,293
8020 MAINTENANCE EQUIPMENT	-	-	-	50,000	50,000
8040 COMMUNICATION EQUIPMENT LINES	-	1,450	1,450	4,350	4,350
8090 UNIFORMS/CLOTHING	30,133	30,133	-	70,125	39,992
8100 PROFESSIONAL SERVICES	500	4,167	3,667	12,500	12,000
8110 CONTRACTS/AGREEMENTS	25,003	41,417	16,414	124,250	99,247
8120 LEASES	17,586	17,586	-	298,047	280,461
8130 LICENSES/PERMITS	24	5,942	5,918	17,825	17,801
8150 GRANTS/SUBSIDIES TO ORGANIZATIONS	982,170	982,171	-	2,503,289	1,521,118
Total expended to date					
	\$ 4,574,863	\$ 4,709,730	\$ 134,867	\$ 14,255,649	\$ 9,680,786

Departmental

Finance

**Municipal Services
Agreement**

Draft Statement of Revenue

July 31, 2025

Fire Services Revenue	Year to date Assigned	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
4776 PROV NS FIRE PROTECTION GRANT	135,917	135,917	-	407,750	271,833
4776 MEMBERTOU MUNICIPAL SERVICES AGRMNT	175,508	175,508	-	526,525	351,017
Total Revenue to date	\$ 311,425	\$ 311,425	\$ -	\$ 934,275	\$ 622,850

Departmental

Finance

DRAFT - Engineering and Public Works Actuals to July 31, 2025

REVENUE	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining	% of Annual Budget
TRANSIT	515,221	671,333	(156,112)	3,614,000	(3,098,779)	0
SOLIDWASTE TIP FEES	951,924	1,000,000	(48,076)	3,000,000	(2,048,076)	0
SOLIDWASTE COST RECOVERIES	278,000	278,000	-	1,125,000	(847,000)	0
WATER UTILITY ADMIN FEE	4,224,989	4,224,989	-	12,674,968	(8,449,979)	0
TOTAL PW REVENUES	5,970,134	6,174,322	(204,188)	20,413,968	(14,443,834)	0
<hr/>						
EXPENDITURES						
ADMINISTRATION	1,252,713	1,385,311	132,598	4,915,520	3,662,807	0
ENGINEERING	253,849	316,336	62,486	1,095,208	841,359	0
CENTRAL DIVISION	3,194,372	2,902,583	(291,789)	9,333,068	6,138,696	0
EAST DIVISION	2,518,644	2,371,210	(147,434)	8,192,278	5,673,633	0
NORTH DIVISION	1,141,846	1,035,417	(106,430)	3,820,216	2,678,370	0
SOLID WASTE	7,218,507	6,696,212	(522,294)	17,309,927	10,091,420	0
MECHANICAL FLEET	1,665,168	1,968,589	303,421	6,239,651	4,574,484	0
TRANSIT	2,869,702	3,306,108	436,405	10,178,375	7,308,673	0
TOTAL PW EXPENDITURES	20,114,801	19,981,766	(133,035)	61,084,243	40,969,442	0

Signature:

Chief Engineer of Engineering & Public Works

Chief Financial Officer

Director of Engineering & Public Works

Planning Department	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	573,837	654,155	80,318	2,000,946	1,427,109
6010 BENEFITS	156,140	164,430	8,290	502,961	346,821
6011 MISCELLANEOUS BENEFITS	(31,800)	(37,281)	(5,481)	(111,844)	(80,044)
6020 TRAINING/EDUCATION	1,952	6,833	4,881	20,500	18,548
6030 TRAVEL/CONFERENCES	19,556	19,556	-	44,500	24,944
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	1,731	3,350	1,619	10,050	8,319
6050 OFFICE SUPPLIES	3,056	5,667	2,611	17,000	13,944
6060 OFFICE EQUIPMENT	2,595	8,233	5,638	24,700	22,105
6080 ADVERTISING	722	7,567	6,845	22,700	21,978
6110 TELEPHONE/FAX	5,177	6,333	1,156	19,000	13,823
6120 PUBL./SUBSCRIPTIONS	-	133	133	400	400
6130 COMPUTER HARDWARE	2,368	2,368	-	67,000	64,632
6140 COMPUTER SOFTWARE	21	20	-	15,500	15,479
6150 MEETING EXPENSES	215	1,400	1,185	7,200	6,985
6170 PROMOTION	982	11,333	10,351	30,000	29,018
7130 DEMOLITIONS	-	-	-	120,000	120,000
8000 OPERATIONAL EQUIPMENT	3,079	11,333	8,254	34,000	30,921
8010 OPERATIONAL MATERIALS/SUPPLIES	9	2,167	2,157	6,500	6,491
8090 UNIFORMS / CLOTHING	70	3,667	3,597	11,000	10,930
8100 PROFESSIONAL SERVICES	52,538	43,750	(8,788)	43,750	(8,788)
8110 CONTRACTS/AGREEMENTS	153,333	153,334	-	920,000	766,667
8130 LICENSES/PERMITS	78,952	78,952	-	106,020	27,068
8135 REGULATORY FEES	37,746	37,747	-	44,000	6,254
8150 GRANTS /SUBS TO ORG	420,708	420,708	-	540,000	119,292
Total expended to date	\$ 1,482,989	1,605,756	\$ 122,766	\$ 4,495,883	\$ 3,012,894

Departmental

Finance

	Year to date Assigned	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
Bylaw Revenue					
5112 Vendor Licenses	\$ 9,900	\$ 4,833	\$ 5,067	\$ 14,500	\$ 4,600
5113 Animal Licenses	970	2,667	(1,697)	8,000	7,030
5114 Taxi Licenses	12,661	8,333	4,328	25,000	12,339
5115 Vending Machine Licenses	-	333	(333)	1,000	1,000
5301 Parking Meter Revenue	80,031	83,333	(3,302)	250,000	169,969
Total Bylaw Revenue	\$ 103,562	\$ 99,500	\$ 4,062	\$ 298,500	\$ 194,938
Development / Planning Revenue					
5496 Mapping Sales	\$ -	\$ 167	\$ (167)	\$ 500	\$ 500
5495 Other Sales	6,880	1,667	5,213	5,000	(1,880)
5497 Lur Ammendment Fees	1,250	1,667	(417)	5,000	3,750
5101 Building Permits	138,865	83,333	55,532	250,000	111,135
5102 Subdivision Fees	16,500	13,333	3,167	40,000	23,500
Total Develop / Planning Rev	\$ 163,495	\$ 100,167	\$ 63,329	\$ 300,500	\$ 137,005
Total Bylaw / Dev / Planning Revenue	\$ 267,058	\$ 199,667	\$ 67,391	\$ 599,000	\$ 331,942

	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	569,935	635,694	65,759	1,944,476	1,374,541
6010 BENEFITS	125,614	142,115	16,501	434,704	309,090
6020 TRAINING	(35)	2,333	2,368	7,000	7,035
6030 TRAVEL/CONFERENCES	2,888	3,000	112	9,000	6,112
6040 PROFESSIONAL MEMBERSHIP/I	133	1,667	1,534	5,000	4,867
6050 OFFICE SUPPLIES	920	1,833	913	5,500	4,580
6060 OFFICE EQUIPMENT	-	667	667	2,000	2,000
6080 ADVERTISING	521	1,667	1,145	5,000	4,479
6110 TELEPHONE/FAX	11,300	10,750	(550)	32,250	20,950
6130 COMPUTER HARDWARE	-	1,667	1,667	5,000	5,000
6140 COMPUTER SOFTWARE	11,974	833	(11,141)	2,500	(9,474)
6150 MEETING EXPENSES	1,163	1,000	(163)	3,000	1,837
7000 HEAT	23,700	35,000	11,300	105,000	81,300
7010 ELECTRICAL	159,418	159,418	-	895,000	735,582
7020 WATER	30,916	30,916	-	74,500	43,584
7030 BLDG/FACILITY MAINT	66,175	66,175	-	125,000	58,825
7040 BLDG/FACILITY REPAIR	34,636	34,635	-	85,000	50,364
7080 PLANT MAINTENANCE	37,312	37,313	-	95,000	57,688
7110 SECURITY	43,640	47,000	3,361	141,000	97,361
7510 VEH/EQUIP REPAIRS	1,429	7,500	6,071	22,500	21,071
8000 OPERATIONAL EQUIPMENT	23,376	6,000	(17,375)	18,000	(5,376)
8010 OPERATIONAL MATERIALS/SUF	43,187	56,667	13,480	170,000	126,813
8050 COST OF SALES	120,416	120,417	-	431,000	310,584
8090 UNIFORMS/CLOTHING	1,125	6,167	5,042	18,500	17,375
8100 PROFESSIONAL SERVICE	10,559	833	(9,726)	2,500	(8,059)
8110 CONTRACTS/AGREEMENTS	22,226	38,333	16,107	115,000	92,774
Total expended to date	\$ 1,342,526	\$ 1,449,600	\$ 107,072	\$ 4,753,430	\$ 3,410,904

	Year to date Expended	4 Month Budget	4 Month Budget	Annual	Annual
				Variance	Budget
GL 4808 Advertising Revenue	11,283	13,333	(2,050)	40,000	28,717
GL 5001 Ice Rentals	53,635	53,635	-	1,115,000	1,061,365
GL 5002 Public Skating	297	297	-	2,000	1,703
GL 5005 Gym Rental	-	-	-	-	-
GL 5006 Canteen Sales	177,704	177,704	-	864,500	686,796
GL 5010 Other Revenue	15,499	15,499	-	80,500	65,001
GL 5033 Program Equipment	1,745	1,745	-	30,000	28,255
GL 5034 Facility Rentals	159,871	156,667	3,204	470,000	310,129
Total Revenue To Date	\$ 420,034	\$ 418,880	\$ 1,154	\$ 2,602,000	\$ 2,181,966

Parks & Grounds	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	525,022	597,321	72,299	1,827,100	1,302,078
6010 BENEFITS	120,577	149,161	28,583	456,256	335,679
6011 MISCELLANEOUS BENEFITS	4,160	833	(3,327)	2,500	(1,660)
6020 TRAINING/EDUCATION	1,558	3,333	1,775	10,000	8,442
6030 TRAVEL/CONFERENCES	-	3,333	3,333	10,000	10,000
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	-	67	67	200	200
6050 OFFICE SUPPLIES	-	400	400	1,200	1,200
6110 TELEPHONE/FAX	5,307	3,333	(1,974)	10,000	4,693
6130 COMPUTER HARDWARE	442	1,000	558	3,000	2,558
7000 HEAT	509	4,000	3,491	12,000	11,491
7010 ELECTRICAL	33,124	33,125	-	84,500	51,376
7020 WATER	5,941	12,917	6,976	38,750	32,809
7030 BUILDING/FACILITY MAINTENANCE	3,266	3,167	(99)	9,500	6,234
7110 SECURITY	-	3,400	3,400	10,200	10,200
7510 VEHICLE/EQUIPMENT REPAIRS	5,854	367	(5,488)	1,100	(4,754)
7530 VEHICLE/EQUIPMENT REPLACEMENT	-	-	-	100,000	100,000
7540 VEHICLE/EQUIPMENT RENTAL	20,286	20,285	-	25,000	4,714
8000 OPERATIONAL EQUIPMENT	4,674	15,000	10,326	45,000	40,326
8010 OPERATIONAL MATERIALS/SUPPLIES	126,869	133,333	6,465	400,000	273,131
8020 MAINTENANCE EQUIPMENT	34,641	34,641	-	65,000	30,359
8040 COMMUNICATION EQUIPMENT LINES	3,561	3,667	106	11,000	7,439
8080 STREET LIGHTS	2,231	2,232	-	50,000	47,769
8090 UNIFORMS/CLOTHING	2,250	4,333	2,083	13,000	10,750
8100 PROFESSIONAL SERVICES	8,460	1,667	(6,794)	5,000	(3,460)
8110 CONTRACTS/AGREEMENTS	240,964	240,964	-	420,000	179,036
Total expended to date	1,149,695	\$ 1,271,878	\$ 122,183	\$ 3,610,306	\$ 2,460,611

Buildings	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	478,728	544,542	65,814	1,665,658	1,186,930
6010 BENEFITS	118,063	134,746	16,683	412,163	294,100
6020 TRAINING/EDUCATION	1,131	3,333	2,203	10,000	8,869
6030 TRAVEL/CONFERENCES	-	3,333	3,333	10,000	10,000
6050 OFFICE SUPPLIES	-	333	333	1,000	1,000
6060 OFFICE EQUIPMENT	1,438	1,437	-	4,000	2,562
6110 TELEPHONE/FAX	6,042	4,333	(1,708)	13,000	6,958
6130 COMPUTER HARDWARE	-	1,000	1,000	3,000	3,000
6140 COMPUTER SOFTWARE	-	-	-	6,500	6,500
6150 MEETING EXPENSE	-	83	83	250	250
7000 HEAT	22,925	43,333	20,409	130,000	107,075
7010 ELECTRICAL	179,645	179,645	-	589,210	459,565
7020 WATER	20,630	20,630	-	56,575	35,945
7030 BLDG/FACILITY MAINT	1,844	1,844	-	42,500	40,656
7060 BLDG/FACILITY RENOV	23,423	23,422	-	100,000	76,577
7070 BLDG/FACILITY RENTAL	80,334	76,667	(3,667)	230,000	149,666
7080 PLANT MAINTENANCE	8,428	8,428	-	15,000	6,572
7100 MAINT. TOOLS/EQUIP	1,999	1,167	(832)	3,500	1,501
7110 SECURITY	15,558	19,167	3,609	57,500	41,942
7120 PROPERTY TAXES	13,927	13,927	-	28,000	14,073
7540 VEH/EQUIP RENTAL	1,187	2,333	1,146	7,000	5,813
8000 OPERATIONAL EQUIP	-	833	833	2,500	2,500
8010 OPERATIONAL MATERIALS/SUPPLIES	75,880	75,880	-	121,350	45,470
8020 MAINTENANCE EQUIP	-	667	667	2,000	2,000
8040 COMM EQUIP LINES (GPS)	1,425	1,467	42	4,400	2,976
8090 UNIFORMS/CLOTHING	720	2,667	1,947	8,000	7,280
8100 PROFESSIONAL SERVICES	35,444	35,444	-	100,000	64,556
8110 CONTRACTS/AGREEMENTS	137,692	84,567	(53,125)	253,700	116,008
8130 LICENSES/PERMITS	-	333	333	1,000	1,000
8150 GRANTS/SUBS TO ORG	20,000	20,000	-	60,000	40,000
Total expended to date	\$ 1,246,460	\$ 1,305,563	\$ 59,102	\$ 3,937,806	\$ 2,741,346

Departmental

Finance

Recreation/Cultural Services	Year to date Expended	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 Wages & Benefits Including Summer Students	695,120	468,927	(226,193)	1,426,424	731,304
6020 TRAINING/EDUCATION	2,720	5,333	2,613	16,000	13,280
6030 TRAVEL/CONFERENCES	4,735	8,333	3,598	25,000	20,265
6040 PROFESSIONAL MEMBERSHIP/DU	711	1,333	622	4,000	3,289
6050 OFFICE SUPPLIES	5,836	5,836	-	6,000	164
6060 OFFICE EQUIPMENT	2,236	2,667	431	8,000	5,764
6080 ADVERTISING	29,716	29,716	-	70,000	40,284
6110 TELEPHONE/FAX	2,416	3,000	584	9,000	6,584
6120 PUBLICATIONS/SUBSCRIPTIONS	971	67	(904)	200	(771)
6130 COMPUTER HARDWARE	-	2,333	2,333	7,000	7,000
7070 BUILDING/FACILITY RENTAL	15,872	16,667	795	50,000	34,128
8000 OPERATIONAL EQUIPMENT	58,731	65,000	6,269	195,000	136,269
8025 COMMUNITY EVENTS	176,782	176,782	-	360,000	183,218
8150 GRANTS/SUBSIDIES TO ORGANIZ/	20,500	20,000	(500)	20,000	(500)
8160 SUSTAINABILITY EVENTS	186,661	186,661	-	356,562	169,901
8170 SUSTAINABILITY	199,170	199,170	-	500,500	301,330
Total expended to date	\$ 1,402,177	\$ 1,191,826	\$ (210,352)	\$ 3,053,686	\$ 1,651,509

Recreation/Cultural Services	Year to date Assigned	4 Month Budget	4 Month Budget Variance	Annual Budget	Annual Budget Remaining
5031 PROGRAM REVENUE	10,000	10,000	-	30,000	20,000
5034 FACILITY RENTALS	509	2,500	(1,991)	7,500	6,991
Total Revenue To Date	\$ 10,509	\$ 12,500	\$ (1,991)	\$ 37,500	\$ 26,991

Departmental

Finance



Cape Breton Regional Municipality Water Utility
Statement of Operations - period ending July 31, 2025

	Actual July 31, 2025	Budget July 31, 2025	Variance July 31, 2025	Total Annual Budget 2025-26
Revenue				
Operating Revenues:				
Metered Sales	6,451,909	6,938,765	(486,856)	20,816,295
Public Fire Protection	2,358,797	2,359,986	(1,189)	7,079,957
Interest on Overdue Accounts	170,899	116,667	54,232	350,000
Other Operating Revenue	9,301	22,000	(12,699)	66,000
Total Operating Revenue	8,990,906	9,437,417	(446,512)	28,312,252
Expenditures				
Operating Expenditures:				
Source of Supply	70,316	195,796	125,480	587,388
Power and Pumping	420,999	698,315	277,316	2,094,945
Water Treatment	1,591,335	1,838,258	246,923	5,514,775
Transmission & Distribution	1,777,657	1,789,450	11,794	5,368,351
Administration & General	1,114,583	1,399,959	285,376	4,199,876
Depreciation	1,411,955	1,411,955	-	4,235,865
Taxes	941,654	1,051,323	109,669	2,102,645
Total Operating Expenditures:	7,328,498	8,385,056	1,056,558	24,103,844
Operating Profit/(Loss)	1,662,408	1,052,362	610,046	4,208,408



Cape Breton Regional Municipality Water Utility
Statement of Operations - period ending July 31, 2025

	<u>Actual July 31, 2025</u>	<u>Budget July 31, 2025</u>	<u>Variance July 31, 2025</u>	<u>Total Annual Budget 2025-26</u>
Non Operating Revenue				
Debt Charge Income	-	-	-	-
Interest Income	-	-	-	-
Amorization of Deferred Capital contribution	-	-	-	-
Total Non Operating Revenue	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Non Operating Expenditures				
Short term interest charges	-	25,000	-	150,000
Debt Charges				
Principal	1,370,292	1,370,292	-	3,043,196
Interest (Interest on Debentures)	52,072	52,072	-	898,001
Amortization of Debt Discount	-	-	-	-
Capital Expenditures out of operations	37,500	37,500	-	200,000
Total Non Operating Expenditures	<u>1,459,864</u>	<u>1,484,864</u>	<u>25,000</u>	<u>4,291,197</u>
Non- Operating Profit/(Loss)	<u>(1,459,864)</u>	<u>(1,484,864)</u>	<u>25,000</u>	<u>(4,291,197)</u>
TOTAL UTILITY REVENUES (OPERATING & NON-OPERATING)	8,990,906	9,437,417	(446,512)	28,312,252
TOTAL UTILITY EXPENSES (OPERATING & NON-OPERATING)	8,788,362	9,869,919	1,081,558	28,395,041
CBRM WATER UTILITY PROFIT/(LOSS)	<u>202,544</u>	<u>(432,502)</u>	<u>635,046</u>	<u>(82,789)</u>

Prepared by Issa A. Adekunle

Reviewed by _____

Date 5th September, 2025