

**Cape Breton Regional Municipality**

**Committee of the Whole**

**AGENDA**

**TUESDAY, JANUARY 14, 2025**

**10:00 A.M.**

Council Chambers  
2<sup>nd</sup> Floor, City Hall  
320 Esplanade, Sydney, NS

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# Cape Breton Regional Municipality

## Committee of the Whole

**Tuesday, January 14, 2025**  
**10:00 a.m.**

### **AGENDA ITEMS**

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#### **Land Acknowledgement**

#### **Roll Call**

1. **APPROVAL OF AGENDA:** (Motion Required)

2. **PLANNING ISSUES:**

2.1 **Appointment of Development Officer:** Tyson Simms, Director of Planning and Development (See page 6)

3. **PRESENTATIONS:**

3.1 **PVSC 2025 Assessment Roll:** Laura MacLean, Adam Hanna and Steve Howley, Property Valuation Services Corporation spokespersons (See page 8)

3.2 **Bras d'Or Lakes CEPI & Pitu'paq:** Stan Johnson, CEPI Coordinator and Ron Newcombe, CEPI Co-Coordinator

a) **Bras d'Or Lakes CEPI – What are we Up to? Bras d'Or Lakes CEPI** (See page 17)

b) **Pitu'paq – Flowing into Oneness** (See page 25)

3.3 **CBRM Infrastructure Prioritization Framework – An Update to the 2000 Infrastructure Needs Assessment Model:** Matt Viva, Senior Manager Engineering Services (See page 32)

**For information only.**

**...Continued**

4. **CORPORATE SERVICES ISSUES:**

- 4.1 **Request for Municipal Property – Portion of PID 15140601 Laurier Street, Sydney – District 12:** Sheila Kolanko, Property Manager (See page 46)
- 4.2 **Request for Municipal Property – Portion of PID 15232366, Portion of PID 15656523, PID 15656515 Main Street, Reserve Mines – District 8:** Sheila Kolanko, Property Manager (See page 49)
- 4.3 **Request for Municipal Property – Portion of PID 15489354, 401 Ling Street, New Waterford – District 11:** Sheila Kolanko, Property Manager (See page 52)
- 4.4 **Expense Related Policies:** Demetri Kachafanas, Interim Chief Administrative Officer (See page 57)
- 4.5 **Vacancies on Various Committees:** Christa Dicks, Municipal Clerk (See page 79)
- 4.6 **Mandatory Policy Reviews:** Jennifer Campbell, Chief Financial Officer (See page 83)

5. **PUBLIC SERVICES ISSUE:**

- 5.1 **Project to Drill a Replacement Well for the Sydney Water Supply:** Raymond Boudreau, Director of Water and Wastewater (See page 87)

6. **REPORTS:**

- 6.1 **Winter Operations:** John Phalen, Senior Manager of Public Works (See page 91)
- 6.2 **2024-25 Financial Forecast:** Jennifer Campbell, Chief Financial Officer (See page 105)

...Continued

**Committee of the Whole**  
**January 14, 2025 (Cont'd)**

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**7. CORRESPONDENCE:**

**7.1 Correspondence Municipal Code of Conduct:** Christa Dicks, Municipal Clerk  
(See page 133)

**7.2 Various Correspondence:** Christa Dicks, Municipal Clerk (See page 144)

- Dani Coffey, Director, Policy and Government Relations Nova Scotia Federation of Municipalities (See page 145)
- Rod Beresford Chairperson, Cape Breton Regional Fire Chiefs' Association (See page 146)
- Molly Banerjee, CEO Christian Heritage Month Initiative (See page 149)
- E. Paige Hoveling, Stakeholder Relations Manager, Nova Scotia Association of Realtors (See page 151)
- David Dingwall, President & Vice-Chancellor, Cape Breton University (See page 153)

**For information only.**

**ADJOURNMENT**



**TO:** Mayor Clarke and CBRM Council

**SUBMITTED BY:** Tyson Simms, Director, Planning and Development

**DATE:** January 7, 2024

**SUBJECT:** **Appointment of Development Officer**

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### ORIGIN

This report originates from staff.

### RECOMMENDATION

It is recommended that Cape Breton Regional Municipality (CBRM) Council appoint Jarett Gosbee as a Development Officer, pursuant to Subsection 243(1) of the *Municipal Government Act*, and that this appointment be effective for the duration of their current conditions of employment with the CBRM.

### BACKGROUND

Development Officers are required to administer the Municipality's land use regulations, as set out in its land use by-law, development agreements, and subdivision by-law, on behalf of Council. Following completion of a recent competition, Jarett Gosbee was hired to fill a vacant Development Officer position with the Municipality.

### DISCUSSION

Jarett Gosbee has accepted a full-time position as Development Officer with the Development Services Division of the Planning and Development Department. Achieving the desired service delivery results requires the appointment by Council of this individual as Development Officer.

Subsection 243(1) of the *Municipal Government Act* requires Council to appoint a development officer to administer its land use by-law and subdivision by-law.

## **FINANCIAL IMPLICATIONS**

There are no budget implications associated with this report. The subject position (Development Officer) has been approved under the 2024-2025 budget for Planning and Development.

## **LEGISLATIVE AUTHORITY**

*Municipal Government Act, Part VIII Planning and Development, Subsection 243(1).*

## **ATTACHMENTS**

None.

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Report Prepared by: Tyson Simms, Director, Planning and Development 902.574.1936

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# PVSC 2025 ASSESSMENT ROLL

## CAPE BRETON REGIONAL MUNICIPALITY

January 14, 2025



## NOVA SCOTIA'S PROPERTY ASSESSMENT AND TAXATION SYSTEM

# ABOUT PVSC



Created under the Property Valuation Service Corporation Act and responsible for assessing all real property in Nova Scotia as per the Nova Scotia Assessment Act



Municipally funded, not-for-profit



Governed by a Board of Directors



Approximately 130 employees across 62 communities around Nova Scotia

## WHAT WE DO & DON'T DO

### PVSC does:

- Deliver an Assessment Roll to all 49 NS municipalities
- Deliver ~650,000 Assessment Notices to NS property owners
- Administer the Capped Assessment Program (CAP) and Seasonal Tourist Business Designation program on behalf of the NS government

### PVSC does NOT:

- Have the authority to:
  - Set tax rates
  - Collect taxes
  - Create tax policy
  - Provide tax relief
  - Determine land ownership

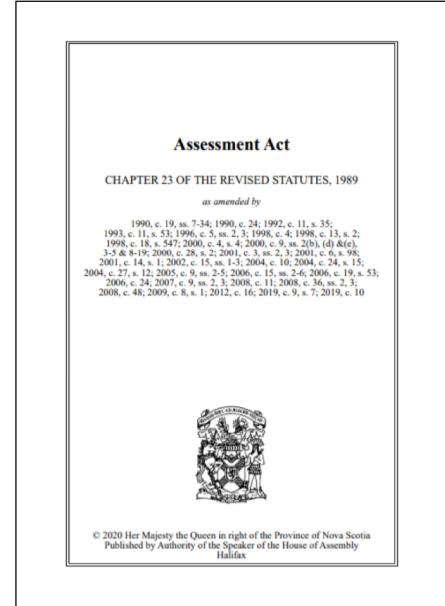
# MARKET VALUE

The ***Nova Scotia Assessment Act*** requires that we assess property at **market value**:

*“... the amount which in the opinion of the assessor would be paid if it were sold on a date prescribed by the Director in the open market by a willing seller to a willing buyer”*

**AND**

*“The assessment shown on the roll shall be the assessment that reflects the state of the property as it existed on the first day of December immediately preceding the filing of the roll”*



# MASS APPRAISAL

- PVSC uses mass appraisal to determine the value of all real property in Nova Scotia each year
- Property assessments based on market evidence
- PVSC measures market value assessment accuracy, uniformity, and fairness against the *Assessment Act* and the internationally accepted standards of the International Association of Assessing Officers (IAAO)

**Mass Appraisal:**  
*The process of valuing  
a group of properties  
as of a given date  
using common data,  
standardized methods  
and statistical testing*

# THREE APPROACHES TO DETERMINING VALUE

PVSC uses three internationally accepted valuation methods:

## Sales Comparison

Analyze sales of comparable properties to determine value and adjust for local market conditions

## Income

Determine the income a property can earn (after expenses) and convert net operating income to market value

## Cost

Calculate land value and current cost to replace buildings, then deduct for depreciation

# MASS APPRAISAL DATA SOURCES

- Discussions with property owners
- NS Land Registry
- Sales reviews & real estate websites
- Municipal building permits
- Income and expense information
- Typical cost data
- Aerial photography
- Field inspections



## COMMON QUESTIONS ABOUT SALES

- Are all sales considered in your analysis?
- When a house sells, does that price become its assessed value?
- How are market areas determined?
- What happens when you don't have enough sales in a market area?
- Why can a neighbourhood or street have different assessed values?

## ROLL QUALITY STANDARDS

- PVSC uses advanced statistical analysis to conduct an in-depth examination of market trends and indicators for every assessment roll
- Assessments are rigorously tested for accuracy and uniformity to ensure compliance with the Assessment Act and industry standards set by the International Association of Assessing Officers

### QUALITY MEASUREMENTS

- Valuation Approach Selection
- Mass Appraisal Statistics
  - Level of Assessment
  - Fairness of Assessments
  - Equity Between Groupings

# THE CAPPED ASSESSMENT PROGRAM

- PVSC administers the Capped Assessment Program (CAP) on behalf of the Nova Scotia Government
- The program places a 'cap' on the amount that the taxable assessment for eligible residential property can increase year over year based on the Nova Scotia Consumer Price Index (CPI) in October

2024 PROPERTY ASSESSMENT				
Classification	Assessed Value	*Capped Assessment	Acres	Taxable Assessed Value
RESIDENTIAL TAXABLE	\$192,600 <small>Assessed value reflects the market and state of the property</small>	\$153,000 <small>Capped assessment reflects the NS CPI in October</small>		\$153,000 <small>Taxable assessed value is what is used to determine property taxes</small>
2024 TOTAL	\$192,600			\$153,000

1.5% CAP  
for 2025

## 2025 ASSESSMENT ROLL

- The 2025 assessment roll reflects a property's market value as of January 1, 2024, based on market evidence from 2023
- The assessment also consider a property's physical state as of December 1, 2024, including new construction, renovations, and demolitions
- On December 17, 2024, the 2025 assessment roll was sent to Nova Scotia's 49 municipalities
- Assessment notices mailed on January 13, 2025 to over 650,000 property owners

# CBRM: 2025 ASSESSMENT ROLL

Total 2025 Assessment Roll= **\$10.7B**



**Residential Property Assessment:**  
**\$8.7B** total assessed value  
**61,680** accounts

Residential assessed value with CAP = **\$5.9B**  
Total residential accounts with CAP = **43,996**



**Commercial Property Assessment:**  
**\$2B** total assessed value  
**3,765** accounts

# CBRM: 2025 ASSESSMENT ROLL



**854**  
Permits



**2,030**  
Property  
Transactions



**810**  
Appeals  
in 2024

# THE APPEAL PROCESS

- Each property owner receives a notice of assessment which indicates an assessed value for their property
- Should a property owner disagree with their assessed value they can file an appeal
  - 2025 assessment appeals **must** be received by February 13, 2025
  - Instructions on how to file an appeal is included on the assessment notice
- There are three levels of appeal:
  - PVSC initial assessor review
  - Nova Scotia Assessment Appeal Tribunal (NSAAT)
  - Utility and Review Board (UARB)

# CONTACT INFORMATION

- Should you get questions from constituents about property assessment, please direct them to our contact centre where they can connect with our knowledgeable and expert staff.

Phone: 1-800-380-7775

Email: [inquiry@pvsc.ca](mailto:inquiry@pvsc.ca)

Website: [www.pvsc.ca](http://www.pvsc.ca)



THANK YOU

## Bras d'Or Lakes CEPI



# What are we Up to?



1

**Cape Breton  
Unama'ki**

The Bras d'Or Lake & Watershed  
A UNESCO BIOSPHERE

It's all about Community!

Bras d'Or Lakes  
CEPI  
Collaborative Environmental Planning Initiative

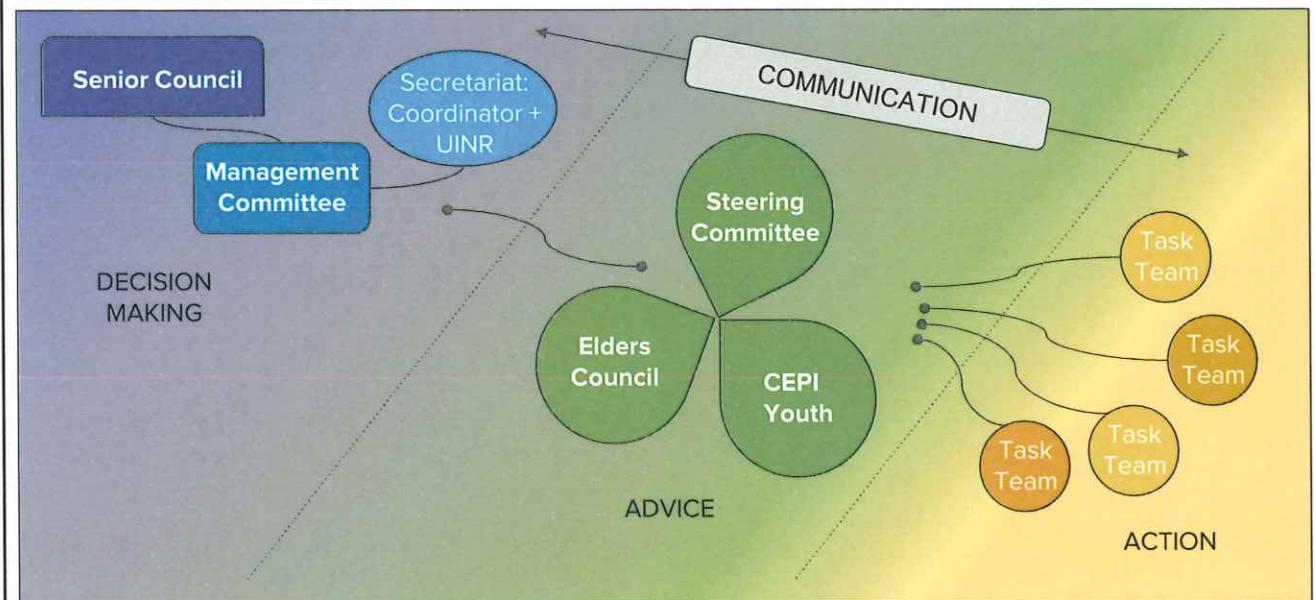
**Bras d'Or Charter**

Bras d'Or Lakes  
CEPI  
Collaborative Environmental Planning Initiative

UNESCO Biosphere  
Collaborative Environmental Planning Initiative

2

# The CEPI Structure



3

## VISION



**“To lead a unique collaboration of partners that incorporate both traditional and western perspectives in order to foster a healthy and productive Bras d’Or Lakes watershed ecosystem.”**

4

## PURPOSE



**“To develop an overall management plan for the ecosystem of the Bras d’Or lakes and watershed lands and to facilitate its implementation by governments and other relevant stakeholders.”**

5

## OBJECTIVES



- **Institutional**
- **Social/Cultural**
- **Environmental**
- **Economic**

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## GUIDING PRINCIPLES



- 1) We are part of Nature, not owners of her.**
- 2) We will assist in healing previous damages.**
- 3) We will consider the impact of our present actions on future generations.**
- 4) We will pay attention.**
- 5) We will cause no net loss of habitat.**
- 6) We will work together.**
- 7) We are accountable.**

7

## Current Initiatives



- **Barachois Ponds**
- **CEPI Youth**
- **Forestry**
- **Species at Risk**
- **Tourism**
- **Sportfishing**
- **2025 Etuaptmumk/Two-Eyed Seeing Conference**

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## Initiatives- Barachois Ponds



### Amaguadees Barachois Pond Project

- Site Can be a potential Mi'kmaq Oyster harvesting area, possibly dating back to 6500 years old paleoenvironmental, possibly looking at re invigorating the Barachois pond project that was unfinished in 2014.

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## Initiatives- CEPI Youth



- We have a great new CEPI Youth Worker, her name is Theresa Harroun from Gardiner mines, she is a recent graduate from the NSCC NRET program and is currently at CBU. She has done great work this summer and will be with us for this year. We encourage the CEPI members to take advantage and work with CEPI youth to work with youth programs in your community.

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## Initiatives - Forestry



- We have lost CEPI forestry funding from Oceans North, but we talked to Waddie's class that, and they will continue monitoring the site and Fred Baechler who was working with Garret Bagnell on the Forestry project has been doing monthly checkups and will work with Waddie's class on the project.

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## Initiatives – Recreational Fish



### Recreational Fishing

- We finished the Mi'kmaq Hunting and Fishing guides course in November same week as the end of the Two Eyed Seeing conference. There were 16 hunting and fishing guides certified as part of our Sportsfishing report recommendations and we are hiring a sports-fish coordinator through the JCP program at NS works. Also, the guides went through a professionalization program, and we will be working with NSITEN and DCB to help them setup businesses and go from there. The Bras d'Or lake was also named one of the top 10 places to fish in Canada and we will be hosting or working with other groups to put on a fishing tournament.

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## Initiatives



### Explore the Bras d'Or

- Oceans north has offered to pay for a coordinator for a 3/4 to a year position and we are looking at having an event in all seasons of the year, two weeks each and looking a funding from DCB and NSCHT to continue funding this event for three years. Our tourism task team leads are Robert Bernard – NSITEN and Terry Smith – DCB are the co-chairs.

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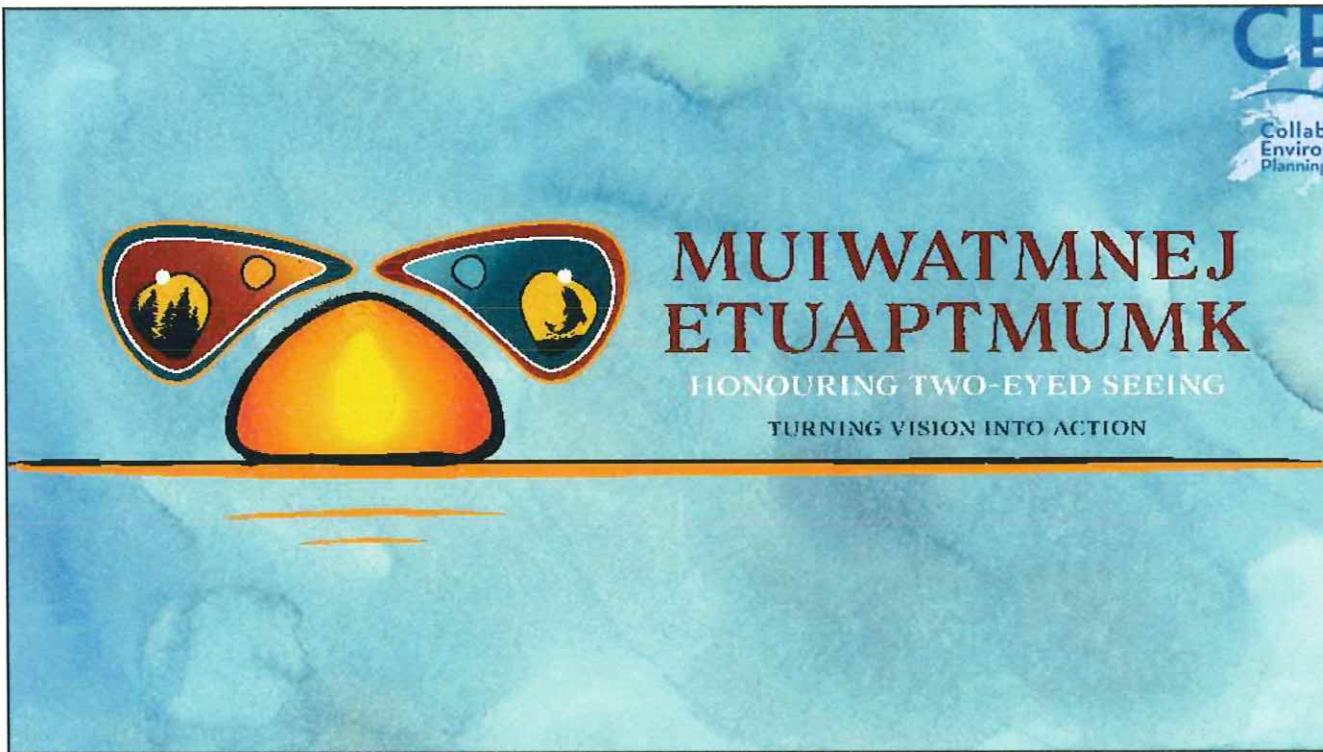
## Initiatives



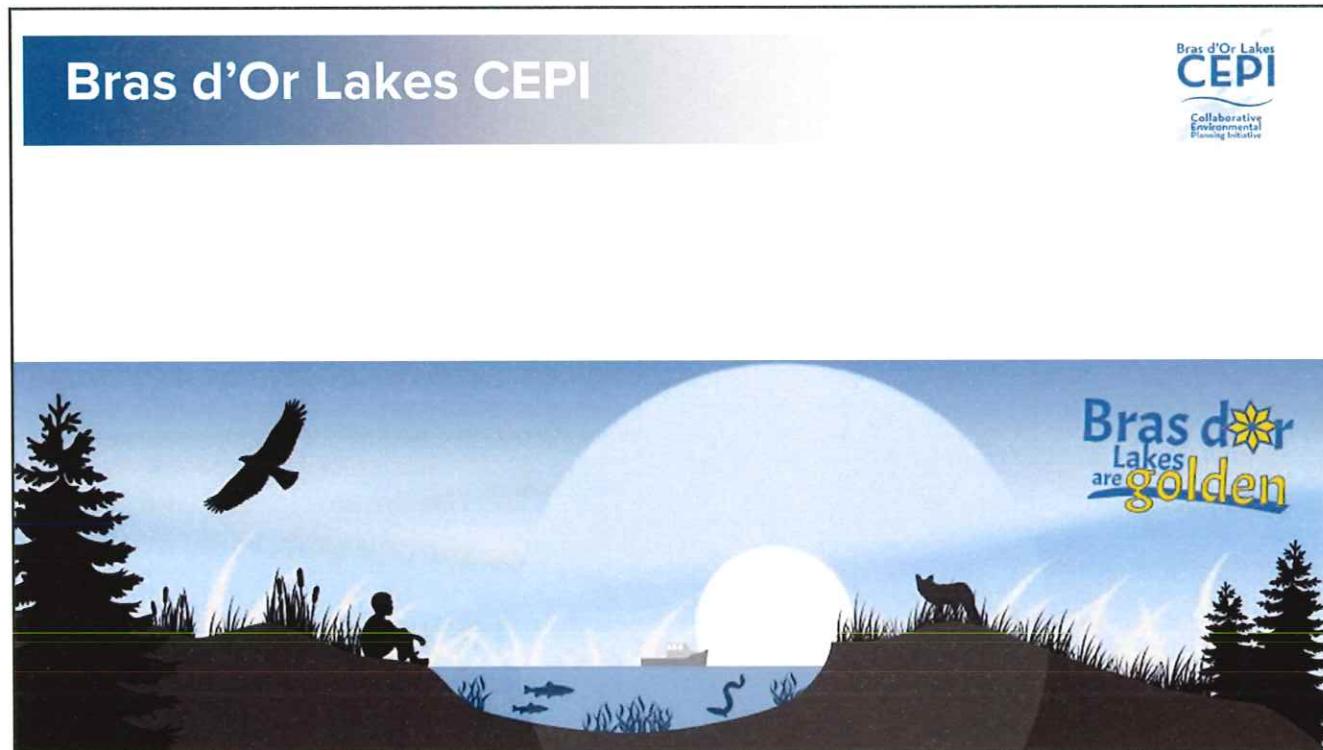
### Muiwatmnej Etuaptmumk II

After a successful 2023 conference, we have decided to have another conference in 2025 due to the overwhelming response from people and organizations that couldn't attend and with Two Eyed Seeing gaining traction around the world. This event will involve workshops to assist communities in applying Two Eyed Seeing in their programs and initiatives.

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**Pitu'paq**  
is the waterway that  
connects the 5  
Unama'ki First Nation  
Communities with the  
5 municipalities  
around the lake.



The Bras d'Or Lake is  
the largest inland  
saltwater Lake in the  
world.

United through a  
common vision –  
Unama'ki



1

The elders of Unama'ki came up with the name *Pitu'paq* which translates to "flowing into oneness" as a way that the Bras d'Or Lakes have been perceived.

Pitu'paq is a unique partnership that brings leaders from First Nation Communities and Counties in Cape Breton to the table on a monthly basis.

The shared goal is to preserve and enhance the social, economic, and environmental prospects in (Unama'ki) Cape Breton for seven generations



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# Why Pitu'paq?

## Impacts of sewage from:



overflow from treatment plants during storms



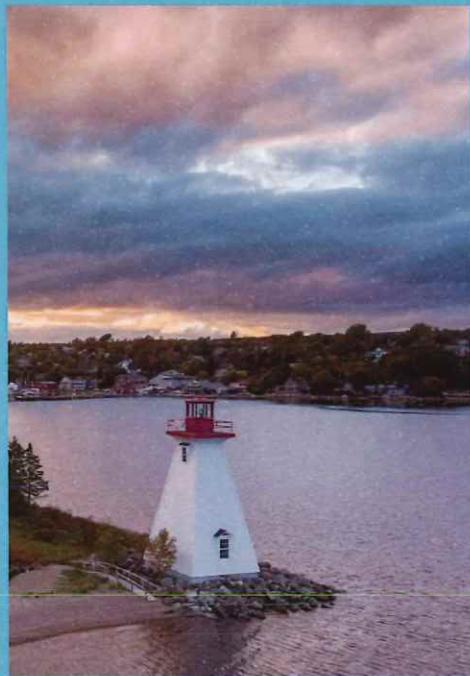
discharge from recreational boaters



inadequate sewage disposal from some cottages

## Effects from Invasive Species

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## Impacts of sewage include:



Oysters / other fisheries operations



Increased eutrophication  
(algae growth)

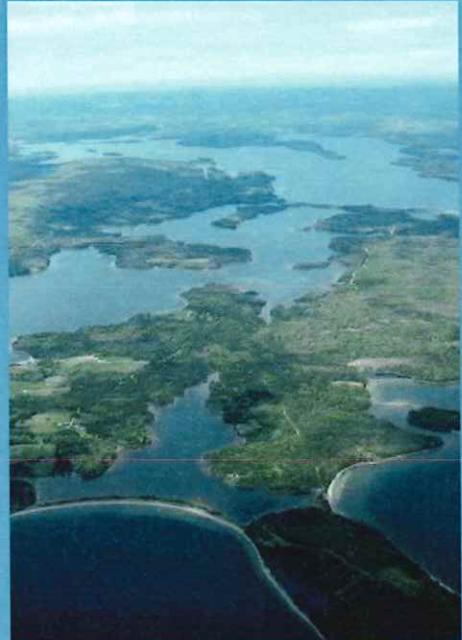


Health risk to recreational activities



Loss of ecosystems and traditional  
Mi'kmaq medicines

4



**Pitu'paq took action on sewage pollution:**

- Installing pump-out stations for boat discharge in addition to education and surveillance
- Upgrading outdated sewage treatment plants (Whycocomagh)
- Mapping coastlines where climate change models predict inundation of public works infrastructures

5



**Pitu'paq took action to address the impact of climate change**

- Climate Change Conference (2013 - Wagmatcook)
- Climate change community workshops in First Nation communities to gain traditional knowledge and understanding and to collaborate on action plans
- Assisting some municipalities with drafting climate change action plans

6



**Potable water and water conservation projects include:**



Creation of Potlotek Water Rangers to clear debris in and around the freshwater supply watershed.

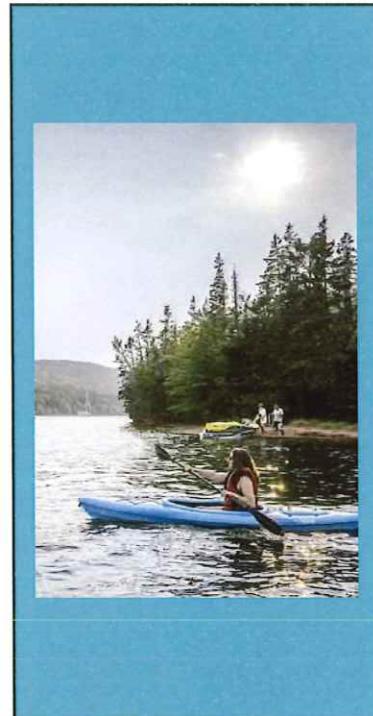


Water balance project – Membertou



CBRM / Membertou runoff diversion

7



**Other notable projects include:**



Dredging silt that was hampering boat navigation (Partnership with Environment Canada - Inland Waters)



Facilitating dialogue between Inverness County and Wagmatcook leading to the memorandum of understanding (broader than just sewage treatment)

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# Pitu'paq: 2024 & beyond

Unama'ki Institute of Natural Resources (UINR) and the Collaborative Environmental Partnership Initiative (CEPI) are just some of our partners

Pitu'paq has acquired resources to expand and engage with partners on timely projects

Currently drafting a 5 year Concept and Action Plan



9

## New Projects Include:

Maliamu'kik msit Ko'kqmanaq Project - Species at Risk. Develop and deliver workshops to woodlot owners on how to protect species using a combo of Traditional Mi'kmaq Knowledge and current research

Unama'ki Watershed Data Collection and Stakeholder Engagement March 31, 2024 – Sept 2025

Shoreline Erosion control – Malagawatch, Potlotek

Working towards a low-carbon economy



10

Pitu'paq aims to combine Traditional Mi'kmaq Knowledge with current scientific research in its approach to projects an Etuaptmumk approach (Two-Eyed Seeing)



Pitu'paq seeks to partner and work with federal, provincial, and First Nation communities, municipalities, non-governmental organizations, and academia.

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For more information on Pitu'paq:

Facebook: <https://www.facebook.com/Pitupaq-256100354435059/>

Website: <https://www.uinr.ca/pitupaq/>

Contact:  
Stan Johnson(Chair)  
[Stan.johnson@brasdorcepi.ca](mailto:Stan.johnson@brasdorcepi.ca)  
902 – 549 2304



12

Welalioq  
Thank you  
Merci  
Tapadh Leibh





**Cape Breton Regional Municipality**

# **MEMO**

**January 14, 2025**

## **To: Mayor and Council**

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**Re: CBRM INFRASTRUCTURE PRIORITIZATION FRAMEWORK – AN UPDATE TO THE 2000 “INFRASTRUCTURE NEEDS ASSESSMENT MODEL”**

### **Introduction**

Shortly after amalgamation, in 1996, the Public Services Committee started working on a Capital Prioritization Policy. This initiative quickly evolved into the creation and adoption of the 1998 Infrastructure Needs Assessment Model (The Model) to prioritize capital projects. The Model was later updated in December 2000 but remained solely focused on the prioritizing of capital projects related to roads, water, and sewer infrastructure, and over time it was strictly used for roads only projects. Twenty-Seven years later, the Model has become obsolete with respect to addressing the complexities of today’s contemporary projects and lacks the ability to incorporate multi-variable analysis focused on strategic goals and sustainability. The need for an updated approach is crucial for effective capital planning and ultimately decision-making in our increasingly dynamic environment.

### **Background**

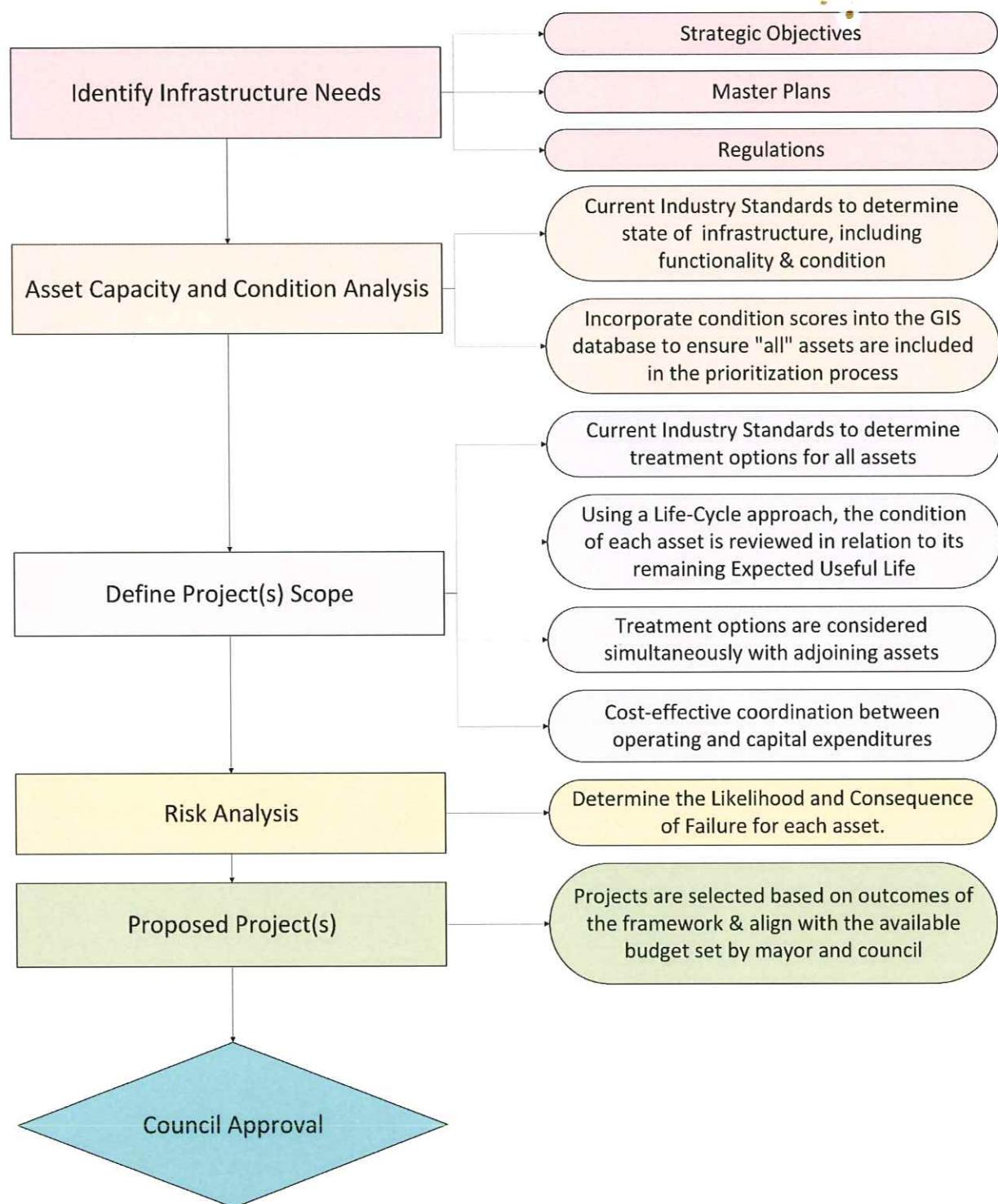
The existing model is a simplistic binary assessment tool, restricting the prioritization process to yes-or-no answers concerning narrowly defined project characteristics and excludes the ability to evaluate broader infrastructure interdependencies and condition ratings based on industry standards. As our community faces multifaceted challenges including budget constraints, infrastructure demands, service sustainability, and climate change, a more refined and adaptable framework is essential to simultaneously evaluate assets and incorporate modern industry standard practices to inform decision-making.

### **Proposed Changes**

The following framework is proposed to replace the current needs assessment model.



**CAPE BRETON REGIONAL MUNICIPALITY**  
**INFRASTRUCTURE PRIORITIZATION**  
**FRAMEWORK**



## Key Benefits of the Update

- **Shifting Strategic Goals:** Allowing for adaptability in response to evolving community and council priorities.
- **Service Level Objectives:** Aligning projects with desired service levels and community expectations.
- **Risk and Safety Considerations:** Evaluating the potential risks associated with projects, ensuring safety is a top priority.
- **Cross-Departmental Functionality:** Facilitating collaboration among various departments to create an integrated approach to project prioritization.
- **Optimizing Budget Allocation:** By understanding the timing of repairs, replacements, and upgrades, CBRM can align infrastructure spending with overall budget cycles.
- **Increased Transparency:** A clear and structured prioritization process will enhance transparency and build public trust in CBRM decision-making.

## Conclusion

Updating the Infrastructure Needs Assessment Model is imperative to sustain our critical services. The proposed CBRM Infrastructure Prioritization Framework will enable a more comprehensive, adaptive, and transparent process for decision-making. This initiative will enhance the capital planning process and position our municipality as a leader in asset management.

Original Signed by:

  
Matt Viva, P.Eng  
Senior Manager, Engineering Services

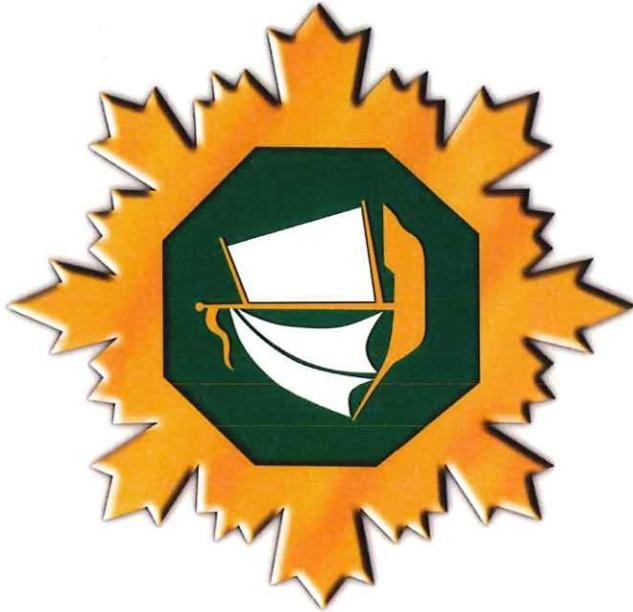


## **CBRM Infrastructure Prioritization Framework**

*- An Update to the  
2000 Infrastructure  
Needs Assessment  
Model*

## Background - Infrastructure Needs Assessment Model

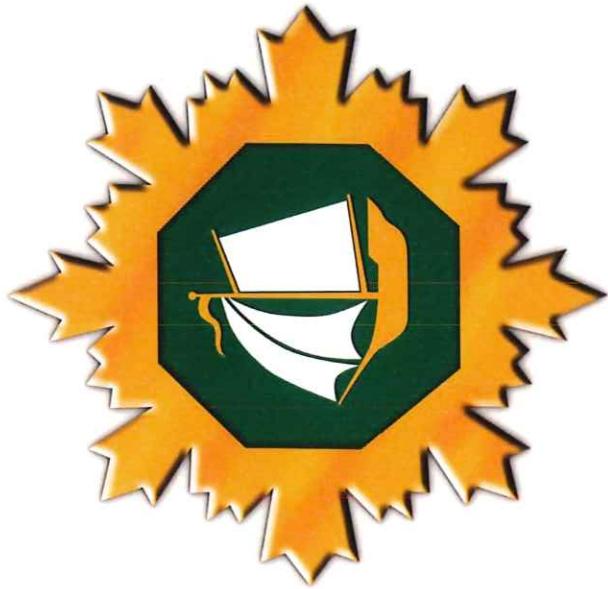
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- Adopted in 1998 and updated in 2000
- Specific projects/programs are input into the database and a defined list of yes-or-no questions are answered to determine a condition factor.
- The condition factor is calculated based on a weighted value assigned to each question
- Work is prioritized based on the lowest condition factor.

# Why Change Now?

- Aging infrastructure
- Budget constraints
- Evolving regulations
- Capacity limitations & increased demands
- Advancements in technology
- Sustainability Constraints
- Single Variable vs. Multi-variable analysis



# Objective

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The **objective** of this undertaking is to update the Cape Breton Regional Municipality's 27-year-old infrastructure prioritization process to align with current needs, industry standards, and our on-going asset management initiatives. This new approach will leverage data-driven insights and asset management software to enable more informed, efficient, and strategic decision-making in infrastructure planning and prioritization.

- **Key Responsibilities**

- Data collection and asset inventory management
- Condition assessment and risk evaluation
- Monitor and predict the need for repairs, replacements, and upgrades of infrastructure assets before they become urgent
- Focus on long-term planning and lifecycle management of assets
- Continue to improve by monitoring, measuring & reporting



# Asset Condition Data



Summary of CBRM Linear Assets

	Total Length (kms)	Very Poor	Poor	Fair	Good	Very Good	Total Asset Value
<b>Roads</b>							
<i>Arterial</i>	25	0%	6%	47%	25%	20%	\$ 50,165,000
<i>Major Collector</i>	34	2%	18%	27%	21%	32%	\$ 48,332,000
<i>Collector</i>	26	1%	6%	35%	29%	27%	\$ 36,670,500
<i>Minor Collector</i>	64	2%	18%	27%	21%	32%	\$ 90,482,000
<i>Local</i>	332	15%	25%	18%	16%	22%	\$ 310,326,500
<b>Subtotal</b>	<b>482</b>	<b>11%</b>	<b>22%</b>	<b>22%</b>	<b>19%</b>	<b>24%</b>	<b>\$ 535,976,000</b>
<b>Sanitary Sewers</b>							
<i>Trunk Sewers</i>	10	15%	13%	40%	5%	27%	\$ 43,860,238
<i>Collector Sewers</i>	691	30%	21%	21%	13%	15%	\$ 1,120,708,151
<i>Pressure Sewers</i>	23	14%	4%	13%	8%	60%	\$ 60,560,976
<b>Subtotal</b>	<b>724</b>	<b>29%</b>	<b>20%</b>	<b>21%</b>	<b>13%</b>	<b>17%</b>	<b>\$ 1,225,129,365</b>
<b>Waternains</b>							
<i>Distribution Mains</i>	735	33%	31%	17%	7%	13%	\$ 1,256,850,000
<i>Transmission Mains</i>	64	30%	15%	3%	7%	45%	\$ 134,360,100
<b>Subtotal</b>	<b>799</b>	<b>32%</b>	<b>30%</b>	<b>16%</b>	<b>7%</b>	<b>15%</b>	<b>\$ 1,391,210,100</b>
							<b>\$ 3,152,315,465</b>

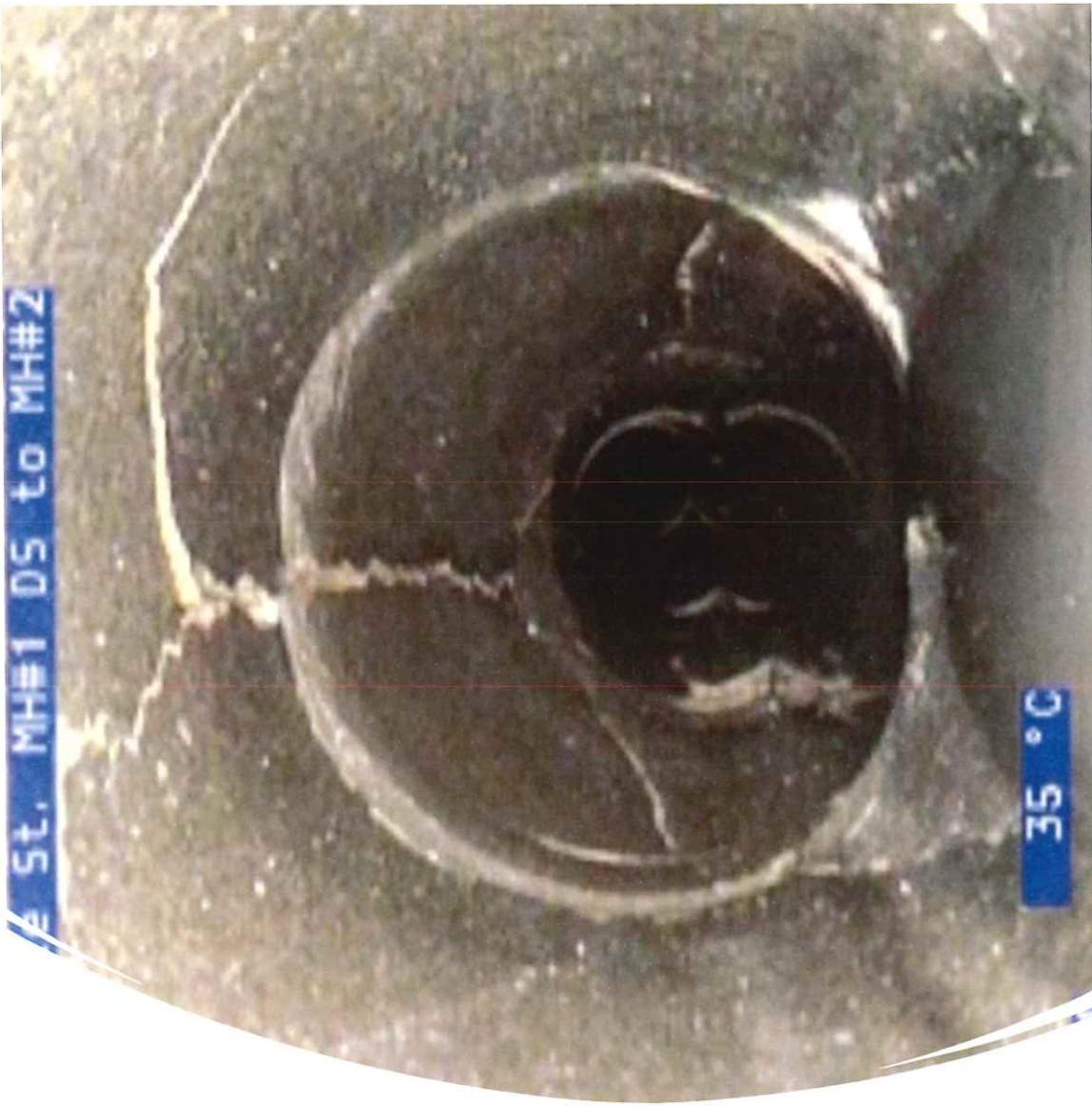
# Roads

## Archibald Avenue:

- Pavement Quality Index (PQI) = 8
- Length = 240m
- Replacement Cost = \$240,000



# Sanitary Sewer



## Hinesdale Drive:

- Material = Vitrified Clay Pipe
- Condition Score = 4
- Length = 90m
- Estimated Age = 79 years
- Replacement Cost = \$150,000

# Watermains

## Hinesdale Drive:

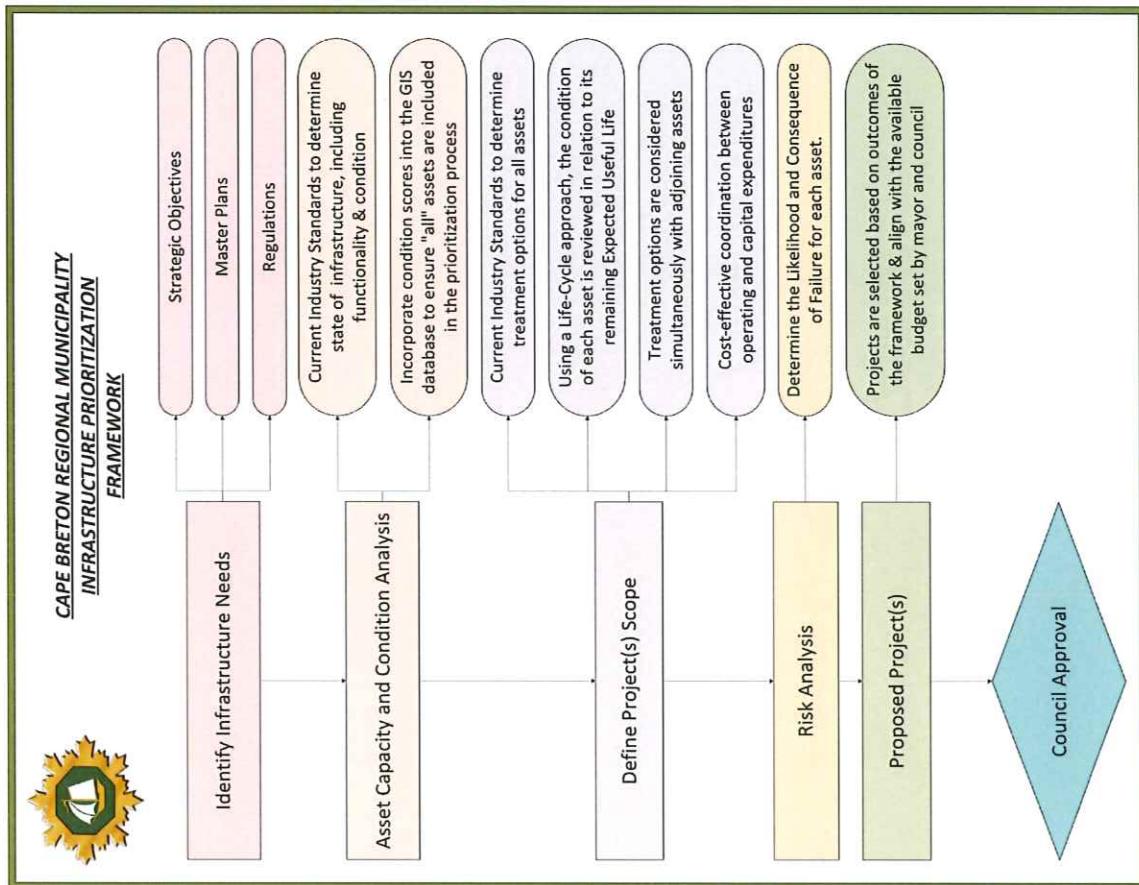
- Material = Cast Iron
- Condition Score = 4
- Length = 90m
- Estimated Age = 64 years
- Replacement Cost = \$210,000





# Technology & Innovation

- **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.



# CBRM

# Infrastructure

# Prioritization

# Framework

## How We Can Work Together – A bigger Initiative

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- **Mayor / Council Strategic Direction:**
  - Your input on prioritizing projects and setting long-term goals.
    - Defining Strategic Priorities
    - Support for capital budgets and funding allocation.
- **Advocate for Sustainable Infrastructure:**
  - Ensure infrastructure projects align with long-term sustainability and safety goals.
  - Encourage investment in innovation and technology that improves service delivery.





## **MEMO — Committee of the Whole**

**TO:** Mayor and Council

**FROM:** Sheila Kolanko – Property Manager

**SUBJECT:** REQUEST FOR MUNICIPAL PROPERTY  
PORTION OF PID 15140601  
Laurier Street, Sydney (District 12)

**DATE:** January 14<sup>th</sup>, 2025

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### **REQUEST:**

To deem municipal property surplus for sale at market value.

### **BACKGROUND INFORMATION:**

Letter of Interest was received requesting CBRM sell a portion of municipal property located on Laurier Street, Sydney (“subject property”) as outlined in red on the attached map (Attachment “A”) and being portion of CBRM property identified as PID 15140601 (outlined in yellow).

The subject property is currently deemed essential in the Property Inventory database and identified as encompassing portion of a brook. The applicant is seeking to purchase approximately 30 feet of property located west of the brook. The applicant also wishes to purchase an adjacent municipally owned surplus lot, identified as PID 15822547 (outlined in blue – see Attachment “A”). The applicant wishes to construct a new residential dwelling, provided the municipality grants the request to sell the subject property to the applicant.

CBRM is in receipt of an application by the applicant to purchase PID 15822547 (surplus lot) at market value.

PID 15140601 is currently assessed at \$700.00.

**INTERNAL REVIEW/EVALUATION:**

An internal review was completed, and staff have confirmed there is no CBRM infrastructure on the subject property and all departments have no issue with the request provided the applicant adheres to the CBRM Municipal Planning Strategy and Land Use By-Laws.

**LEGISLATIVE AUTHORITY**

Section 50 (5)(b) of the *Municipal Government Act* states that

A municipality may sell property at market value when the property is no longer required for the purposes of the municipality.

**FINANCIAL IMPLICATIONS:**

The applicant will be required to pay market value for the subject property and all costs shall be the responsibility of the applicant.

**RECOMMENDATION:**

It is a recommendation that the Committee of the Whole direct Council to pass a motion to convey the subject property to the applicant pursuant to the Municipal Government Act.

Respectfully submitted,

Sheila Kolanko  
Property Manager

ATTACHMENT "A"



PID: 15822547 Owner: CBRM (Surplus)



PID: 15140601 Owner: CBRM (Essential)



Subject Property (western 30ft of 15140601)



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## MEMO — Committee of the Whole

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST FOR MUNICIPAL PROPERTY  
Portion of PID 15232366; Portion of PID 15656523 and PID  
15656515 - Main Street, Reserve Mines (District 8)

DATE: January 14<sup>th</sup>, 2025

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### REQUEST:

To deem municipal property surplus for sale at market value.

### BACKGROUND:

Letter of Interest was received from the Province of Nova Scotia ("the applicant") requesting CBRM sell property located at Main Street, Reserve Mines ("subject property") as outlined in yellow on the attached map (Attachment "A"). The subject property is made up of a portion of PID 15232366, a portion of PID 15656523 and all PID 15656515.

The Province of Nova Scotia is seeking suitable property in the Reserve Mines area for the location of a new P-6 school. The proposed site is vacant municipal land situate at the rear of the existing Tompkins Memorial Elementary School.

The subject property is currently identified as an essential asset in the CBRM Property Inventory for recreational uses as well as the existing location for the Tompkins Memorial Elementary School.

Portion of PID 15232366: The subject comprises 1.42 acres. If sold, this parcel would require lot consolidation with the other subject parcels for future road access and municipal services.

Portion of PID 15656523: The subject is approximately 3.70 acres in size. It will require lot consolidation to have legal access and municipal services.

PID 15656515: The subject is located on Sydney Road, Reserve Mines and is approximately 2.75 acres in size. The land is vacant and mostly cleared as it was the former site of the Reserve District High School. Lot consolidation is required with the 2 previous noted lots to comply with Municipal Planning Strategy and Land-Use Bylaws.

The 3 properties impacted by this request, which include the Tompkins Memorial Elementary School, are currently assessed at \$1,156.000.

A market evaluation for the subject property as of August 31, 2024 is as follows:

Portion of PID 15232366: \$40,000 (\$30,000/sq. acre)

PID 15656515: \$100,000 (\$35,000/sq. acre)

Portion of PID 15656523: \$110.000 (\$30,000/sq. acre)

Total: \$250,000.

#### **INTERNAL REVIEW/EVALUATION:**

An internal review was completed, and staff have determined the property requested by the applicant can be deemed surplus for the proposed development for a new school. As such, it is reasonable for Council to consider the said request.

#### **LEGISLATIVE AUTHORITY:**

Section 50 (5)(b) of the *Municipal Government Act* states that

A municipality may sell property at market value when the property is no longer required for the purposes of the municipality.

#### **FINANCIAL IMPLICATIONS:**

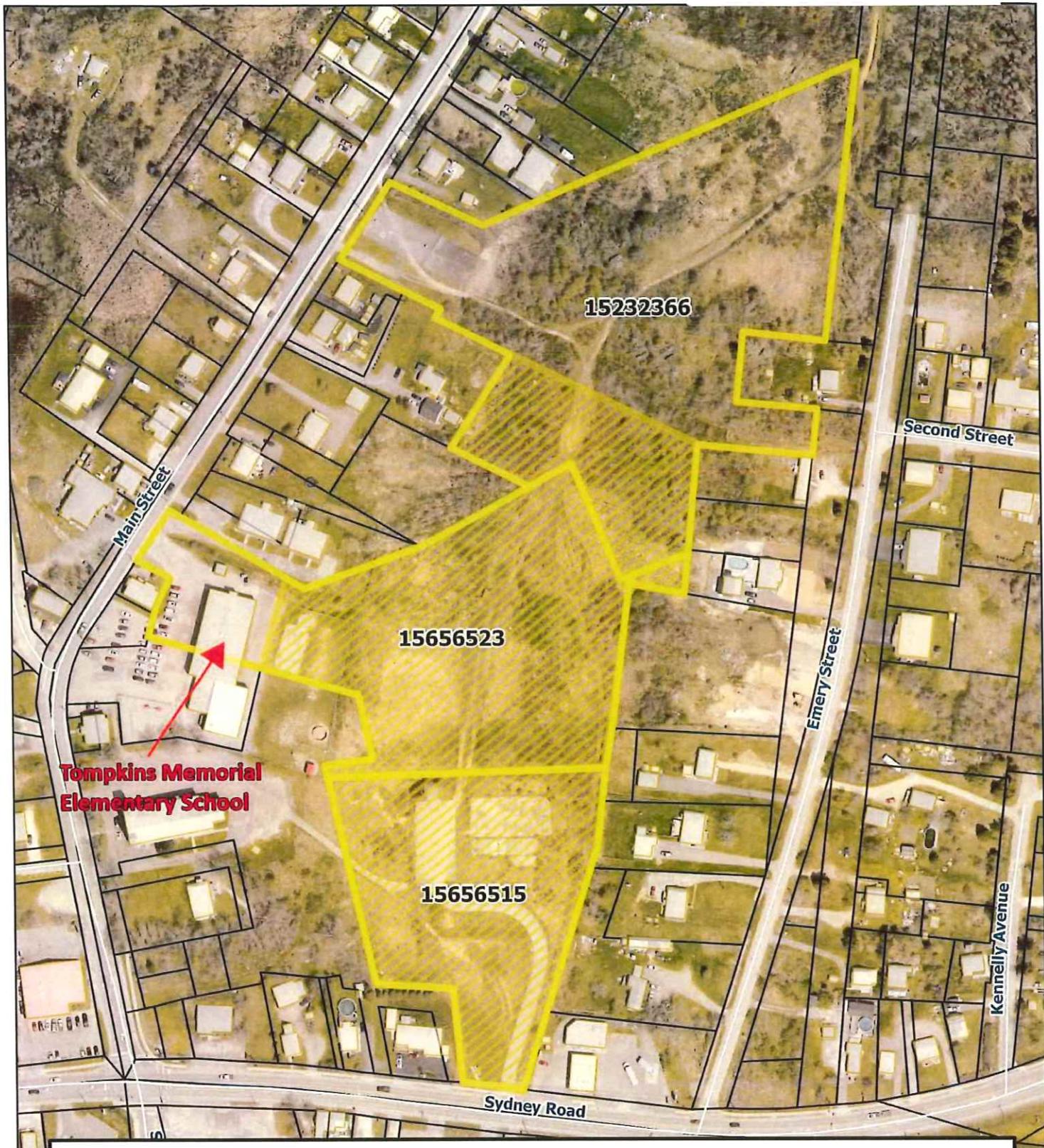
The applicant will be required to pay full market value for the subject property in the amount of \$250,000. Net sale proceeds are deposited to a capital reserve fund.

#### **RECOMMENDATION:**

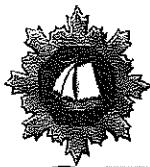
It is recommended that Committee of the Whole direct council to pass a motion to declare the subject property surplus to the needs of the municipality and sell at market value to the applicant for the location for a new P-6 school.

Respectfully submitted,

Sheila Kolanko  
Property Manager



PIDs: 15656515, 15656523(Portion),  
15232366 (Portion) Owner: CBRM



# **CBRM**

*A Community of Communities*

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## **MEMO — Committee of the Whole**

**TO:** Mayor and Council

**FROM:** Sheila Kolanko – Property Manager

**SUBJECT:** REQUEST FOR MUNICIPAL PROPERTY  
PORTION OF PID 15489354  
401 Ling Street, New Waterford (District 11)

**DATE:** January 14<sup>th</sup>, 2025

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**REQUEST:**

To deem municipal property surplus for sale for \$1.00.

**BACKGROUND:**

Letter of Interest was received from New Waterford Arcano Group ("the applicant") requesting CBRM release its interest in the property located at 401 Ling Street, New Waterford ("subject property") as outlined in blue on the attached map (Attachment "A") and being portion of CBRM parent property identified as PID 15489354 ,outlined in yellow (Attachment "B").

The building located on the subject property is identified as Civic #401 Ling Street, New Waterford. It was built in the early 1970's by the applicant with the assistance of a federal grant to support the work they were doing within the community. The applicant has indicated the former Town of New Waterford agreed to allow the construction of the building on the former town property. At that time, it was the applicant's understanding they were granted a 99-year land lease from the former town for the land encompassing their building. There is no record of a signed lease agreement.

The applicant is a registered not-for-profit society, provides full maintenance for the building and has done so since the building was constructed over 50 years ago. They are self-supportive and do not receive any maintenance service from the municipality.

The municipal parent property contains approximately 98 acres in total and is currently deemed essential. It not only encompasses the subject property, 401 Ling Street, but also includes the CBRM's Public Works Warehouse facility, Salt Shed, a Communication Tower, road parcels, water/sewer lines and the Historical Society Park.

The subject property fronts on a public road (Ling Street) that runs through 2 municipal properties. One identified as PID 15489354 (which also encompasses the subject property) and the second lot identified as PID 15563968 (recently acquired from Public Works and Government Services Canada). The engineering department advised PID 15563968 requires a survey to establish the true boundary of the public road, known as Ling Street. The suggested road boundary is outlined in red on the attached map (Attachment "A").

**INTERNAL REVIEW/EVALUATION:**

An internal review was completed, and staff have determined it is reasonable to transfer that portion of land encompassing the building to the applicant. It not only resolves the title issue affecting the property for the applicant but also supports the current Municipal Planning Strategy & Land Use By-laws.

Given the nature and content of the applicant's request, the recognition of their commitment to the community and pursuant to existing policy and legislative authority, it is reasonable for Council to consider the request of the applicant.

**LEGISLATIVE AUTHORITY**

Section 51 of the *Municipal Government Act* is the authority a Municipality can sell a property at a price less than market value to a non-profit organization that Council considers to be carrying on an activity that is beneficial to the Municipality. The act requires the resolution to sell at less than market value and must be passed by at least two thirds majority of the council present and voting. Council is directed to first hold a public hearing if the property is valued at more than ten thousand dollars at less than market value.

**FINANCIAL IMPLICATIONS:**

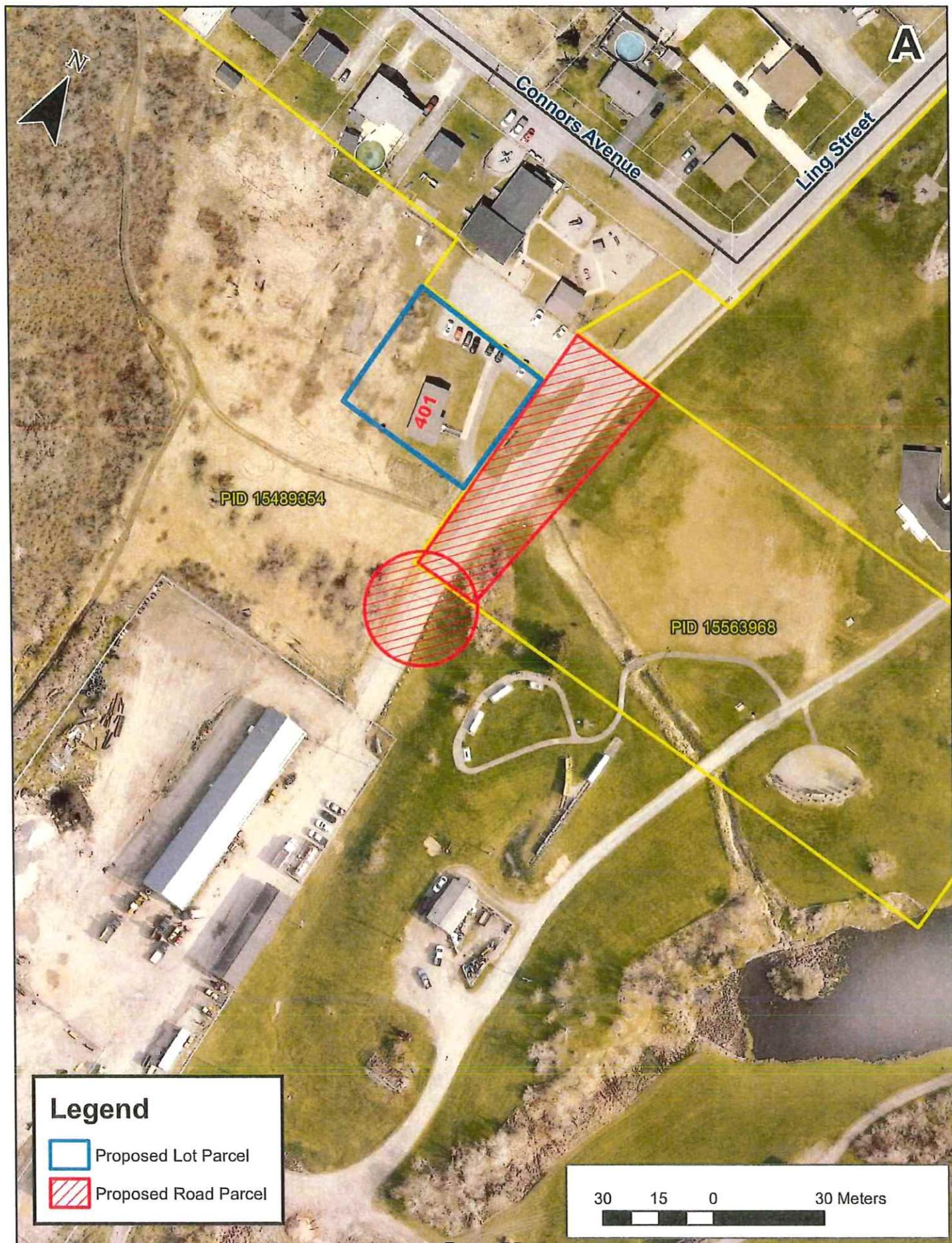
Staff recommend a shared cost with the applicant for a survey. The quote received from the surveyor is \$4800 plus HST. The cost is approved in the Engineering & Public Works budget.

**RECOMMENDATION:**

It is a recommendation that Committee of the Whole direct Council to pass a motion to convey the subject property to the applicant for \$1.00 pursuant to the Municipal Government Act.

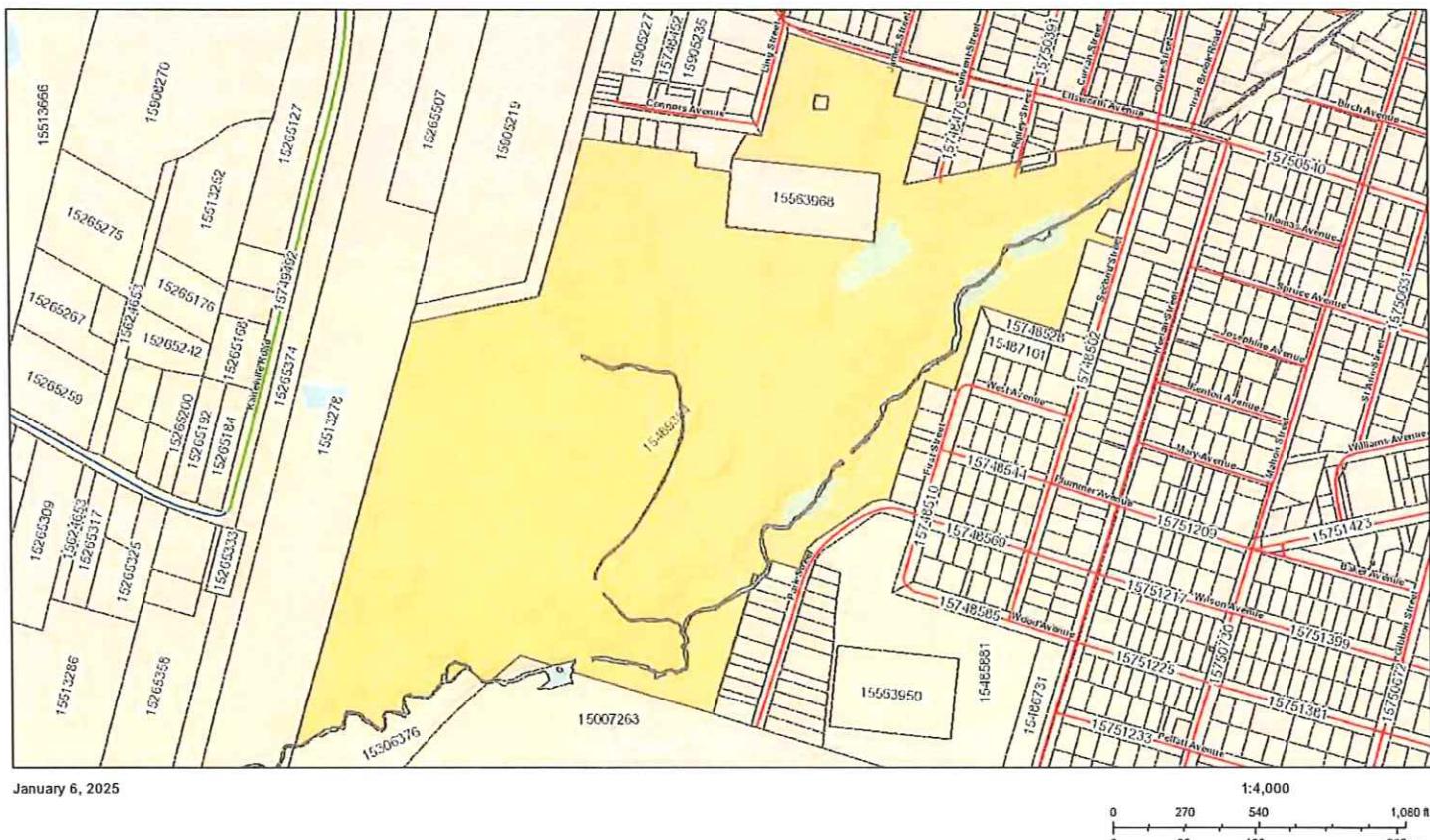
Respectfully submitted,

Sheila Kolanko  
Property Manager



B

## Cape Breton Regional Municipality





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

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**To:** Mayor & Council  
**From:** Demetri Kachafanas, K.C., Interim CAO  
**Date:** January 14<sup>th</sup>, 2025  
**Subject:** Expense Related Policies

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**Recommendation:**

1. That Committee of the Whole recommend Council consider the repeal of the following policies to be replaced with the Employment Expense Reimbursement Policy:
  - Travel expense policy for Elected Officials (see page 59) legislatively required for review under Section Municipal Government Act, Section 23(4) and in alignment with DMAH's Financial Reporting and Accounting Manual Section 3(3)(b)(ii);
  - Travel expense policy for Staff (see page 67) legislatively required for review under Municipal Government Act, Section 23(4) and in alignment with DMAH's Financial Reporting and Accounting Manual Section 3(3)(b)(ii);
  - CBRM Hospitality Policy (see page 76) legislatively required for review under the Municipal Government Act, Section 23(5) and in alignment with DMAH's Financial Reporting and Accounting Manual Section 3(5)(c)(ii); and
  - Get Well and Bereavement Policy (see page 80)
2. To approve the CBRM Purchase Card Policy as a supplementary expense related policy outlining specific requirements of corporate purchase cards.

**Purpose:**

This memo and subsequent policies aims to inform Council of the municipality's legislative obligation to review specific policies after each regular municipal election and to provide clarity on financial responsibilities and reporting requirements.

**Background:**

The CBRM is required to review certain policies following an election for their readoption with or without amendments. For the purposes of addressing gaps in policy and to ensure efficiency and clarity, the following policies have been combined: travel expense policy for elected officials, travel expense policy for staff, CBRM Hospitality Policy, and as it was applicable to expenses, the Get Well and Bereavement Policy.

Policies have been created in compliance with the above noted legislative requirements, and using best practices from other municipalities including Halifax, and Waterloo, and with review by the Chief Financial Officer and an external auditor to ensure alignment with accounting industry standards and practices.

The policy drafts will be forthcoming before the Committee of the Whole meeting in an addendum as they are being finalized.

*Original signed by:*

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**Demetri Kachafanas, K.C.**  
**Interim Chief Administrative Officer**

# Travel Expense Policy for Elected Officials

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## 1. Legislative Authority

- 1) This policy derives its authority from Section 23(3) and (4) of the *Municipal Government Act* of the Province of Nova Scotia.

## 2. Statement of Policy

- 1) It is the policy of the municipality to reimburse elected officials for reasonable and necessary expenditures incurred on official municipal business.
- 2) Actual kilometers travelled will be reimbursed at the kilometer rate set by Council or the appropriate committee.
- 3) All other allowable expenses are on an actual cost basis; or per diem rate set by Council or the appropriate committee.
- 4) Claims for reimbursement of actual travel expenses, other than for kilometers or per diems, must be accompanied by detailed invoices and/or receipts showing proof of payment with all taxes detailed.
- 5) All expense claims are subject to review and internal audit verification.
- 6) Travel is subject to budget restrictions.
- 7) Any travel outside of Canada must be approved in advance by the Chief Administrative Officer ("CAO").
- 8) The purpose of the travel, destination, kilometers (if applicable) and dates must be recorded on the expense claim form.
- 9) The distribution of travel funds for non-local conferences and meetings will be allotted in the following manner:
  - (a) Each member of Council will be assigned an annual budget based on past experience and available budget. Each member of Council must be personally accountable for the usage of this funding and must make travel decisions based on their individual total budget available.
  - (b) FCM/NFSC convention fund entitlement is authorized by Council. Delegates attending the annual FCM convention shall not exceed one half of council membership, noting that priority will be given to Council members who have not attended the conference in the previous year.

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- (c) Emergency Travel – Non budgeted travel will only be authorized by the Mayor when it is deemed necessary to have Council representation present at some unforeseen event, despite the lack of individual councillor(s) budget.

### 3. Travel While on Municipal Business

#### 1) Airfare

- (a) Air travel should be booked at the advanced purchase excursion rates on commercial airlines using the most efficient and direct route.
- (b) Any differentials from the excursion rate or stop-over costs must be explained and approved on the expense claim when submitted.
- (c) Where available, business/executive class air travel shall be authorized where continuous air travel exceeds nine hours. Continuous air travel starts at the scheduled flight departure time and ends with the arrival at destination terminal or with an overnight stop or layover equivalent to an overnight stop.
- (d) For all other travel, airfare upgrades shall be at the personal expense of the claimant unless there are ergonomic necessities attributable to physical requirements of the employee including, but not limited to, wheelchair accessibility. Reimbursement for upgrade costs must be received at the time of billing.
- (e) Additional charges for baggage fees shall be limited to 1 item per claimant unless authorized in advance.
- (f) The purchase and use of flight passes constitute a travel advance and must be reported on an expense claim within 10 days of use.

#### 2) Lodging

- (a) Hotel and motel expenses will be reimbursed on completion of travel upon submittal of proper “Expense Claim” forms.
- (b) Hotel accommodations shall not exceed the cost of a standard room, double occupancy.
- (c) Other than for conferences/conventions offering group rates, hotel accommodations shall be booked at a hotel with a negotiated price agreement whenever possible or offering reduced government rates.
- (d) Hotel upgrades shall be at the personal expense of the claimant unless there are ergonomic necessities attributable to physical requirements of the employee including, but not limited to, wheelchair accessibility.

- (e) Additional accommodation expenses for an accompanying guest will not be reimbursed and are the personal responsibility of the claimant.
- (f) Private accommodation may be authorized in lieu of hotel accommodation for non-local travel and shall receive a per diem of \$40.00 per night.

3) Meals

- (a) Meal per diem reimbursements are to be itemized on proper "Expense Claim" forms.
- (b) Reimbursement for meals shall not exceed the per diem meal amounts set out in this policy. Reimbursement in excess of daily maximum meal per diem will only be made if the actual expenses are reasonable and approved by the CAO.
- (c) Approved meal reimbursements are to be itemized on proper "Expense Claim" forms accompanied by detailed receipts.
- (d) Breakfast may be claimed only when the council member has been travelling on municipal business for more than one hour before the recognized time for the start of the day's work. Dinner may only be claimed when the council member is not expected to return to his/her residence before 6:30pm.
- (e) Meal costs will not be reimbursed where the cost is included in the airfare or in registration fees at conventions, conferences, or training events. (Conference itineraries should be attached to the expense claim form).

4) Kilometer Allowance

- (a) Members of Council who utilize their personal vehicles on travel assignments will be reimbursed the approved rate per kilometer.
- (b) Mileage will be reimbursed from the regular place of work, or from the Council member's residence, whichever is **less**.
- (c) Members of Council are eligible for reimbursement of actual kilometers travelled for official municipal business pertaining to the following:
  - Council/Committee meetings
  - Board/Agency meetings where a councillor was appointed by Council to the Board
  - Public meetings/hearings
  - Council Workshop/Training seminars/Conventions
  - Meetings with representatives of other levels of government
  - Municipal hosted events

- Public events where a councilor has been officially invited as part of their role as a member of Council.

(d) Members of Council shall not be reimbursed for travel expenses related to:

- Political activities associated with election or re-election
- Meetings with constituents, individual electors, or complainants
- Meetings/conferences related to organizations or Boards of which the Councilor is not appointed by Council
- Other costs incurred for unofficial municipal travel.

(e) Notwithstanding 3(iv)(3) and 3(iv)(4), consideration may be granted for other community events / meetings as approved by the CAO or designate.

(f) Non local travel - No reimbursement for mileage shall exceed the dollar amount of round-trip airfare at the economy rate on a licensed common carrier, plus auto rental or taxi fare at point of destination.

(g) When two or more Council members are attending the same seminar, convention, or meeting, reasonable efforts to share a vehicle shall be made whenever possible.

(h) If an elected official, for his or her own convenience, travels by an indirect route or interrupts travel by the most economical route, the elected official shall bear any extra expense involved. Reimbursement for such travel shall be for only that part of the expense as would have been necessary in order to travel.

## 5) Vehicle Rentals

(a) Council members are encouraged to rent a vehicle from an agency with a negotiated price agreement wherever possible in instances where:

- i. The aggregate costs of renting a vehicle are more cost effective to the Municipality than paying a per diem.
- ii. Reasonable ground transportation services such as public transit, taxis or hotel shuttles are unavailable; or
- iii. Two or more employees are travelling for the same purpose, and it is more economical than the combined cost of other reasonable transportation.

(b) Compact, economical vehicles must be used unless three (3) or more persons travelling together, the bulk weight of goods being transported necessitates a larger vehicle, or a compact, economical vehicle is unavailable.

## 6) Parking Fees

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- (a) Parking fees will be reimbursed for actual cost when receipts are provided.

7) Travel Advances

- (a) Advances will only be issued where an overnight stay is required.
- (b) Travel advances will be issued by the Finance Department based on reasonable estimated costs.
- (c) Advances will not be paid for less than \$200.
- (d) Travel advances must be reconciled against actual costs incurred by submitting an expense claim accompanied by any repayment of advance owing within 10 days of completing the travel. Any travel advance not reconciled in this time frame shall be reclaimed through payroll deduction.

8) Non-Allowable Items

- (a) Claims for loss of personal effects, for medical and hospital treatment, for purchase of hand luggage, clothing, and other personal equipment, or for other personal expenses such as laundry, valet parking will not be reimbursed.
- (b) If the duration of travel exceeds 1 week or for extenuating circumstances, then laundry services may be reimbursed for reasonable amounts with receipts.
- (c) Fines for parking or traffic violations are the direct responsibility of the employee and will not be reimbursed.
- (d) Additional expenses incurred as a result of non-council member accompaniment are the direct responsibility of the council member.
- (e) Purchases of alcohol will not be reimbursed.

4. **Other**

- 1) Expenses incurred by one individual on behalf of another must be attributed to the individual(s) for whom those expenses were incurred.
- 2) Expenses incurred by non-municipal officials will not be reimbursed. Consideration may be granted in exceptional circumstances but must be approved in advance by CAO.
- 3) Debit/Credit card transaction records are not acceptable as receipts and will not be reimbursed. Only detailed/itemized receipts are accepted.
- 4) Eligible travel expenses may be purchased on corporate credit card, so long as the purchases are consistent with this policy and may not be used for cash advances or personal expenses.

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## 5. Reporting Requirements

- 1) Pursuant to Section 65D of the Municipal Government Act, the CAO shall ensure that:
  - (a) Within 90 days of the end of each fiscal quarter, the expense report for elected officials is prepared and posted on the Municipal website.
  - (b) Reportable expenses include travel and travel related expenses, including transportation accommodation and incidentals, meals, and training and education.
  - (c) The annual summary report on expenses for the preceding fiscal year that is compliant with the requirements of the Department of Municipal Affairs and the requirements set out in the Financial Reporting and Accounting Framework is prepared and submitted to the Minister of Municipal Affairs by September 30th of each year.

## 6. Review Requirements

- 1) By the January 31st immediately following a regular election held under the Municipal Elections Act, Council shall review this policy and, following a motion of Council, either re-adopt or amend the policy.

## 7. Procedures

### 1) Reservations

- (a) All reservations for air travel, accommodation and rental vehicles will be coordinated by the Council Assistant.
- (b) Accommodation and rental vehicles shall be reserved using negotiated price agreements whenever possible in order to provide the municipality a preferred level of service at competitive rates.

### 2) Travel Advances

- (a) The travel advance will be submitted to the Finance Department by the Council Assistant.
- (b) The travel advance must be approved by the Chief Financial Officer.
- (c) The Council Assistant should receive the travel advance form from the Councillor no earlier than five working days prior to the required date.

### 3) Expense Claims

#### (a) Local Travel

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- i. Travel claims are to be submitted to the Council Assistant on approved claim form the 1st working day of each month for the prior month.
- ii. Claims are to be processed and payment made on or before mid-month.

*(b) Travel Reimbursement*

- i. All expense claims or advance repayments are to be submitted to the Council Assistant on the 1st and 15th of each month. (First working day following – if weekend or holiday.)
- ii. All travel expenditures relating to the Mayor will be authorized by the CAO or designate.
- iii. All travel expenditures relating to Council will be authorized by the CAO, CFO or designate.
- iv. Claims will only be reimbursed when the following conditions are met:
  - Claim is consistent with policy
  - Expenses claimed were necessarily incurred in the performance of municipal business
  - Appropriate receipts are provided when required and support the claim and claim documentation is appropriately filed.
- v. In considering an expense claim for payment, the CAO, CFO or designate may request additional explanations or justifications from the claimant and may refuse to approve any claim or expense they deem as unreasonable or not in compliance with this policy.
- vi. Payments shall be processed the week following submission date if supported by proper documentation.

**8. Fraud, Misuse or Misappropriation of Municipal Funds**

- 1) Fraudulent irregularity, misuse or misappropriation of funds may result in disciplinary action.
- 2) Suspicious activity and potential misuse of funds shall be reported to Council for determination of further action.

## 9. Authorization Levels

<u>Claimant</u>	<u>Authorized Signatory</u>
Mayor:	CAO or designate
Council:	CAO, CFO or designate
Travel outside Canada:	CAO

#### **10. Meal Per Diem and Kilometer Allowance**

- 1) Meal and incidental per diems and per-kilometer allowances shall be that of the Nova Scotia Federation of Municipalities (NSFM) established rates, adjusted annually, effective the first day of the fiscal year – April 1. Incidental per diem shall only be paid on travel dates requiring overnight accommodation in hotels.
- 2) Private accommodation per diem shall be set at \$40.00 per night.
- 3) Rates in USA are the same as in Canada but paid in US funds.

APPROVED BY COUNCIL: JUNE 12, 1996

AMENDED:	JUNE 27, 2001
	MARCH 11, 2005
	JUNE 8, 2006
	NOVEMBER 20, 2018
	FEBRUARY 18, 2020
	JANUARY 26, 2021

# Travel Expense Policy for Staff

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## 1. Legislative Authority

- 1) This policy derives its authority from Section 65(r) 23(3) and (4) of the ***Municipal Government Act*** of the Province of Nova Scotia.

## 2. Statement of Policy

- 1) It is the policy of the municipality to reimburse employees for reasonable and necessary expenditures incurred by individuals on official municipal business.
- 2) Actual kilometers travelled will be reimbursed at the kilometer rate set by Council or the appropriate committee.
- 3) All other allowable expenses are on an actual cost basis; or per diem rate set by Council or the appropriate Committee.
- 4) Claims for reimbursement of actual travel expenses, other than for kilometers or per diems, must be accompanied by detailed invoices and/or receipts showing proof of payment with all taxes detailed.
- 5) All expense claims are subject to review and internal audit verification.
- 6) The purpose of the travel, destination, kilometers (if applicable) and dates must be recorded on the expense claim form.

## 3. Travel While on Municipal Business

### *Overnight Trips*

- 1) Airfare
  - a) Air travel should be booked at the advanced purchase excursion rates on commercial airlines using the most efficient and direct route.
  - b) Any differentials from the excursion rate or stop-over costs must be explained and approved on the expense claim when submitted.
  - c) Where available, business/executive class air travel shall be authorized where continuous air travel exceeds nine hours. Continuous air travel starts at the

scheduled flight departure time and ends with the arrival at destination terminal or with an overnight stop or layover equivalent to an overnight stop.

- d) For all other travel, airfare upgrades shall be at the personal expense of the claimant unless there are ergonomic necessities attributable to physical requirements of the employee including, but not limited to, wheelchair accessibility. Reimbursement for upgrade costs must be received at the time of billing.
- e) Additional charges for baggage fees shall be limited to 1 item per claimant unless authorized in advance.
- f) The purchase and use of flight passes constitute a travel advance and must be reported on an expense claim with 10 days of use.

2) Lodging

- a) Hotel and motel expenses will be reimbursed on completion of travel upon submittal of proper "Expense Claim" forms.
- b) Hotel accommodations shall not exceed the cost of a standard room, double occupancy.
- c) Other than for conferences/conventions offering group rates, hotel accommodations shall be booked at a hotel with a negotiated price agreement whenever possible or offering reduced government rates.
- d) Hotel upgrades shall be at the personal expense of the claimant unless there are ergonomic necessities attributable to physical requirements of the employee including, but not limited to, wheelchair accessibility.
- e) Additional accommodation expenses for an accompanying guest will not be reimbursed and are the personal responsibility of the claimant.
- f) Private accommodation may be authorized in lieu of hotel accommodation for non-local travel and shall receive a per diem of \$40.00 per night.

3) Meals

- a) Meals per diem reimbursements are to be itemized on proper "Expense Claim" forms.

- b) Reimbursement for meals shall not exceed the per diem meal amounts set out in this policy. Reimbursement in excess of daily maximum meal per diem will only be made if the actual expenses are reasonable and approved by the CAO.
- c) Approved meal reimbursements are to be itemized on proper "Expense Claim" forms accompanied by detailed receipts.
- d) Breakfast may be claimed only when the employee has been travelling on municipal business for more than one hour before the recognized time for the start of the day's work. Dinner may only be claimed when the employee is not expected to return to his/her residence before 6:30pm.
- e) Meal costs will not be reimbursed where the cost is included in the airfare or in registration fees at conventions, conferences, or training events. (Conference itineraries should be attached to the expense claim form).

4) Kilometer Allowance

- a) Employees who utilize their personal vehicles on travel assignments will be allowed the approved rate per kilometer. Each employee who drives a private vehicle on municipal business must have liability insurance on said vehicle.
- b) Mileage will be reimbursed from the regular place of work, or from the employee's residence, whichever is less.
- c) No reimbursement for mileage shall exceed the dollar amount of round-trip air fare at the economy rate on a licensed common carrier, plus auto rental or taxi fare at point of destination.
- d) When two or more employees are attending the same seminar, convention, or meeting, reasonable efforts to share a vehicle shall be made whenever possible.
- e) If an employee, for his or her own convenience, travels by an indirect route or interrupts travel by the most economical route, the employee shall bear any extra expense involved. Reimbursement for such travel shall be for only that part of the expense as would have been necessary in order to travel.

5) Vehicle Rentals

- a) Employees are encouraged to rent a vehicle from an agency with a negotiated price agreement wherever possible in instances where:

- i) The aggregate costs of renting a vehicle are more cost effective to the Municipality than paying a per diem.
- ii) Reasonable ground transportation services such as public transit, taxis or hotel shuttles are unavailable; or
- iii) Two or more employees are travelling for the same purpose, and it is more economical than the combined cost of other reasonable transportation.

b) Compact, economical vehicles must be used unless three (3) or more persons travelling together, the bulk weight of goods being transported necessitates a larger vehicle, or a compact, economical vehicle is unavailable.

6) Parking Fees

a) Parking fees will be reimbursed for actual cost when receipts are provided.

7) Travel Advances

a) Advances will only be issued where an overnight stay is required.

b) Travel advances will be issued by the Finance Department based on reasonable estimated costs.

c) Advances will not be paid for less than \$200.

d) Travel advances must be reconciled against actual costs incurred by submitting an expense claim accompanied by any repayment of advance owing within **10** days of completing the travel. Any travel advances not reconciled in this time frame shall be reclaimed through payroll deduction.

8) Non-Allowable Items

a) Claims for loss of personal effects, for medical and hospital treatment, for purchase of hand luggage, clothing, and other personal equipment, or for other personal expenses such as laundry, valet parking will not be reimbursed.

b) If the duration of travel exceeds 1 week or for extenuating circumstances, then laundry services may be reimbursed for reasonable amounts with receipts.

c) Fines for parking or traffic violations are the direct responsibility of the employee and will not be reimbursed.

- d) Additional expenses incurred as a result of non-employee member accompaniment are the direct responsibility of the employee.
- e) Purchases of alcohol will not be reimbursed.

*Local Travel and Expenses*

9) Local Kilometers

- a) No travel expense will be paid for commuting from an employee's personal residence to place of work during regular business hours.

10) Local Meals

- a) Reimbursement for meals will be allowed when the employee is attending a seminar or conference, a business meeting, and/or where the employee's attendance will directly benefit the municipality.

**4. Other**

- 1) Expenses incurred by one individual on behalf of another must be attributed to the individual(s) for whom those expenses were incurred.
- 2) Expenses incurred by non-municipal officials will not be reimbursed. Consideration may be granted in exceptional circumstances but must be approved in advance by CAO.
- 3) Debit/Credit card transaction records are not acceptable as receipts and will not be reimbursed. Only detailed/itemized receipts are accepted.
- 4) Eligible travel expenses may be purchased on corporate credit card, so long as the purchases are consistent with this policy and may not be used for cash advances or personal expenses.

**5. Reporting Requirements**

- 1) Pursuant to Section 65D of the Municipal Government Act, the CAO shall ensure that:
  - a) Within 90 days of the end of each fiscal quarter, the expense report for reportable employees is prepared and posted on the Municipal website.
  - b) Reportable employees include the Chief Administrative Officer, Directors, staff in council employment, and any other employees as deemed reportable by Council.

- c) Reportable expenses must report all travel and travel related expenses, including transportation accommodation and incidentals, meals, and training and education.
- d) The annual summary report on expenses for the preceding fiscal year that is compliant with the requirements of the Department of Municipal Affairs and the requirements set out in the Financial Reporting and Accounting Framework is prepared and submitted to the Minister of Municipal Affairs by September 30th of each year.

## 6. Review Requirements

- 1) By the January 31st immediately following a regular election held under the Municipal Elections Act, Council shall review this policy and, following a motion of Council, either re-adopt or amend the policy.

## 7. Procedures

### 1) Reservations

- a) All reservations for air travel, accommodation and rental vehicles will be coordinated by a designated staff person in each department.
- b) Accommodation and rental vehicles shall be reserved using negotiated price agreements whenever possible in order to provide the municipality a preferred level of service at competitive rates.

### 2) Travel Advances

- a) The travel advance is to be initiated on approved form by the individual travelling.
- b) The travel advance must be approved by the appropriate authorization levels.
- c) The Finance Department must receive the travel advance form no earlier than five working days prior to the required date.
- d) Travel advances for the Chief Administrative Officer will be authorized by the Chief Financial Officer.

### 3) Expense Claims

#### (a) *Local Travel*

- i) Travel claims are to be submitted to the Finance Department on approved claim form the 1st working day of each month for the prior month.
- ii) Claims are to be processed and payment made on or before mid-month.

*(b) Travel Reimbursement*

- i) All expense claims or advance repayments are to be submitted to the Finance Department on the 1st and 15th of each month. (First working day following – if weekend or holiday.)
- ii) Claims will only be reimbursed when the following conditions are met:
  - Claim is consistent with policy
  - Expenses claimed were necessarily incurred in the performance of municipal business
  - Appropriate receipts are provided when required and support the claim and claim documentation is appropriately filed.
- iii) In considering an expense claim for payment, additional explanations or justifications from the claimant may be requested and claims may be refused in part or totality if a claim or expense is deemed unreasonable or not in compliance with this policy.
- iv) Payment shall be processed the week following submission date if supported by proper documentation.

**8. Fraud, Misuse or Misappropriation of Municipal Funds**

- 1) Fraudulent irregularity, misuse or misappropriation of funds may result in disciplinary action up to and including termination of employment.
- 2) Suspicious activity and potential misuse of funds must be reported to the CAO.

**9. Authorization Levels**

*Staff*

Travel within Cape Breton:  
Travel within Canada:  
Travel outside Canada:

Immediate Supervisor/Manager  
Appropriate Director  
Chief Administrative Officer

## **10. Meal Per Diem and Kilometer Allowance**

- 1) Meal and incidental per diems and per-kilometer allowances shall be that of the Nova Scotia Federation of Municipalities (NSFM) established rates, adjusted annually, effective the first day of the fiscal year – April 1. Incidental per diem shall only be paid on travel dates requiring overnight accommodation in hotels.
- 2) Private accommodation per diem shall be set at \$40.00 per night.
- 3) Rates in USA are the same as in Canada but paid in US funds.

**APPROVED BY COUNCIL: APRIL 16, 1996**

**AMENDED: JUNE 27, 2001  
NOVEMBER 20, 2018  
JANUARY 26, 2021**

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# Cape Breton Regional Municipality Hospitality Policy

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## **Policy Statement**

1. The **Municipality** recognizes that hospitality-related activities are, at times, necessary and legitimate expenses supporting the effective conduct of government business and for reasons of diplomacy, protocol, business development or promotional advocacy.
2. The offering of hospitality will be done in such a manner so as to reflect the prudent stewardship of public funds. This policy safeguards the appropriate use of public funds through the establishment of uniform standards and procedures respecting Council member, Chief Administrative Officer (“CAO”) and **Municipality** employee hospitality claims.

## **Policy Objectives**

3. To provide direction and guidance with respect to the appropriate expensing of necessary hospitality expenses that support the **Municipality**’s objectives.
4. To ensure hospitality is offered in an accountable, economical and consistent manner in the facilitation of government business and/or for reasons of diplomacy, protocol, business development or promotional advocacy.
5. To ensure taxpayers’ dollars are used prudently and responsibly with a focus on accountability and transparency.

## **Hospitality and Hospitality Events**

6. A hospitality event is a reception, ceremony, conference, or other event that involves hosting individuals from outside the **Municipality**. Hospitality may be offered under the following circumstances in accordance with this policy:
  - (1) Hosting foreign dignitaries;
  - (2) Engaging in official public matters with representatives from other governments, business, industry or labour leaders, or other community leaders;
  - (3) Sponsoring or hosting conferences;
  - (4) Hosting ceremonies / recognition events; and
  - (5) Other official functions, as approved by the CAO, their designate or Council.

## **Signing Authority**

7. The following are the Signing Authorities for the positions referred to, and shall be responsible for administering this policy with respect to the individuals in those positions:

<b>Position</b>	<b>Signing Authority</b>
Member of Council	CAO or designate
CAO	<b>Mayor</b> or designate
Directors and Senior Staff	CAO or designate

8. A Signing Authority may designate a second signing authority. The designation of a secondary signing authority shall be in writing and shall state the name and position of the designate.

9. A Signing Authority is prohibited from authorizing payment of hospitality expenses incurred on their own behalf.

## **Prior Authorization**

10. Subject to this policy, all hospitality events which costs are expected to exceed \$500 require prior authorization.

11. A request for prior authorization for hospitality events requires the following information:

- rationale/purpose of the event;
- estimated numbers of attendees and their respective affiliations;
- if alcohol is to be provided at the event, the reasons that the provision of alcohol is appropriate and warranted in the circumstances;
- estimated itemized costs including gratuities and supplementary expenses.

12. Requests for hospitality events shall be reviewed by either the CAO or their designate who shall consider the value and benefit of the proposed event in relation to its cost in deciding whether to approve the hospitality event.

13. In instances where a hospitality event has been held without prior approval, claims for reimbursement must provide the details outlined above and also include a document outlining the reasons prior approval was not possible.

## **Serving of Alcohol**

14. While the standard for hospitality is the provision of non-alcoholic beverages, the provision of alcohol in the context of hospitality for reasons of diplomacy, protocol, business development or promotional advocacy is deemed an acceptable expense in limited circumstances. Any request for approval to serve alcohol at a hospitality event must have prior approval by either the CAO or their designate.

15. The **Municipality**, its employees and members of Council are expected to act responsibly in the use of public funds and in the care and well-being of themselves, other employees and their respective guests with respect to the serving of alcohol.
16. The **Municipality** will demonstrate good judgment in the reasonableness of the quantity and expense of alcoholic beverages offered to guests.
17. If alcohol is provided at a hospitality event, food must be served.

## **Claims for Reimbursement of Hospitality Expenses**

18. Claims for reimbursement of hospitality expenses must be submitted on the form provided by the **Municipality** and shall be signed by the Claimant.
19. Hospitality expense claims must include the following:
  - (1) A copy of the signed prior authorization for the hospitality event for which the expense was incurred;
  - (2) The names and positions of the guests at the hospitality event;
  - (3) The business objective for the expense;
  - (4) A detailed itemized receipt for the expense.
20. In instances where prior approval of the hospitality event was not possible, the hospitality expense claim must also provide the information required in paragraph [11] and an explanation of why prior approval was not possible.
21. If no receipt is available for a hospitality expense, a written attestation signed by the Claimant must be submitted to explain why the receipt is unavailable, and a description itemizing and confirming the expense must be provided. Debit or credit card transaction records are not acceptable as receipts.
22. Hospitality expenses incurred by one individual on behalf of another must be attributed to the individual for whom those expenses were incurred.
23. No hospitality expense claim shall be paid unless the claim is first approved for payment by those noted in this policy as having signing authority to approve the claim. Before approving an expense claim, a Signing Authority must ensure that:
  - (1) the claim is consistent with this policy;
  - (2) the expenses claimed were necessarily incurred in the performance of municipal business;
  - (3) appropriate receipts are provided to support the claim, and that the claim documentation is appropriately filed;

- (4) the expenses claimed have appropriate justification;

24. In considering a hospitality expense claim for payment, a Signing Authority may request additional explanations, documentation or justification from the claimant, and may refuse to approve any claim or expense which did not have prior authorization and that the Signing Authority decides is unreasonable or not in compliance with this policy.

## **Reporting Requirements**

25. Pursuant to s. 65A of the *Municipal Government Act*, the CAO shall ensure that the **Municipality** does the following:

- (1) Within ninety (90) days of the end of each fiscal quarter, prepares and posts a hospitality expense report on the **Municipality** website that describes all of the hospitality expenses incurred by the **Municipality**, including purchases of alcohol, during the quarter;
- (2) By September 30<sup>th</sup> of each year, prepares and files with the Minister of Municipal Affairs an annual summary report that summarizes the hospitality expense reports for the preceding fiscal year, that is compliant with the requirements of the Department of Municipal Affairs and the requirements set out in the Financial Reporting and Accounting Manual.

## **Review Requirements**

26. By the January 31<sup>st</sup> immediately following a regular election held under the *Municipal Elections Act*, Council shall review this policy and, following a motion by Council, either re-adopt or amend the policy.

**Approved by Council:** November 20, 2018  
**Readopted by Council:** January 26, 2021

## **Get Well and Bereavement Acknowledgement Policy**

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### **STATEMENT OF POLICY:**

- It is the policy of the Cape Breton Regional Municipality (CBRM) to provide “get well” and “bereavement” acknowledgements to CBRM staff/Council members and their families.

### **1.0 OBJECTIVES:**

- 1.1 It is the objective of this policy to ensure that appropriate acknowledgement is provided while avoiding duplication of same within the organization.

### **2.0 RESPONSIBILITIES:**

- 2.1 The CBRM Council will approve the Get Well and Bereavement Acknowledgement Policy.
- 2.2 The maximum amount to be expended for each acknowledgement would normally be \$50 and may be amended from time to time by the General Committee.
- 2.3 The office of the Mayor shall be responsible for the administration of this policy as it relates to Council members.
- 2.4 a) The office of the Chief Administrative Officer (CAO) shall be responsible for the administration of this policy as it relates to staff members.

b) The directors/managers shall be responsible for notification to the CAO's office when such acknowledgements may be necessary.

2.5 Departmental acknowledgements, if made, are to be done at the expense of the individual employees and are not to be made through the CBRM purchasing system.

### **3.0 CRITERIA:**

3.1 The following shall constitute the form, recipient and qualification for get well and bereavement acknowledgements:

<b>Acknowledgement</b>	<b>Form</b>	<b>Recipient</b>	<b>Qualification</b>
<b>Get Well</b>	Flowers, Fruit Baskets, etc.	Staff and/or Council Member, Spouse, Children	➤ Hospitalization (other than over night) ➤ Lengthy Illness
<b>Bereavement</b>	Flowers, "In Memoriam" Donations	Death of Employee and/or Council Member, Spouse, Child, Mother, Father	

**Approved by Council:**      **August 18, 1998**

**Amended by Council:**      **March 15, 2016**



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

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**To:** Mayor & Council  
**From:** Christa Dicks, Municipal Clerk  
**Date:** January 14<sup>th</sup>, 2025  
**Subject:** Vacancies on Various Committees

---

**Purpose:**

The purpose of this memo is to advise Council of the status of internal and external committees, and to seek nominations to fill existing vacancies.

**Background:**

As part of Council's ongoing commitment to effective governance and community representation, it is essential to ensure all committee positions are filled. Committees play a vital role in supporting Council's decision-making process by providing focused expertise, stakeholder input, and recommendations on key issues.

**Request for Nominations:**

In accordance with established procedures, it is in order for the Mayor to call for nominations from the floor to address the following committee vacancies:

Committee	Council Required	Term	Frequency
Accessibility Advisory Committee	Two	2 years	TBD
Fences Arbitration	Two – one and an alternate	2 years	As needed
Heritage	Minimum two; maximum three	2 years	As needed
Police Commission	Three	2 years	Quarterly
Fire and Emergency Services	Four	2 years	Quarterly
Appeals Standing	All		As needed
REN Liaison	Two	2 years	As scheduled
NS Solid Waste Resource Management Regional Chairs	One	2 years	As scheduled
Cape Breton Library	Three	2 years	As scheduled

Board			
Pitu'paq	<b>One</b>	2 years	As scheduled
Port of Sydney Development Corporation	<b>One</b>	2 years	As scheduled

**Next Steps:**

Following this nomination process, a report for citizen representation will be presented at the next meeting.

*Original signed by:*

---

**Christa Dicks**  
**Municipal Clerk**



# MEMO

**Date:** January 6, 2025

**To:** Mayor and Council

**From:** Jennifer Campbell, CPA, CA Chief Financial Officer

**Re:** Mandatory Policy Reviews

---

It is a legislative requirement that the audit committee policy be reviewed for re-adoption or amendment following every regular municipal election.

The policy is attached to this memo for reference.

Staff recommend that the Committee of the Whole recommend Council to re-adopt the Audit Committee policy as presented.

Sincerely,

---

Jennifer Campbell, CPA, CA  
Chief Financial Officer

## **Cape Breton Regional Municipality Audit Committee Policy**

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### **1.0 PURPOSE:**

The Audit Committee assists Municipal Council in fulfilling its oversight responsibilities relating to finance and audit matters delegated to management by Council. In particular, the Committee assists Council by reviewing:

- a. Key financial information that will be provided to the Province or made public;
- b. External and/or internal audit activities
- c. The system of internal controls, risk management and financial information technology;
- d. Cash and investment management activities;
- e. Insurance coverage and significant risks and uncertainties;
- f. Financial Condition Indicators.

### **2.0 SCOPE:**

This Policy is applicable to all serving members of the Cape Breton Regional Municipality's Audit Committee.

### **3.0 REFERENCES:**

- 3.1 S. 44 - *Nova Scotia Municipal Government Act* (MGA).

### **4.0 DEFINITIONS:**

- 4.1 **CAO** means the Chief Administrative Officer for the Cape Breton Regional Municipality.
- 4.2 **CFO** means the Chief Financial Officer of the Cape Breton Regional Municipality.
- 4.2 **Independent** means not an employee, council member or immediate family member; and not an employee of an agency funded in whole or in part by CBRM.

## **5.0 POLICY, DUTIES AND RESPONSIBILITIES:**

### **5.1 Composition**

It is the responsibility of Council to ensure that audit committee members are independent, financially literate, and have the skills to serve as effective audit committee members:

- a general understanding of the Municipality's major economic, operating, and financial risks;
- a broad awareness of the interrelationship of the Municipality's operations and its financial reporting;
- understand the difference between the oversight function of the Committee and the decision-making function of management; and
- a willingness to challenge management, when necessary.

5.1.1 The audit committee will consist of 7 members – the Deputy Mayor, 4 Council members and two members at large.

5.1.2 The Chair shall be the Deputy Mayor.

5.1.3 Citizen appointments shall be residents of the Cape Breton Regional Municipality, be independent, and possess a professional accounting designation.

5.1.4 Citizen appointments will serve 2 year terms and will rotate off in opposite years to maintain continuity. In the first year, or in any year where both positions are vacated at or prior to term expiry, one of the members at large will sit for a two year term with an option to extend for an additional 1 year term.

5.1.5 All Committee members serve without pay.

### **5.2 Audit**

5.2.1 Review the qualifications, independence, quality of service, performance and fees of the External Auditors annually and recommend the appointment of an auditor to Council;

5.2.2 Carry out the responsibilities of an Audit Committee contained in Section 44 of the Municipal Government Act;

- a. Review with Management and the External Auditor, the annual audited financial statements and recommend the approval to Council;
- b. Review with Management, the internal control management letter received from the auditors and recommend any changes to Council, as required;
- c. Review of such matters arising out of the audit as may appear to the audit committee to require investigation;
- d. Inquire into any activities or transactions that may be illegal, questionable or unethical;
- e. Review the overall reasonableness of CAO, Mayor and Council travel and hospitality expenses;
- f. Such other matters as may be determined by Council to be the duties of an audit committee.

5.2.3 Recommend approval of the audited financial statements to Council.

### **5.3 Finance and Risk Management**

5.3.1 Ensure that meaningful financial information regarding current financial results and up to date forecasts is received on a timely basis, and that it provides information required for decision making;

5.3.2 Review with Management annually all financial policies including those used in the preparation of the external financial statements;

5.3.3 Review with Management the adequacy of internal controls;

5.3.4 Review with Management the adequacy and use of reserve and surplus funds;

5.3.5 Review with Management annually risk management practices including adequacy of insurance coverage for significant risks and uncertainties.

5.3.6 Periodically assess banking services, oversee the procurement of these services in accordance with Council policy, and recommend any changes to Council.

### **5.4 Administration**

5.4.1 The Committee shall meet at least twice during each fiscal year.

5.4.2 Additional meetings may be necessary to review items relating to the audit and will be called by the Chair.

5.4.3 The CAO and CFO will provide staff support to the Committee.

5.4.4 The agenda will be agreed upon by the Committee Chair, CAO, and CFO.

5.4.5 The Committee shall meet with the external auditors as it deems appropriate to consider any matter the Committee or auditors determine should be brought to the attention of Council;

5.4.6 There may be an occasional need for the auditor to meet with the Committee without staff present. This can be initiated by either party.

5.4.7 The Committee may also call upon the expertise from external sources (e.g. actuaries, finance professionals) to assist with committee business as required.

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**Approved by Council:**      **March 7, 2018**  
**Amended:**                        **January 26, 2021**

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*A Community of Communities*

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## ***Issue Paper***

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**TO:           *Committee of the Whole***

***January 14, 2025***

---

### **Re: Approval of Project to Drill a Replacement Well for the Sydney Water Supply**

#### **Purpose**

The purpose of this issue paper is to seek the Committee's recommendation to Council to proceed with the drilling and commissioning of a new production well for the municipality's water supply in Sydney.

#### **Background**

The Sydney water system is CBRM's largest water system serving a population of 26,670. The source of supply for the Sydney system is the Middle Lake Well Field. Production Well #3 (PW3), which is one of eleven wells, has been in service since 1993 and has reached the end of its useful life. The well has shown a decline in performance, exhibited initially by a reduced yield, and further confirmed by a pumping test that was conducted in August, 2024.

The pumping test, which was performed under the supervision of a professional hydrogeologist confirmed a 94% reduction in yield (production rates decreased from 1,000 igpm to 60 igpm). The loss of yield is attributed to age, natural sedimentation, bio/mineral scale and use.

This decline has placed additional strain on the remaining wells and water supply system, particularly during peak demand periods and emergency scenarios. If not addressed, the failure of this well could jeopardize the reliability of the municipal water supply.

#### **Proposed Solution**

The proposed solution is to drill and commission a new groundwater production well to replace the failed well. The project will include:

- **Regulatory Application:** Submit a request to Nova Scotia Environment and Climate Change to replace PW3.
- **Hydrogeological Assessment:** Confirming the viability of a new well site based on the potential geologic conditions.
- **Drilling and Testing:** Drilling the well, conducting pump tests, and ensuring adequate yield and water quality.
- **Infrastructure Installation:** Installing necessary pumps, piping, electrical systems, and connections to integrate the new well into the water distribution network.
- **Commissioning and Testing:** Ensuring full functionality and compliance with all regulatory standards.

The new well will provide sufficient water capacity to meet current and projected demands while improving system reliability and reducing strain on the other wells.

### **Budget Implications**

The total estimated cost for drilling and commissioning the new well is **\$265,561** broken down as follows:

<b>Project Component</b>	<b>Estimated Cost (\$)</b>
Engineering and Design	\$40,486
Well Drilling, Testing, Commissioning	\$191,011
Net Tax (4.286%)	\$9,922
Contingency (10%)	\$24,142
<b>Total Project Cost</b>	<b>\$265,561</b>

### **Funding Sources**

- The project will be funded through the Water Utility's Operating Fund.
- There is no immediate impact on water rates; the cost will be covered by the 2023/24 operating surplus.

## Risk Assessment and Mitigation

The following risks have been identified, along with mitigation strategies:

Risk	Impact	Mitigation Measures
<b>Water Supply Shortages</b>	Insufficient water to meet demand	Prioritize project timelines to avoid delays.
<b>Well Site Viability Issues</b>	Poor yield or water quality	Conduct hydrogeological assessments upfront.
<b>Cost Overruns</b>	Budget pressures	Include contingency funds and cost control. Additional operating funds available.
<b>Regulatory Delays</b>	Permitting delays	Early engagement with regulators to expedite approvals.

By proactively addressing these risks, we will ensure the successful and timely completion of the project, safeguarding the community's water supply.

## Recommendation

The failure of Production Well #3 poses a significant risk to the reliability of the Sydney water supply. Drilling and commissioning a new production well is recommended as it is the most cost-effective and sustainable solution to address this issue.

It is recommended that the Committee of the Whole:

1. Recommend to Council the approval of the project to drill and commission a new well for the Sydney water supply.
2. Recommend to Council to authorize the allocation of **\$265,561** from the Water Utility Operating Fund to proceed with the project.
3. Recommend that Council direct staff to submit an "Application for Capital Acquisition" to the Utility and Review Board for approval of the project

**Respectfully submitted by:**

---

Raymond Boudreau, P.Eng.  
Director, Water and Wastewater



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

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**To: Mayor & Council**  
**From: John Phalen, Senior Manager of Public Works**  
**Date: January 14<sup>th</sup>, 2025**  
**Subject: Winter Operations**

---

Dear Mayor & Council,

The attached is a presentation on CBRM Winter Operations.

For your awareness, the link referenced in the presentation for Who plows my road? is:

<https://www.cbrm.ns.ca/who-plows-my-road.html>

This is for information only.

---

**John Phalen  
Senior Manager of Public Works**



Winter  
Operations  
January 2025

# JURISDICTION



- CBRM
  - Primarily urban roads within the former towns and City. Exception being designated unlisted roads and all sidewalks in the former County of Cape Breton
- Nova Scotia Department of Public Works (NSDPW)
  - Primarily rural roads and highways within the former County of Cape Breton except those designated as CBRM's

Contact Us Site Map You Tube City Hall

Residents Business

ENHANCED BY Google

Who plows my road?

Simple and straightforward — Find the information you're looking for quickly and easily. Welcome to the CBRM website.

You are here: Home ▶ Who plows my road?

Contact Information

For more information, please email [env@cbrm.ns.ca](mailto:env@cbrm.ns.ca) or call 902-563-5180 (Administration).

Central Division: 902-563-5255  
East Division: 902-842-1171  
North Division: 902-794-5664

The provincial Department of Transportation and Infrastructure Renewal: 902-563-2245

Follow us on Twitter [@CBRMgov](#) and "like" [CBRM Official Site](#) on Facebook.



## Who plows my road?

Snow and Ice Control procedures [STEP-BY-STEP](#)

Snow and Ice Control [Frequently Asked Questions](#)

CBRM Winter Operations Strategy 

CBRM Winter Maintenance Interactive Map 

*While every reasonable effort is made to ensure the information provided on this site is accurate, no guarantees for the currency or accuracy of information are made.*

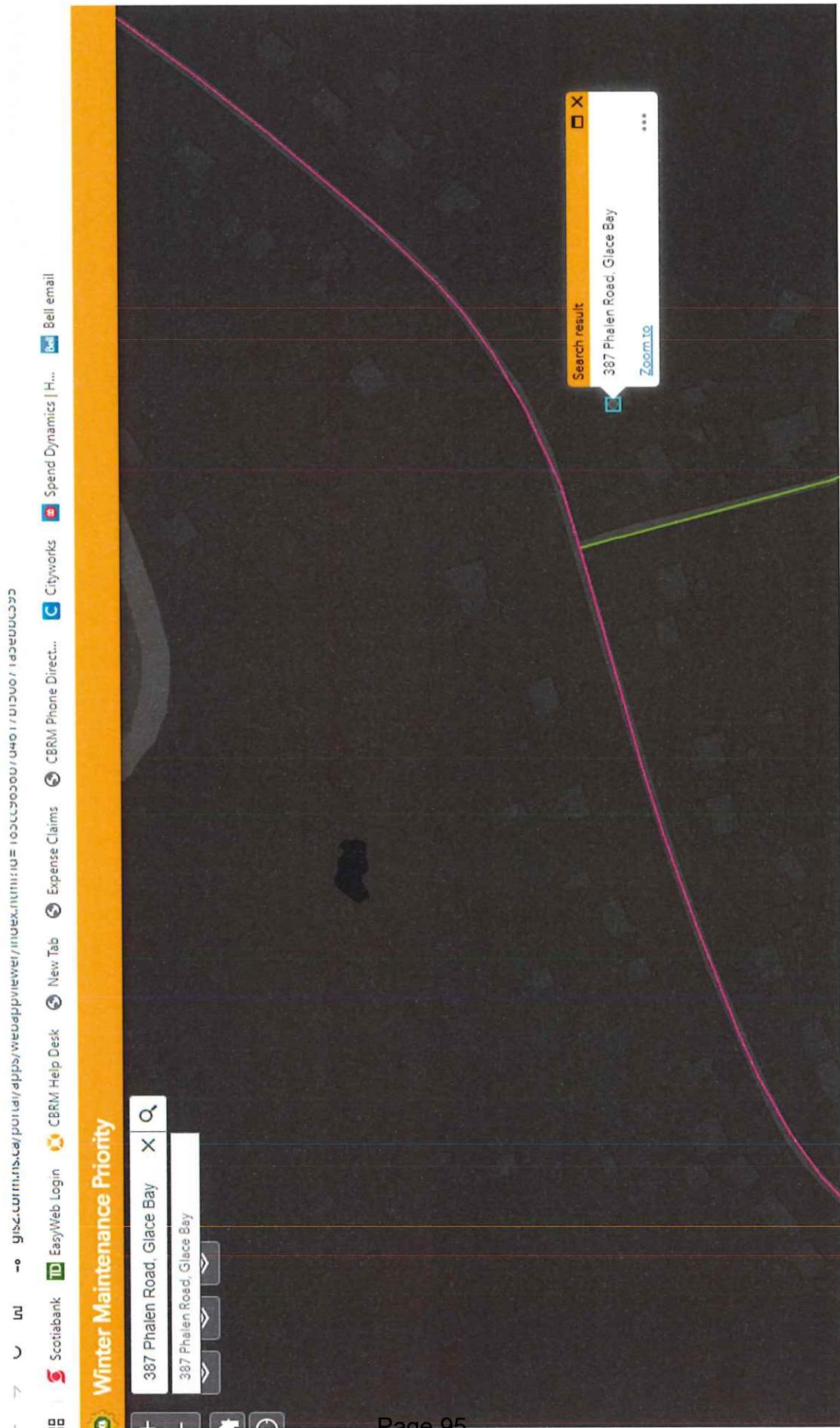
### Three Ways You Can Help

1. Remove parked vehicles from the street during snow clearing times. Your vehicle can be ticketed and towed away.
2. Do not plow or shovel snow from your property onto the street or sidewalk. This is a serious danger to plow operators.
3. You can help by clearing the snow away from a hydrant on your street, but please be careful and don't stand on the street while shoveling!

 CAPE BRETON  
REGIONAL MUNICIPALITY

City Hall  
Mayor's Office  
Budget Documents  
By-Laws

Residents  
Active Transportation  
Coronavirus  
FAQ - Frequently Asked Questions



Winter Maintenance Priority

387 Phalen Road, Glace Bay X Q

Show search results for 387 Phalen R...

Level 3 - Urban Street: Phalen Road

Phalen Road  
Glace Bay  
CBRM  
Level 3\_Urban Street  
LOS cleared in 12 hours  
CBRM East Division  
902-842-1171

Street  
Community  
Owner Description  
Hierarchy  
Priority  
Plowing Contact  
Plowing Contact  
Info

Zoom 100% \*\*\*

Page 96

# What is Included in Winter Operations?

## 4 Major Winter Operations

- Roadway Salting
- Roadway Plowing
- Sidewalk Plowing and Ice Control
- Snow Clearing / Removal
- Levels of Service

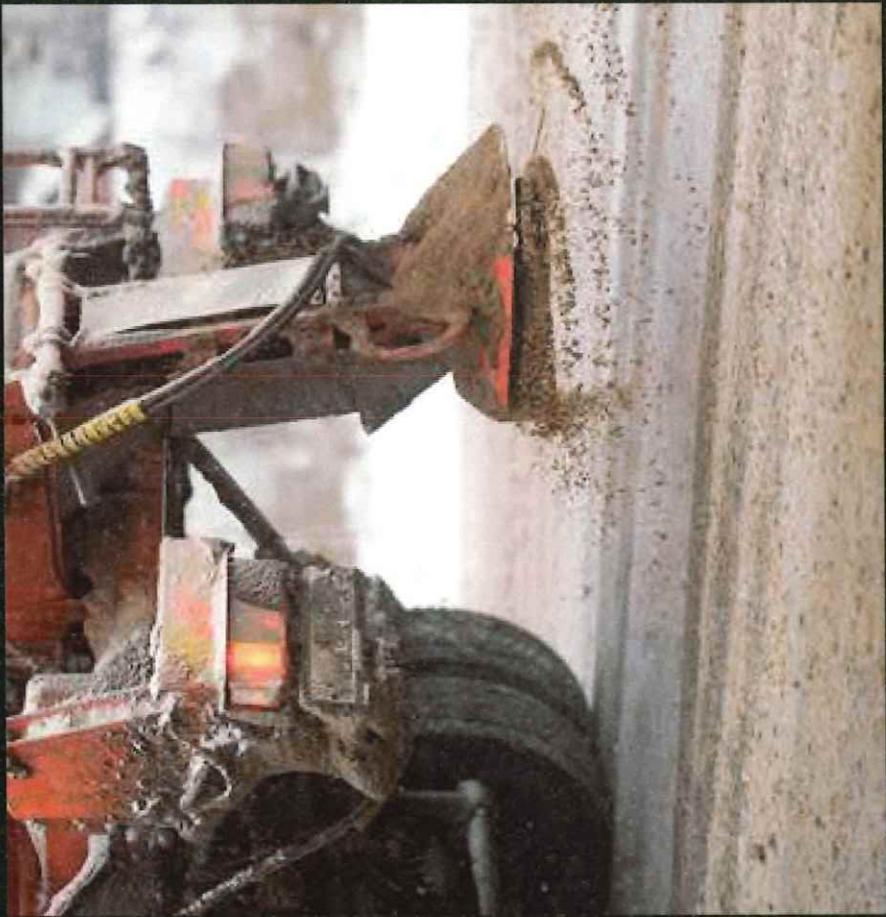


WINTER OPERATIONS STRATEGY

CAPE BRETON REGIONAL MUNICIPALITY  
DEPARTMENT of  
ENGINEERING AND PUBLIC WORKS

JUNE 2020

# Roadway Salting



- General Objective
- Terminology
  - Anti-icing (pre-salting)
  - De-icing
- Levels of Service
  - Not all streets are salted every storm (Hierarchy)

## Sidewalk Plowing and Ice Control

---

- General Objectives
- Equipment Types
- Areas are divided into routes
- Levels of Service



## Snow Clearing and Removal

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- General Objective
- Terminology: Clearing vs Removal
  - Clearing – snow stays on site
  - Removal – snow is trucked away
- Where do we do this?
  - Business districts, school frontages, bus shelters, fire hydrants, catch basins, trouble intersections
- Levels of Service
  - When accumulation warrants



# PREPAREDNESS

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- Equipment Preparedness begins in  
Spring
- Ready for winter operations late  
October
- Fleet is currently fully prepared !

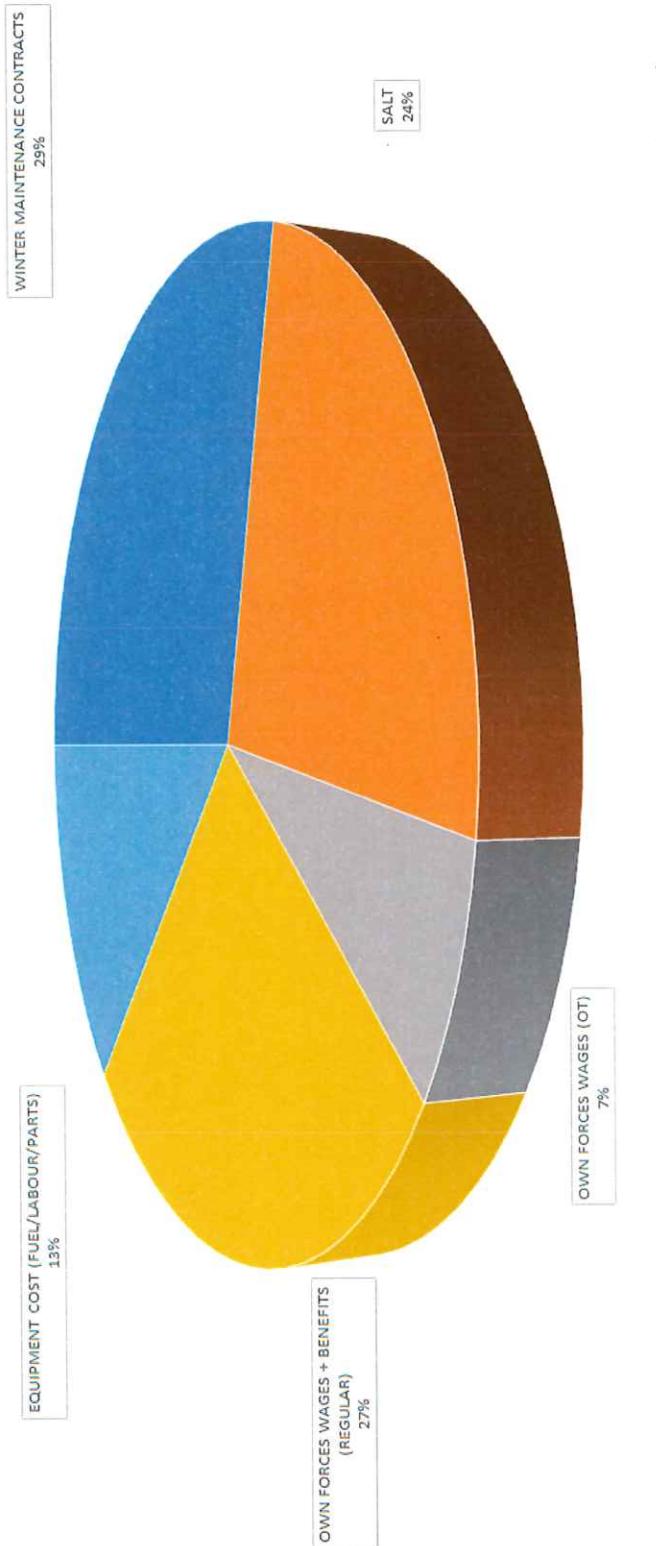


ESTIMATED COST OF WINTER MAINTENANCE	
WINTER MAINTENANCE CONTRACTS	\$ 1,208,770.00
SALT	\$ 1,000,000.00 Approx. 10,000 tonnes @ ~ 100 / tonne
OWN FORCES WAGES (OT)	\$ 321,464.00 Based on Historical Trends
OWN FORCES WAGES + BENEFITS (REGULAR)	\$ 1,141,512.00 1/3 of PW Wages/Benefits allocated to Winter Maintenance for 4 months / year
EQUIPMENT COST (FUEL/LABOUR/PARTS)	\$ 540,000.00 Estimated from known costs for sidewalk gear. (Need to update with better info)
TOTAL	\$ 4,211,746.00

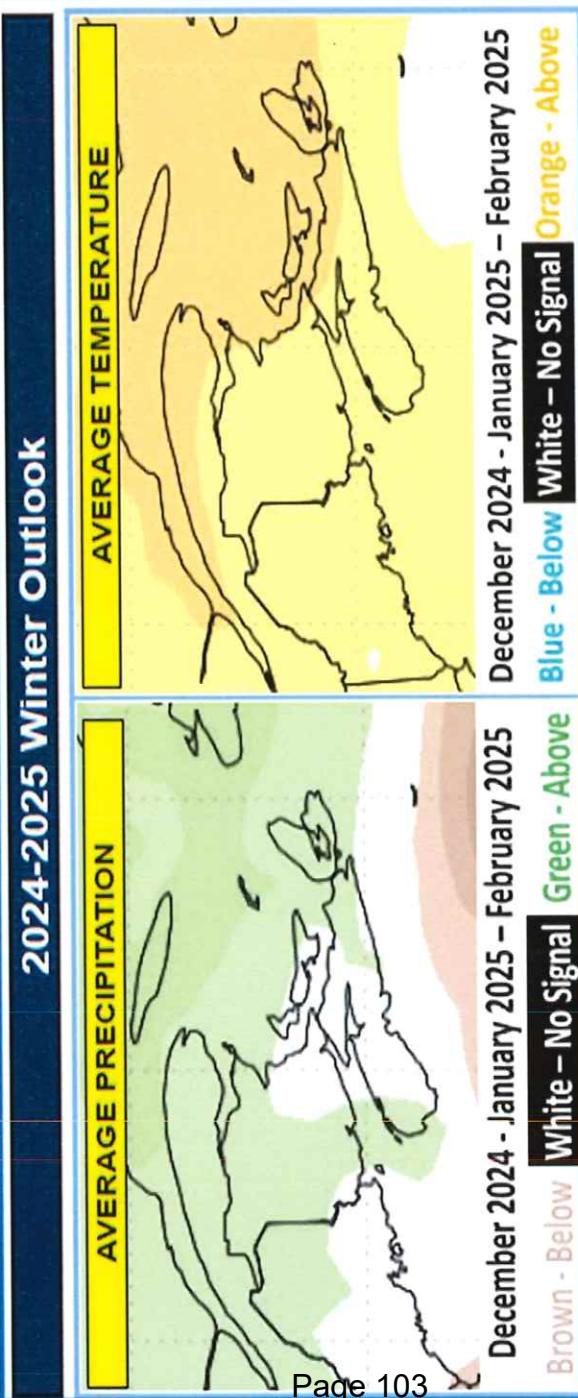
#### NOTES

WINTER MAINTENANCE CONTRACTS \$ 1,208,770.00 Urban Roads, Unlisted Roads, Alleyways, Rural Sidewalks, Snow Removal  
 SALT \$ 1,000,000.00 Approx. 10,000 tonnes @ ~ 100 / tonne  
 OWN FORCES WAGES (OT) \$ 321,464.00 Based on Historical Trends  
 OWN FORCES WAGES + BENEFITS (REGULAR) \$ 1,141,512.00 1/3 of PW Wages/Benefits allocated to Winter Maintenance for 4 months / year  
 EQUIPMENT COST (FUEL/LABOUR/PARTS) \$ 540,000.00 Estimated from known costs for sidewalk gear. (Need to update with better info)

Chart Title



# Environment Canada Winter Prediction – 2024/25



**Winter Outlook**

Seasonal outlooks for meteorological winter which includes December, January and February show weak signals for both precipitation and temperatures. While there is a better chance of above normal temperatures in eastern NS vs. the west, the east is slightly more likely to see above normal precipitation as is the western tip of the province. This would be a sign of more snowsquall outbreaks. It should also be noted that the signals for NS are different for those in the rest of Canada so caution should be used when applying widely publicized outlooks for Canada to NS.



# WINTER OPERATIONS / PREPAREDNESS

January 2025

## QUESTIONS ??

## 2024-25 CBRM Forecast

- Forecast based on Sept 30, 2024 operating results (Oct – March estimated)
- Seasonality of operations means forecasting with any degree of accuracy is challenging.
- Departments with peak operating cycles in the last 6 months of the fiscal year include:
  - Facilities (\$4.5M)
  - EPW Divisional Operations (\$20.6M)

## 2024-25 Forecast Highlights

- Forecasted surplus - \$1.5M
- Additional revenue projected from:
  - \$800K – Deed transfer tax
  - \$200K – Tipping fees
- Offset by lower than expected transit fares (\$490K)

# 2024-25 Forecast Highlights

- Departmental expenditure variance highlights:
  - Police: \$1.2M underbudget - related to staffing
  - Fire services: \$(662K) overbudget - related to staffing
  - EPW: \$(1.1M) overbudget
    - \$881K – Fiona wood waste disposal
    - \$600K – Fleet cost increases/delays in arrival of collection vehicles
    - \$808K – culvert replacement, overs disposal costs, screen plant and MRF facility costs, green carts
  - Offset by temporary staffing vacancies
  - Temporary staff vacancies offset smaller variances in other departments (Legislative, Finance, Planning).

## 2024-25 Forecast

- Departments reporting a combined forecasted year end surplus of \$1.5M
- Council approved purchase of property adjacent to C200 on December 10, 2024
- Revised forecasted year end surplus is therefore \$1.2M provided that:
  - "typical" winter snow clearing season
  - Inflation remains on course (no significant spikes)
  - No unanticipated infrastructure/equipment failure.

**Forecasted**  
**Revenues and Expenditures**

Revenue	Year to date Sept 30	Estimated Revenue Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024/25	Forecasted Surplus/ (Deficit)
Total Taxes	64,072,658	62,978,340	127,050,987	126,272,494	778,564
Total Federal Government	1,651,117	1,651,117	3,302,234	3,302,234	-
Total Provincial Government Agencies	450,662	441,010	901,672	921,323	(19,651)
Total Provincial Government	1,045,956	1,015,289	2,061,245	2,091,911	(30,566)
Total Services to Other Local Government	2,131,764	2,131,802	4,263,566	4,137,132	126,434
Total Transit	332,949	553,998	886,947	665,899	221,048
Total Environmental Development Services	928,864	1,071,136	2,000,000	2,490,000	(490,000)
Total Licenses & Permits	228,672	123,355	352,027	275,000	76,527
Total Fines & Fees	27,575	36,400	63,975	48,500	15,475
Total Rentals	432,404	591,244	1,073,647	1,201,000	(127,353)
Total Concessions & Franchises	251,700	249,839	501,589	508,277	(6,689)
Total Return on Investments/Interest on Taxes	388,547	604,500	973,047	906,500	66,547
Total Finance Revenue	809,935	817,949	1,627,884	1,515,000	112,884
Total Solid Waste Revenue	21,925	13,075	35,000	35,000	-
Total Recreation & Cultural Service Programs	1,547,336	1,807,664	3,355,000	3,155,000	200,000
Total Water Utility Charges	348,686	1,337,630	1,686,316	1,684,500	1,816
Total Unconditional Transfers	6,213,220	6,213,220	12,426,440	12,426,440	0
Total Conditional Transfers	7,971,069	7,971,069	15,942,138	15,835,838	106,300
Total Extraordinary Revenue	228,125	456,875	685,000	610,000	75,000
<b>Total Revenue to date</b>	<b>89,123,161</b>	<b>\$ 90,919,534</b>	<b>\$ 180,042,695</b>	<b>\$ 178,082,548</b>	<b>\$ 1,960,147</b>

Expenditures	Year to date Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024/25	Forecasted Surplus/ (Deficit)
Legislative	744,632	820,531	1,565,163	1,670,870	105,707
Administration	185,100	240,070	426,170	470,846	44,676
Finance	1,220,516	2,116,752	3,337,378	3,482,574	145,196
Legal	2,566,274	387,433	2,953,708	2,967,058	13,351
Human Resources	702,511	757,590	1,460,101	1,544,312	84,211
Technology & Communications	2,191,106	2,168,785	4,359,871	4,433,208	73,337
Municipal Clerk	402,820	515,914	918,733	896,802	(31,931)
Fiscal Services	12,385,568	20,923,680	33,309,248	33,287,154	(12,094)
Police Services	14,615,172	16,404,879	31,020,051	32,280,251	1,240,200
Fire Services (Incl EMO)	10,910,591	9,724,882	20,635,473	19,973,485	(661,988)
Engineering & Public Works	28,370,196	31,040,277	59,410,473	58,322,156	(1,088,317)
Planning	1,914,855	1,981,963	3,896,818	4,017,905	121,087
Facilities: Centre 200 & Arenas	2,316,169	2,742,895	5,059,064	4,561,688	(477,376)
Parks & Grounds	1,560,759	1,894,395	3,455,158	3,473,848	18,690
Buildings	1,731,404	2,018,561	3,755,965	3,734,163	(21,802)
Recreation	1,834,944	1,126,862	2,961,406	2,966,228	4,822
<b>Total Expenditure to date</b>	<b>\$ 83,659,316</b>	<b>\$ 94,865,463</b>	<b>\$ 178,524,778</b>	<b>\$ 178,082,548</b>	<b>\$ (442,230)</b>

Net Expenditures &amp; Revenues

\$ 1,517,917

## Legislative

### Forecasted Statement of Expenditures

March 31, 2025

Legislative	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	562,573	521,934	1,064,507	1,129,309	64,802
6010 BENEFITS	90,930	90,356	181,286	226,361	45,075
6030 TRAVEL/CONFERENCES	46,639	43,274	89,913	90,000	87
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	22,517	72,267	94,784	94,802	18
6050 OFFICE SUPPLIES	1,175	2,737	3,913	12,400	8,487
6060 OFFICE EQUIPMENT	1,903	3,500	5,403	5,500	97
6080 ADVERTISING	8,929	6,250	15,179	14,500	(679)
6100 COURIER	-	-	-	250	250
6110 TELEPHONE/FAX	15,787	18,440	34,227	34,248	21
6120 PUBL/SUBSCRIPTIONS	784	1,000	1,784	2,000	216
6130 COMPUTER HARDWARE	-	21,760	21,760	8,000	(13,760)
6150 MEETING EXPENSES	710	25,589	26,298	27,500	1,202
6170 PROMOTION	12,685	13,424	26,109	26,000	(109)
6180 COST RECOVERY	-	-	-	-	-
8010 OPERATIONAL MATERIALS/SUPPLIES	-	-	-	-	-
8100 PROFESSIONAL SERVICES	-	-	-	-	-
<b>Total expended to date</b>	<b>\$ 744,632</b>	<b>\$ 820,531</b>	<b>\$ 1,565,163</b>	<b>\$ 1,670,870</b>	<b>\$ 105,707</b>

## Administration (CAO)

### Forecasted Statement of Expenditures

March 31, 2025

CAO	Year to date Expended Sept 30		Estimated Expenditures Oct 1 - Mar 31		Projected Operating Results		Annual Budget 2024-25		Forecasted Surplus/ (Deficit)	
	146,245	153,533	299,778	302,000	302,000	302,000	302,000	302,000	302,000	2,222
6000 WAGES/SALARIES	22,280	27,637	49,917	56,446	56,446	56,446	56,446	56,446	56,446	6,529
6010 BENEFITS			2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,300
6020 TRAINING/EDUCATION	10,542	3,000	13,542	18,000	18,000	18,000	18,000	18,000	18,000	4,458
6030 TRAVEL/CONFERENCES										164
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	636	1,000	1,636	1,800	1,800	1,800	1,800	1,800	1,800	1,285
6050 OFFICE SUPPLIES	915	600	1,515	2,800	2,800	2,800	2,800	2,800	2,800	102
6110 TELEPHONE/FAX	1,098	1,300	2,398	2,500	2,500	2,500	2,500	2,500	2,500	2,852
6150 MEETING EXPENSES	1,148	-	1,148	4,000	4,000	4,000	4,000	4,000	4,000	764
6170 PROMOTION	3,236	1,000	4,236	5,000	5,000	5,000	5,000	5,000	5,000	25,000
8100 PROFESSIONAL SERVICES	-	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	
<b>Total expended to date</b>		<b>\$ 186,100</b>	<b>\$ 240,070</b>	<b>\$ 426,170</b>	<b>\$ 470,846</b>	<b>\$ 470,846</b>	<b>\$ 470,846</b>	<b>\$ 470,846</b>	<b>\$ 44,676</b>	

**Forecasted**  
**Statement of Expenditures**

**March 31, 2025**

Finance	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	966,914	1,017,928	1,984,842	2,129,641	144,799
6010 BENEFITS	224,788	231,445	456,232	471,083	14,851
6020 TRAINING/EDUCATION	9,341	500	9,841	13,000	3,159
6030 TRAVEL/CONFERENCES	7,971	5,725	13,696	14,500	804
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	3,689	-	3,689	4,000	311
6050 OFFICE SUPPLIES	8,197	9,545	17,741	11,900	(5,841)
6060 OFFICE EQUIPMENT	12,795	4,418	17,213	7,500	(9,713)
6080 ADVERTISING	19,208	20,877	40,085	37,500	(2,585)
6090 POSTAGE	72,012	99,820	171,832	175,000	3,168
6100 COURIER	8,578	12,600	21,178	23,250	2,072
6110 TELEPHONE/FAX	8,690	8,092	16,782	15,800	(982)
6130 COMPUTER HARDWARE	2,262	6,900	9,162	11,400	2,238
6140 COMPUTER SOFTWARE	-	52,160	52,160	52,100	(60)
6180 COST RECOVERY	(194,665)	(172,030)	(366,694)	(360,000)	6,694
8010 OPERATIONAL MATERIALS/SUPPLIES	2,289	2,289	4,577	5,000	423
8100 PROFESSIONAL SERVICES	-	65,366	65,366	59,000	(6,366)
8110 CONTRACTS/AGREEMENTS	30,140	31,246	61,386	53,400	(7,986)
8120 LEASES	7,507	10,781	18,288	18,500	212
8180 TAX EXEMPT/WHITE OFF	30,900	709,100	740,000	740,000	-
<b>Total expended to date</b>	<b>\$ 1,220,616</b>	<b>\$ 2,116,762</b>	<b>\$ 3,337,378</b>	<b>\$ 3,482,574</b>	<b>\$ 145,196</b>

**Forecasted  
Statement of Expenditures**

**March 31, 2025**

Legal	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	224,234	267,907	492,141	537,975	45,834
6010 BENEFITS	51,804	55,526	107,330	123,583	16,263
6020 TRAINING/EDUCATION	-	4,000	4,000	6,500	2,500
6030 TRAVEL/CONFERENCES	2,101	1,000	3,101	4,500	1,399
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	11,334	5,000	16,334	17,000	666
6050 OFFICE SUPPLIES	2,142	500	2,642	3,500	858
6060 OFFICE EQUIPMENT	-	-	-	2,200	2,200
6070 PHOTOCOPYING SUPPLIES	733	800	1,533	3,500	1,967
6080 ADVERTISING	-	1,000	1,000	4,000	3,000
6100 COURIER	163	200	363	800	437
6110 TELEPHONE/FAX	1,518	1,500	3,018	4,000	982
6120 PUBLICATIONS/SUBSCRIPTIONS	9,635	10,000	19,635	20,000	365
6130 COMPUTER HARDWARE	-	-	-	4,000	4,000
6150 MEETING EXPENSES	2,229,279	272	272	500	228
6160 LIABILITY INSURANCE	(1,300)	-	2,229,279	2,160,000	(69,279)
6180 COST RECOVERY	34,359	40,000	(1,300)	1,300	641
8100 PROFESSIONAL SERVICES			74,359	75,000	-
<b>Total expended to date</b>	<b>\$ 2,566,274</b>	<b>\$ 387,433</b>	<b>\$ 2,953,708</b>	<b>\$ 2,967,058</b>	<b>\$ 13,350</b>

Departmental

Finance

## Human Resources

### Forecasted Statement of Expenditures

March 31, 2025

Human Resources	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25		Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	471,412	523,934	995,346	1,048,738		53,392
6010 BENEFITS	113,007	109,605	222,612	242,224		19,612
6020 TRAINING/EDUCATION	1,709	8,000	9,709	9,850		141
6030 TRAVEL/CONFERENCES	7,267	8,000	15,267	17,500		2,233
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	2,404	250	2,654	2,500		(154)
6050 OFFICE SUPPLIES	9,650	5,000	14,650	15,000		350
6060 OFFICE EQUIPMENT	-	2,500	2,500	2,500		-
6080 ADVERTISING	737	1,000	1,737	3,000		1,263
6110 TELEPHONE/FAX	4,398	6,000	10,398	10,000		(398)
6120 PUBLICATIONS/SUBSCRIPTIONS	-	1,500	1,500	3,000		1,500
6130 COMPUTER HARDWARE	7,603	1,500	9,103	6,000		(3,103)
6150 MEETING EXPENSES	516	5,500	6,016	6,500		484
8100 PROFESSIONAL SERVICES	79,078	80,000	159,078	170,000		10,922
8110 CONTRACTS/AGREEMENTS	4,731	4,800	9,531	7,500		(2,031)
<b>Total expended to date</b>	<b>\$ 702,511</b>	<b>\$ 757,590</b>	<b>\$ 1,460,101</b>	<b>\$ 1,544,312</b>	<b>\$ 84,211</b>	

Departmental

Finance

## Technology/ Communications

## Forecasted Statement of Expenditures

March 31, 2025

Technology/Communications	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	376,841	460,000	836,841	865,533	28,692
6010 BENEFITS	87,488	90,000	177,488	186,498	9,010
6011 MISCELLANEOUS BENEFITS	220	(98,982)	(98,762)	(98,762)	-
6020 TRAINING/EDUCATION	1,590	9,000	10,590	12,000	1,410
6030 TRAVEL/CONFERENCES	9,055	5,000	14,055	14,000	(55)
6040 PROFESSIONAL MEMBERSHIP	688	300	988	1,000	12
6050 OFFICE SUPPLIES	3,483	-	3,483	2,000	(1,483)
6060 OFFICE EQUIPMENT	735	2,200	2,935	3,000	65
6080 ADVERTISING	737	700	1,437	1,500	63
6110 TELEPHONE/FAX	20,093	30,000	50,093	55,000	4,908
6130 COMPUTER HARDWARE	93,802	90,000	183,802	185,000	1,198
6140 COMPUTER SOFTWARE	182,862	80,000	262,862	266,500	3,638
6150 MEETING EXPENSES	544	-	544	500	(44)
7010 ELECTRICAL	-	-	-	-	-
7070 BLDG/FACILITY RENTAL	-	-	-	-	-
8040 COMM EQUIPMENT LINES	-	-	-	-	-
8100 PROFESSIONAL SERVICES	22,343	30,000	52,343	60,000	7,657
8110 CONTRACTS/AGREEMENTS	12,501	30,000	42,501	46,350	3,849
8120 LEASES	-	107,446	107,446	107,446	-
8130 LICENSES/PERMITS	-	113,102	113,102	113,102	-
<b>Total expended to date</b>	<b>\$ 812,983</b>	<b>\$ 948,766</b>	<b>\$ 1,761,749</b>	<b>\$ 1,820,667</b>	<b>\$ 58,918</b>

**Forecasted**  
**Statement of Expenditures**

**March 31, 2025**

	Year to date Expended Sept. 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
<b>911 Communications Centre</b>					
6000 WAGES/SALARIES	891,265	860,000	1,751,265	1,760,801	9,536
6010 BENEFITS	188,126	200,000	388,126	394,040	5,914
6011 MISCELLANEOUS BENEFITS					-
6020 TRAINING/EDUCATION	6,579	8,400	14,979	15,000	21
6030 TRAVEL/CONFERENCES	7,425	(4,500)	2,925	3,000	75
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	-	250	250	1,200	950
6050 OFFICE SUPPLIES	826	1,000	1,826	4,500	2,675
6060 OFFICE EQUIPMENT	351	4,000	4,351	10,000	5,649
6080 ADVERTISING	-	500	500	2,500	2,000
6110 TELEPHONE/FAX	48,048	45,000	93,048	95,000	1,952
6130 COMPUTER HARDWARE	8,707	5,000	13,707	20,000	6,293
6140 COMPUTER SOFTWARE	140,285	40,000	180,285	210,000	29,715
6150 MEETING EXPENSES	828	100	928	1,000	72
7010 ELECTRICAL	6,156	5,000	11,156	11,500	344
7070 BUILDING/FACILITY RENTAL	36,464	24,400	60,864	60,000	(864)
8040 COMMUNICATION EQUIPMENT LINES	1,151	849	2,000	2,000	(0)
8100 PROFESSIONAL SERVICES	-			2,000	2,000
8110 CONTRACTS/AGREEMENTS	41,910	30,000	71,910	17,000	(54,910)
8120 LEASES SAP	-		-	3,000	-
8130 LICENSES/PERMITS	-		-	3,000	3,000
<b>Total expended to date</b>	<b>\$ 1,378,122</b>	<b>\$ 1,219,999</b>	<b>\$ 2,598,121</b>	<b>\$ 2,612,541</b>	<b>\$ 14,420</b>

## Municipal Clerk

### Forecasted Statement of Expenditures

March 31, 2025

Municipal Clerk	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	128,265	112,500	240,765	309,325	68,560
6010 BENEFITS	30,489	30,657	61,145	69,127	7,982
6020 TRAINING/EDUCATION	1,294	800	2,094	5,500	3,406
6030 TRAVEL/CONFERENCES	76	650	726	6,300	5,574
6040 PROFESSIONAL MEMBERSHIP/DUES	928	400	1,328	1,400	72
6050 OFFICE SUPPLIES	1,926	1,000	2,926	3,000	74
6060 OFFICE EQUIPMENT	1,200	2,150	3,350	2,000	(1,350)
6070 PHOTOCOPYING SUPPLIES	9,704	7,500	17,204	23,500	6,296
6080 ADVERTISING	331	900	1,231	1,200	(31)
6100 COURIER	30	~	30	150	120
6110 TELEPHONE/FAX	2,057	2,057	4,114	3,500	(64)
6120 PUBLICATIONS/SUBSCRIPTIONS	501	1,300	1,801	1,800	(1)
6130 COMPUTER HARDWARE	6,305	~	6,305	3,000	(3,305)
6140 COMPUTER SOFTWARE	38,783	3,000	41,783	42,500	717
6150 MEETING EXPENSES	2,863	8,000	10,863	14,500	3,637
8110 CONTRACTS/AGREEMENTS	178,069	345,000	523,069	400,000	(123,069)
<b>Total expended to date</b>	<b>\$ 402,820</b>	<b>\$ 515,914</b>	<b>\$ 918,733</b>	<b>\$ 886,802</b>	<b>\$ (31,931)</b>

Departmental

Finance

## Fiscal Services

### Forecasted Statement of Expenditures

March 31, 2025

Fiscal Services	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
9010 INTEREST ON SHORT TERM BORROWING	-	400,000	400,000	400,000	-
9020 INTEREST ON LONG TERM DEBT	796,367	821,119	1,617,486	1,617,486	-
9050 PRINCIPLE ON LONG TERM DEBT	880,814	8,328,157	9,208,971	9,208,971	-
9052 DEBT/CAPITAL BOND DISC	-	63,000	63,000	63,000	-
9090 BANK CHARGES	38,981	43,113	82,094	70,000	(12,094)
9200 ALLOWANCE FOR UNCOLLECTABLE TAXES	-	600,000	600,000	600,000	-
9420 APPROPRIATION TO CAPITAL FUND	545,000	545,000	1,090,000	1,090,000	-
9430 APPROPRIATION TO B.I.D.C.s	106,838	105,723	212,561	212,561	-
9620 REGIONAL LIBRARY	351,900	351,900	703,800	703,800	-
9630 CAPE BRETON/VICTORIA SCHOOL BOARD	8,971,400	8,971,400	17,942,800	17,942,800	-
9640 PROPERTY ASSESSMENT COSTS	694,268	694,268	1,388,536	1,388,536	-
<b>Total expended to date</b>	<b>\$ 12,385,568</b>	<b>\$ 20,923,680</b>	<b>\$ 33,309,248</b>	<b>\$ 33,297,154</b>	<b>\$ (12,094)</b>

Departmental

Finance

## Police Services

### Forecasted Statement Expenditures

March 31, 2025

Police Services	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
	13,062,175	14,245,532	27,307,708	28,808,156	1,500,448
GL 6000, 6010 , & 6011 WAGES & BENEFITS NET OF COST RECOVERY					
6020 TRAINING/EDUCATION	36,497	143,503	180,000	180,000	(0)
6030 TRAVEL/CONFERENCE	16,047	43,953	60,000	60,000	0
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	3,924	1,801	5,725	5,000	(725)
6050 OFFICE SUPPLIES	18,187	26,813	45,000	45,000	0
6060 OFFICE EQUIPMENT	27,077	42,923	70,000	70,000	0
6070 PHOTOCOPYING SUPPLIES	1,655	8,345	10,000	10,000	0
6080 ADVERTISING	3,181	1,819	5,000	5,000	(0)
6100 COURIER	4,010	8,990	13,000	13,000	0
6110 TELEPHONE/FAX	98,111	101,888	200,000	200,000	0
6120 PUBLICATIONS/SUBSCRIPTIONS	6,138	(137)	6,000	6,000	(0)
6130 COMPUTER HARDWARE	52,654	164,345	217,000	217,000	0
6140 COMPUTER SOFTWARE	30,569	55,962	126,550	126,550	(6,550)
6150 MEETING EXPENSES	5,047	4,953	10,000	10,000	0
6170 PROMOTION	4,842	5,158	10,000	10,000	(0)
7000 HEAT	5,049	26,951	32,000	32,000	0
7010 ELECTRICAL	52,428	60,072	112,500	112,500	0
7020 WATER	2,147	6,378	8,525	8,525	0
7030 BUILDING/FACILITY MAINTENANCE	-	93,000	93,000	93,000	-
7040 BUILDING/FACILITY REPAIR	6,057	8,943	15,000	15,000	(0)
7060 BUILDING/FACILITY RENOVATION	10,813	9,187	20,000	20,000	(5,000)
7070 BUILDING/FACILITY RENTAL	21,135	21,865	43,000	43,000	10,000
7110 SECURITY	318	707	1,025	2,000	975
7500 VEHICLE/EQUIPMENT MAINTENANCE	13,263	14,747	28,000	23,000	(5,000)
7505 GASOLINE & DIESEL	267,024	267,026	534,050	500,000	(34,050)
7510 VEHICLE/EQUIPMENT REPAIRS	177,459	177,441	354,900	300,000	(54,900)
7530 VEHICLE/EQUIPMENT REPLACEMENT	380,915	159,085	540,000	580,000	40,000
7540 VEHICLE/EQUIPMENT RENTAL	888	1,112	2,000	2,000	(0)
7550 VEHICLE/EQUIPMENT TOWING	1,199	2,801	4,000	4,000	(0)
8000 OPERATIONAL EQUIPMENT	22,978	162,022	185,000	135,000	(50,000)
8010 OPERATIONAL MATERIALS/SUPPLIES	45,941	89,059	135,000	135,000	(0)
8020 MAINTENANCE EQUIPMENT	3,691	2,379	6,070	6,070	0
8090 UNIFORMS/CLOTHING	41,312	108,688	150,000	175,000	25,000
8100 PROFESSIONAL SERVICES	105,036	159,964	265,000	135,000	(130,000)
8110 CONTRACTS/AGREEMENTS	7,175	12,825	20,000	20,000	(0)
8125 MAJOR INVESTIGATIONS	80,222	99,778	180,000	130,000	(50,000)
8150 GRANTS/SUBSIDIES TO ORGANIZATIONS	-	25,000	25,000	25,000	-
<b>Total expended to date</b>	<b>\$ 14,615,172</b>	<b>\$ 16,444,879</b>	<b>\$ 31,020,051</b>	<b>\$ 32,260,251</b>	<b>\$ 1,240,200</b>

Departmental

Finance

## Police Services

### Forecasted Statement of Revenue

March 31, 2025

Police Services Revenue	Year to date		Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
	Sept 30	Oct 1 - Mar 31			
4751 RECORDS INQUIRIES	79,985	80,015	160,000	200,000	(40,000)
5151 FINES	161,272	160,729	322,000	300,000	22,000
<b>Total Revenue to date</b>	<b>\$ 241,257</b>	<b>\$ 240,744</b>	<b>\$ 482,000</b>	<b>\$ 500,000</b>	<b>\$ (18,000)</b>

Departmental

Finance

## Fire Services

### Forecasted Statement of Expenditures

March 31, 2025

	Fire Services Including EMO	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	3,748,853	3,526,634	7,285,486	6,701,486	(584,000)	
6010 BENEFITS	784,155	825,002	1,609,157	1,576,540	(32,617)	
6011 MISCELLANEOUS BENEFITS	6,945	43,155	50,100	50,837	737	
6020 TRAINING/EDUCATION	23,233	119,391	142,524	180,346	37,822	
6030 TRAVEL/CONFERENCE	37,547	12,942	49,589	46,100	(3,489)	
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	1,495	630	1,215	12,743	10,618	
6050 OFFICE SUPPLIES	4,771	400	5,171	9,550	4,379	
6060 OFFICE EQUIPMENT	1,723	300	2,023	6,450	4,427	
6080 ADVERTISING	331	327	658	5,250	4,592	
6110 TELEPHONE/FAX	22,314	21,575	43,889	40,726	(3,163)	
6120 PUBLICATIONS/SUBSCRIPTIONS	1	1	1	700	699	
6130 COMPUTER HARDWARE	8,699	3,895	12,594	12,000	(594)	
6140 COMPUTER SOFTWARE	30,468	2,085	32,553	35,500	2,947	
6150 MEETING EXPENSES	308	1,192	5,100	5,100	3,600	
6170 PROMOTION	7,513	9,300	16,813	29,800	12,987	
7000 HEAT	22,811	73,500	96,311	100,000	3,689	
7010 ELECTRICAL	50,852	60,711	111,563	101,948	(9,615)	
7020 WATER	14,940	27,527	42,466	45,600	3,134	
7030 BUILDING/FACILITY MAINTENANCE	26,892	17,984	44,886	59,268	14,382	
7040 BUILDING/FACILITY REPAIR	3,024	17,064	20,088	29,179	9,091	
7050 BUILDING/FACILITY RENOVATION	193	4,500	4,693	5,000	307	
7500 VEHICLE/EQUIPMENT MAINTENANCE	26,035	100,000	356,035	265,000	(71,035)	
7505 GASOLINE & DIESEL	43,290	42,056	85,346	55,065	(30,281)	
7530 VEHICLE/EQUIPMENT REPLACEMENT	12,304	38,562	50,866	52,500	1,634	
7560 VEHICLE/EQUIPMENT GENERAL SUPPLIES	13,010	6,000	19,010	16,000	(3,010)	
8000 OPERATIONAL EQUIPMENT	91,159	373,729	464,888	501,060	36,172	
8010 OPERATIONAL MATERIALS/SUPPLIES	28,002	27,355	55,357	46,300	(9,057)	
8020 MAINTENANCE EQUIPMENT	5,557	43,230	48,787	50,000	1,213	
8040 COMMUNICATION EQUIPMENT LINES	-	4,380	4,380	4,380	-	
8050 UNIFORMS/CLOTHING	34,330	18,985	53,285	70,525	17,340	
8090 PROFESSIONAL SERVICES	8,085	10,000	18,085	16,500	(1,505)	
8110 CONTRACTS/AGREEMENTS	31,075	155,155	186,230	54,403	(131,827)	
8120 LEASES	50,834	90,007	140,841	133,147	(7,694)	
8130 LICENSES/PERMITS	1,991,775	17,750	17,822	20,387	2,565	
8150 GRANTS/SUBSIDIES TO ORGANIZATIONS	3,538,196	492,382	2,483,957	2,537,611	53,654	
8195 WATER SUPPLY & HYDRANTS		3,538,196	7,076,392	7,076,384	(8)	
<b>Total expended to date</b>						
<b>\$ 10,910,591</b>	<b>\$ 9,724,882</b>	<b>\$ 20,635,473</b>	<b>\$ 19,973,485</b>	<b>\$ (661,988)</b>		

Departmental

Finance

**Municipal Services  
Agreement**

**Forecasted  
Statement of Revenue**

**March 31, 2025**

<b>Fire Services Revenue</b>	<b>Year to date</b>		<b>Projected Operating Results</b>	<b>Annual Budget 2024-25</b>	<b>Forecasted Surplus/ (Deficit)</b>
	<b>Sept 30</b>	<b>Oct 1 - Mar 31</b>			
4776 PROV NS FIRE PROTECTION GRANT	92,312	313,360	405,672	184,624	221,048
4776 MEMBERTOU MUNICIPAL SERVICES AGRMNT	240,638	240,638	481,275	481,275	-
<b>Total Revenue to date</b>	<b>\$ 332,949</b>	<b>\$ 553,998</b>	<b>\$ 886,947</b>	<b>\$ 665,899</b>	<b>\$ 221,048</b>

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**Department**

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**Finance**

**Public Works**

**Forecasted  
Statement of Expenditures**

**March 31, 2025**

Public Works	Year to date Expended	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	9,015,255	9,588,812	18,605,067	19,144,663	539,596
6010 BENEFITS	2,175,267	2,355,649	4,530,916	4,996,441	465,525
6011 MISC BENEFITS	47,423	63,077	110,500	112,500	2,000
6020 TRAINING/EDUCATION	19,178	69,422	88,600	94,600	6,000
6030 TRAVEL/CONFERENCES	39,644	42,356	82,000	99,300	17,300
6040 PROFESSIONAL MEMBERSH	1,000	11,700	12,700	13,170	470
6050 OFFICE SUPPLIES	12,317	22,654	34,971	32,500	(2,471)
6060 OFFICE EQUIPMENT	16,682	10,568	27,250	25,250	(2,000)
6070 PHOTOCOPY SUPPLIES	-	3,500	3,500	3,500	-
6080 ADVERTISING	52,132	21,368	73,500	43,500	(30,000)
6100 COURIER	1,322	1,928	3,250	3,250	-
6110 TELEPHONE/FAX	70,862	52,648	123,500	117,500	(6,000)
6120 PUBL./SUBSCRIPTIONS	521	429	950	950	-
6130 COMPUTER HARDWARE	53,321	31,584	84,905	62,750	(22,155)
6140 COMPUTER SOFTWARE	94,480	126,853	221,333	193,263	(28,070)
6150 MEETING EXPENSES	1,021	3,365	4,386	5,000	614
6160 LIABILITY INSURANCE	25,481	74,519	100,000	100,000	-
6170 PROMOTION	-	-	-	-	-
6180 COST RECOVERY	(124,147)	(162,129)	(286,276)	(200,000)	86,276
7000 HEAT	5,827	94,173	100,000	100,000	-
7010 ELECTRICAL	119,758	205,242	325,000	325,000	-
7020 WATER	9,253	16,467	25,720	37,820	12,100
7030 BLDG/FACILITY MAINT	2,806	16,195	19,000	21,500	2,500
7040 BLDG/VACILITY REPAIR	69,480	62,038	131,518	108,000	(23,518)
7080 PLANT MAINTENANCE	-	-	-	-	-
7100 MAINT. TOOLS/EQUIP	-	-	-	-	-
7110 SECURITY	177,072	162,928	340,000	315,000	(25,000)
7120 PROPERTY TAX	17,505	20,747	38,253	33,000	(5,253)
7500 VEH/EQUIP MAINT.	-	-	-	-	-
7505 GASOLINE & DIESEL	1,201,024	2,028,976	3,230,000	3,379,000	149,000
7510 VEH/EQUIP REPAIRS	1,839,330	1,654,670	3,494,000	3,044,000	(450,000)
7540 VEH/EQUIP RENTAL	129,971	55,029	185,000	40,000	(145,000)
7550 VEH/EQUIP TOWING	34,506	45,494	80,000	50,000	(30,000)
7560 VEH/EQUIP GEN SUPPLY	2,406	2,594	5,000	5,000	-
7570 VEH/EQUIP TOOLS	11,993	23,007	35,000	20,000	(15,000)
8000 OPERATIONAL EQUIP	113,229	131,771	245,000	245,000	-
8010 OPERATIONAL MATERIALS/S	1,672,175	2,004,214	3,676,389	3,428,264	(248,125)
8040 COMM EQUIPMENT LINES	89,855	119,006	208,861	167,000	(41,861)
8080 STREET LIGHTS	1,103,000	1,519,957	2,622,957	2,637,500	14,543
8090 UNIFORMS/CLOTHING	30,271	72,209	102,480	118,480	16,000
8100 PROFESSIONAL SERVICES	326,662	159,574	486,236	300,000	(186,236)
8110 CONTRACTS/AGREEMENTS	8,649,054	9,821,994	18,471,048	18,096,568	(374,480)
8120 LEASES	278,528	346,023	624,551	757,887	133,336
8130 LICENSES/PERMITS	41,633	88,367	130,000	130,000	-
8135 REGULATORY FEES	-	-	-	-	-
8140 EASEMENTS/ROW COSTS	44,702	70,298	115,000	115,000	-
8165 FIONA STORM COST	881,217	-	881,217	-	(881,217)
8190 STORM COST RECOVERY	17,192	0	17,192	-	(17,192)
<b>Total expended to date</b>	<b>\$ 28,370,196</b>	<b>\$ 31,040,277</b>	<b>\$ 59,410,473</b>	<b>\$ 58,322,156</b>	<b>\$ (1,088,317)</b>

Departmental

Finance

## Public Works

### Forecasted Statement of Revenue

March 31, 2025

Public Works	Year to date Sept 30	Estimated Revenue	Projected Operating Results	Annual	Forecasted Surplus/ (Deficit)
				2024-25	2024-25
4801 CASH FARES	279,149	279,149	558,298	550,000	8,298
4503 SYD. STUDENT FARES	97,335	97,335	194,670	150,000	44,670
4805 CBU PASSES	301,946	444,216	746,162	1,400,000	-653,838
4807 SHOPPERS TICKETS	205,893	205,894	411,786	300,000	111,786
4808 ADVERTISING REVENUE	21,490	21,490	42,980	40,000	2,980
4809 HANDI TRANS	23,052	23,052	46,104	50,000	-3,896
4810 CHARTERS	0	0	0	0	0
4838 RRFB-DIVERSION CREDIT	0	375,000	375,000	375,000	0
4849 TIPPING FEES	1,547,336	1,432,664	2,980,000	2,780,000	200,000
4845 WATER UTILITY FEE	6,213,220	6,213,220	12,426,440	12,426,440	0
5130 SEWER PERMITS	0	0	0	0	0
<b>Total Revenue to date</b>	<b>\$ 8,689,420</b>	<b>\$ 9,092,020</b>	<b>\$ 17,781,440</b>	<b>\$ 18,071,440</b>	<b>\$ (290,000)</b>

Total Revenue to date

Departmental

Finance

**Forecasted**  
**Statement of Expenditures**

March 31, 2025

Planning Department	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25		Forecasted Surplus/ (Deficit)
				2024-25	2024-25	
6000 WAGES/SALARIES	724,965	876,686	1,601,651	1,833,544	231,893	
6010 BENEFITS	189,633	215,688	405,321	440,815	35,494	
6011 MISCELLANEOUS/BENEFITS	-	(41,057)	(41,057)	(108,501)	(67,445)	
6020 TRAINING/EDUCATION	1,306	16,238	17,544	20,500	2,956	
6030 TRAVEL/CONFERENCES	20,087	8,674	28,761	28,000	(761)	
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	2,549	5,982	8,531	6,500	(2,031)	
6050 OFFICE SUPPLIES	5,923	10,413	16,336	15,500	(836)	
6060 OFFICE EQUIPMENT	7,168	9,910	17,078	14,500	(2,578)	
6080 ADVERTISING	2,432	22,564	24,996	26,500	1,504	
6110 TELEPHONE/FAX	7,346	2,988	10,334	15,000	4,666	
6120 PUBL./SUBSCRIPTIONS	-	5,900	5,900	400	(5,500)	
6130 COMPUTER HARDWARE	-	10,000	10,000	13,500	3,500	
6140 COMPUTER SOFTWARE	115	16,085	16,200	14,500	(1,700)	
6150 MEETING EXPENSES	-	2,500	2,500	6,200	3,700	
6170 PROMOTION	4,703	146,141	150,844	30,000	(120,844)	
7130 DEMOLITIONS	-	29,080	29,080	120,000	90,920	
8000 OPERATIONAL EQUIPMENT	3,920	-	3,920	33,000	29,080	
8010 OPERATIONAL MATERIALS/SUPPLIES	5,759	7,621	13,390	4,000	(9,390)	
8090 UNIFORMS / CLOTHING	379	3,000	3,379	8,000	4,621	
8100 PROFESSIONAL SERVICES	123,648	479,712	603,360	353,000	(250,360)	
8110 CONTRACTS/AGREEMENTS	281,667	29,937	311,604	460,000	148,396	
8130 LICENSES/PERMITS	73,490	-	73,490	101,947	28,457	
8135 REGULATORY FEES	35,155	63,901	99,056	41,000	(58,056)	
8150 GRANTS /SUBS TO ORG	424,599	60,000	484,599	540,000	55,401	
	<b>\$ 1,914,855</b>	<b>1,981,963</b>	<b>\$ 3,896,818</b>	<b>\$ 4,017,905</b>	<b>\$ 121,087</b>	

Total expended to date

Departmental

Finance

**Forecasted**  
**Statement of Revenue**

March 31, 2025

	Year to date Sept 30	Estimated Revenue Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
<b>Bylaw Revenue</b>					
5112 Vendor Licenses	\$ 6,825	\$ 7,400	14,225	\$ 14,500	(275)
5113 Animal Licenses	1,293	6,000	7,293	10,000	(2,707)
5114 Taxi Licenses	19,457	19,000	38,457	20,000	18,457
5115 Vending Machine Licenses	-	4,000	4,000	4,000	-
5301 Parking Meter Revenue	40,647	150,000	190,647	300,000	(109,353)
<b>Total Bylaw Revenue</b>	<b>\$ 68,222</b>	<b>\$ 186,400</b>	<b>\$ 254,622</b>	<b>\$ 348,500</b>	<b>\$ (93,878)</b>
<b>Development / Planning Revenue</b>					
5496 Mapping Sales	\$ 50	\$ 50	100	\$ 500	(400)
5495 Other Sales	15,589	5,000	20,589	5,000	15,589
5497 LUB Amendment Fees	400	800	1,200	5,000	(3,800)
5101 Building Permits	195,138	95,000	290,138	225,000	65,138
5102 Subdivision Fees	17,495	22,505	40,000	40,000	0
<b>Total Develop / Planning Rev</b>	<b>\$ 228,672</b>	<b>\$ 123,355</b>	<b>\$ 352,027</b>	<b>\$ 275,500</b>	<b>\$ 76,527</b>
<b>Total Bylaw / Dev / Planning Revenue</b>	<b>\$ 296,893</b>	<b>\$ 309,755</b>	<b>\$ 606,648</b>	<b>\$ 624,000</b>	<b>\$ (17,352)</b>
<b>Departmental</b>					
<b>Finance</b>					

## Facilities (C200 / Arenas)

### Forecasted Statement of Expenditures

March 31, 2025

	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	989,340	1,205,000	2,194,340	1,889,113	(305,227)
6010 BENEFITS	197,028	232,000	429,028	409,175	(19,853)
6020 TRAINING	525	1,500	2,025	5,500	3,475
6030 TRAVEL/CONFERENCES	4,730	2,500	7,230	7,000	(230)
6040 PROFESSIONAL MEMBERSHIP/	2,342	1,150	3,492	3,500	8
6050 OFFICE SUPPLIES	3,088	2,775	5,863	4,500	(1,363)
6060 OFFICE EQUIPMENT	-	-	-	2,000	2,000
6080 ADVERTISING	3,146	-	3,146	6,000	2,854
6110 TELEPHONE/FAX	19,557	22,000	41,557	21,250	(20,307)
6130 COMPUTER HARDWARE	4,455	-	4,455	2,500	(1,955)
6140 COMPUTER SOFTWARE	-	-	-	5,500	5,500
6150 MEETING EXPENSES	1,598	750	2,348	3,000	652
7000 HEAT	49,193	99,000	148,193	109,000	(39,193)
7010 ELECTRICAL	341,902	502,500	844,402	884,000	39,598
7020 WATER	27,828	36,300	64,128	82,150	18,022
7030 BLDG/FACILITY MAINT	112,997	49,500	162,497	101,000	(61,497)
7040 BLDG/FACILITY REPAIR	50,172	42,500	92,672	85,000	(7,672)
7080 PLANT MAINTENANCE	79,611	33,500	113,111	90,000	(23,111)
7110 SECURITY	58,849	78,000	136,849	140,000	3,151
7510 VEH/Equip REPAIRS	4,179	6,500	10,679	25,000	14,321
8000 OPERATIONAL EQUIPMENT	42,426	13,000	55,426	18,000	(37,426)
8010 OPERATIONAL MATERIALS/SUF	73,806	90,000	163,806	170,000	6,194
8050 COST OF SALES	172,849	248,920	421,769	422,500	731
8090 UNIFORMS/CLOTHING	722	10,500	11,222	11,000	(222)
8100 PROFESSIONAL SERVICE	42,377	-	42,377	-	(42,377)
8110 CONTRACTS/AGREEMENTS	33,449	65,000	98,449	85,000	(13,449)
<b>Total expended to date</b>	<b>\$ 2,316,169</b>	<b>\$ 2,742,895</b>	<b>\$ 5,059,064</b>	<b>\$ 4,581,688</b>	<b>\$ (477,376)</b>

Departmental

Finance

	Year to date Sept 30	Estimated Revenue Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
GL 4808 Advertising Revenue	4,618	\$ 32,500	37,118	155,000	(117,882)
GL 5001 Ice Rentals	128,786	930,000	1,058,786	1,000,000	58,786
GL 5002 Public Skating	514	4,000	4,514	5,000	(486)
GL 5005 Gym Rental	-	19,130	19,130	52,000	(32,870)
GL 5006 Canteen Sales	318,823	557,000	875,823	814,500	61,323
GL 5010 Other Revenue	49,724	47,500	97,224	92,000	5,224
GL 5033 Program Equipment	11,592	10,000	21,592	30,000	(8,408)
GL 5034 Facility Rentals	187,740	320,000	507,740	405,000	102,740
<b>Total Revenue To Date</b>	<b>\$ 701,798</b>	<b>\$ 1,920,130</b>	<b>\$ 2,621,928</b>	<b>\$ 2,553,500</b>	<b>\$ 68,428</b>

**Parks and Grounds  
Operations**

**Forecasted  
Statement of Expenditures**

**March 31, 2025**

<b>Parks &amp; Grounds</b>	<b>Year to date Expended Sept 30</b>	<b>Estimated Expenditures Oct 1 - Mar 31</b>	<b>Projected Operating Results</b>	<b>Annual Budget 2024-25</b>	<b>Forecasted Surplus/ (Deficit)</b>
6000 WAGES/SALARIES	794,484	940,609	1,735,093	1,775,093	40,000
6010 BENEFITS	196,404	223,331	419,735	429,005	9,270
6011 MISCELLANEOUS BENEFITS	5,833	1,500	7,333	2,500	(4,833)
6020 TRAINING/EDUCATION	26,420	2,000	28,420	7,000	(21,420)
6030 TRAVEL/C-CONFERENCE	-	10,000	10,000	10,000	-
6040 PROFESSIONAL MEMBERSHIP/DUES & FEES	-	200	200	200	-
6050 OFFICE SUPPLIES	392	808	1,200	1,200	(0)
6110 TELEPHONE/FAX	5,056	4,944	10,000	10,000	(0)
6130 COMPUTER HARDWARE	-	3,000	3,000	3,000	-
7000 HEAT	2,444	9,556	12,000	12,000	0
7010 ELECTRICAL	43,898	40,602	84,500	84,500	0
7020 WATER	11,004	27,746	38,750	38,750	(0)
7030 BUILDING/FACILITY MAINTENANCE	2,303	7,197	9,500	9,500	0
7110 SECURITY	-	-	-	10,200	10,200
7510 VEHICLE/EQUIPMENT REPAIRS	6,841	50,000	6,841	1,100	(5,741)
7530 VEHICLE/EQUIPMENT REPLACEMENT	-	16,873	6,912	50,000	(8,785)
7540 VEHICLE/EQUIPMENT RENTAL	-	-	23,785	15,000	-
8000 OPERATIONAL EQUIPMENT	-	45,000	45,000	45,000	-
8010 OPERATIONAL MATERIALS/SUPPLIES	297,976	102,024	400,000	400,000	0
8020 MAINTENANCE EQUIPMENT	4,378	60,622	65,000	65,000	0
8040 COMMUNICATION EQUIPMENT LINES	5,184	5,816	11,000	11,000	0
8080 STREET LIGHTS	2,143	3,657	5,800	5,800	(0)
8090 UNIFORMS/CLOTHING	6,983	6,017	13,000	13,000	(0)
8100 PROFESSIONAL SERVICES	35,664	19,336	55,000	55,000	(0)
8110 CONTRACTS/AGREEMENTS	96,478	323,522	420,000	420,000	0
<b>Total expended to date</b>	<b>1,560,759</b>	<b>\$ 1,894,399</b>	<b>\$ 3,455,158</b>	<b>\$ 3,473,848</b>	<b>\$ 18,690</b>

Departmental

Finance

## Building Operations

### Forecasted Statement of Expenditures

March 31, 2025

Buildings	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
6000 WAGES/SALARIES	691,025	790,970	1,481,995	1,546,995	65,000
6010 BENEFITS	173,936	179,320	353,256	370,333	17,077
6020 TRAINING/EDUCATION	884	7,616	8,500	8,500	(0)
6030 TRAVEL/CONFERENCE	129	1,121	1,250	1,250	0
6050 OFFICE SUPPLIES	166	834	1,000	1,000	0
6060 OFFICE EQUIPMENT	2,104	1,896	4,000	4,000	(0)
6110 TELEPHONE/FAX	6,690	6,310	13,000	13,000	(0)
6130 COMPUTER HARDWARE	4,515	-	4,515	3,000	(1,515)
6140 COMPUTER SOFTWARE	-	6,500	6,500	6,500	-
6150 MEETING EXPENSE	-	250	250	250	-
7000 HEAT	33,209	96,791	130,000	130,000	(0)
7010 ELECTRICAL	239,593	349,617	589,210	589,210	(0)
7020 WATER	22,747	33,828	56,575	56,575	(0)
7030 BLDG/FACILITY MAINT	9,212	33,288	42,500	42,500	0
7060 BLDG/FACILITY RENOV	22,734	77,266	100,000	100,000	(0)
7070 BLDG/FACILITY RENTAL	97,272	107,828	205,100	205,100	0
7080 PLANT MAINTENANCE	-	15,000	15,000	15,000	-
7100 MAINT. TOOLS/EQUIP	3,391	109	3,500	3,500	0
7110 SECURITY	27,907	29,593	57,500	57,500	(0)
7120 PROPERTY TAXES	31,862	-	31,862	28,000	(3,862)
7540 VEH/EQUIP RENTAL	4,041	-	4,041	2,500	(1,541)
8000 OPERATIONAL EQUIP	-	2,500	2,500	2,500	-
8010 OPERATIONAL MATERIALS	66,509	60,841	127,350	121,350	(6,000)
8020 MAINTENANCE EQUIP	-	2,000	2,000	2,000	-
8040 COMM EQUIP LINES (GPS)	1,799	2,601	4,400	4,400	(0)
8090 UNIFORMS/CLOTHING	306	4,194	4,500	4,500	0
8100 PROFESSIONAL SERVICES	65,262	38,549	103,811	100,000	(3,811)
8110 CONTRACTS/AGREEMENTS	201,748	138,996	340,744	253,700	(87,044)
8130 LICENSES/PERMITS	361	743	1,104	1,000	(104)
8150 GRANTS/SUBS TO ORG	30,000	30,000	60,000	60,000	-
<b>Total expended to date</b>	<b>\$ 1,737,404</b>	<b>\$ 2,018,561</b>	<b>\$ 3,755,965</b>	<b>\$ 3,734,163</b>	<b>\$ (21,802)</b>

Departmental

Finance

## Recreation Cultural Services

### Forecasted Statement of Expenditures

March 31, 2025

Recreation/Cultural Services	Year to date Expended Sept 30	Estimated Expenditures Oct 1 - Mar 31	Projected Operating Results	Annual Budget 2024-25	Forecasted Surplus/ (Deficit)
				802,005	3,456
6000 WAGES/SALARIES	923,627	(125,078)	798,550	802,005	3,456
6010 BENEFITS	150,561	33,697	184,259	185,961	1,703
6011 MISCELLANEOUS BENEFITS	(32,860)	422,860	390,000	390,000	-
GL 6000, 6010, & 6011 Wages & Benefits Including Summer Students	1,041,329	331,479	1,372,808	1,377,966	5,158
6020 TRAINING/EDUCATION	946	10,000	10,946	16,000	5,054
6030 TRAVEL/CONFERENCES	9,434	13,000	22,434	25,000	2,566
6040 PROFESSIONAL MEMBERSHIP/DU	673	3,327	4,000	4,000	0
6050 OFFICE SUPPLIES	5,191	1,000	6,191	6,000	(191)
6060 OFFICE EQUIPMENT	4,016	3,984	8,000	8,000	(0)
6080 ADVERTISING	18,161	50,000	68,161	70,000	1,839
6110 TELEPHONE/FAX	4,223	4,777	9,000	9,000	(0)
6120 PUBLICATIONS/SUBSCRIPTIONS	452	-	452	200	(252)
6130 COMPUTER HARDWARE	5,787	500	6,287	7,000	713
7070 BUILDING/FACILITY RENTAL	20,686	21,900	42,586	46,000	3,414
8000 OPERATIONAL EQUIPMENT	169,480	24,000	193,480	180,000	(13,480)
8025 COMMUNITY EVENTS	168,844	171,156	340,000	340,000	(0)
8150 GRANTS/SUBSIDIES TO ORGANIZ	20,000	-	20,000	20,000	-
8160 SUSTAINABILITY EVENTS	246,346	110,216	356,562	356,562	(0)
8170 SUSTAINABILITY	118,977	381,523	500,500	500,500	(0)
<b>Total expended to date</b>	<b>\$ 1,834,544</b>	<b>\$ 1,126,362</b>	<b>\$ 2,961,406</b>	<b>\$ 2,966,228</b>	<b>\$ 4,822</b>

**Recreation /  
Cultural Services**

**Forecasted  
Statement of Revenue**

**March 31, 2025**

<b>Recreation/Cultural Services</b>	<b>Year to date</b>	<b>Estimated Revenue</b>	<b>Projected Operating Results</b>	<b>Annual Budget 2024-25</b>	<b>Forecasted Surplus/ (Deficit)</b>
	<b>Sept 30</b>	<b>Oct 1 - Mar 31</b>			
5031 PROGRAM REVENUE	15,000	15,000	30,000	30,000	-
5034 FACILITY RENTALS	435	7,000	7,435	7,500	65
<b>Total Revenue To Date</b>	<b>\$ 15,435</b>	<b>\$ 22,000</b>	<b>\$ 37,435</b>	<b>\$ 37,500</b>	<b>\$ 65</b>



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

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**To: Mayor & Council**  
**From: Christa Dicks, Municipal Clerk**  
**Date: January 14<sup>th</sup>, 2025**  
**Subject: Correspondence Municipal Code of Conduct**

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Dear Mayor & Council,

The attached correspondence was sent and received from the Nova Scotia Department of Municipal Affairs and Housing. It pertains to the motion to adopt the code of conduct and requests an opportunity for input regarding the Code of Conduct as passed at the December 2024 Council meeting.

This information is provided for reference only.

*Original signed by:*

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**Christa Dicks  
Municipal Clerk**



**Cape Breton Regional Municipality**

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**Office of Christa Dicks  
Municipal Clerk**

320 Esplanade  
Sydney, Nova Scotia  
B1P 7B9  
Tel: 902-563-5010  
Fax: 902-564-0481  
email: [clerksoffice@cbrm.ns.ca](mailto:clerksoffice@cbrm.ns.ca)  
[www.cbrm.ns.ca](http://www.cbrm.ns.ca)

December 12, 2024

Mr. Bryon Rafuse  
Deputy Minister  
Department of Municipal Affairs and Housing  
PO Box 216  
Halifax, NS B3J 2M4

**Re: Adoption of Model Code of Conduct for Municipal Elected Officials**

Dear Deputy Minister Rafuse:

This letter serves to formally notify the Department of Municipal Affairs and Housing that the Cape Breton Regional Municipal has adopted the Model Code of Conduct for Municipal Elected Officials, as provided in Schedule A – Model Code of Conduct for Municipalities, prescribed by the Minister under subsection 520(1) of Chapter 18 of the Acts of 1998, the *Municipal Government Act*.

The adoption of this Code of Conduct occurred by a majority vote during the regular meeting of Council held on December 10, 2024. This action fulfills the requirement set out in the Code of Conduct for Municipal Elected Officials Regulations made under Section 520 of the *Municipal Government Act* to adopt the model Code of Conduct on or before December 19, 2024.

Should you require any additional documentation or have further questions, please do not hesitate to contact me at 902-563-5021 or [cdicks@cbrm.ns.ca](mailto:cdicks@cbrm.ns.ca)

Thank you for your attention to this matter.

Sincerely,

Original Signed by:

**Christa Dicks  
Municipal Clerk**

cc:

Mayor Cecil P. Clarke  
Demetri Kachafanas, K.C., Interim CAO



**Cape Breton Regional Municipality**

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**Office of Christa Dicks  
Municipal Clerk**

320 Esplanade  
Sydney, Nova Scotia  
B1P 7B9  
Tel: 902-563-5010  
Fax: 902-564-0481  
email: [clerksoffice@cbrm.ns.ca](mailto:clerksoffice@cbrm.ns.ca)  
[www.cbrm.ns.ca](http://www.cbrm.ns.ca)

December 12, 2024

Mr. Bryon Rafuse  
Deputy Minister  
Department of Municipal Affairs and Housing  
PO Box 216  
Halifax, NS B3J 2M4

**Re: Adoption of Model Code of Conduct for Municipal Elected Officials**

Dear Deputy Minister Rafuse:

The CBRM Council has adopted the Model Code of Conduct for Municipal Elected Officials, during the regular meeting of Council held on **December 10, 2024**. Supplementary to the adoption, the CBRM Council respectfully requests that the Province consider entering into discussions with the CBRM regarding the possibility of incorporating an appeal process within the current Code of Conduct framework.

The CBRM Council believes that the inclusion of an appeal process would enhance fairness and ensure that elected officials have recourse in addressing concerns arising under the Code of Conduct, and further, hope this suggestion can be explored in collaboration with the Province.

Should you require any additional information or wish to discuss this matter further, please do not hesitate to contact me at 902-563-5021 or by email at [cldicks@cbrm.ns.ca](mailto:cldicks@cbrm.ns.ca)

Thank you for your attention and consideration.

Sincerely,

Original Signed by:

**Christa Dicks  
Municipal Clerk**

cc:

Mayor Cecil P. Clarke  
Demetri Kachafanas, K.C., Interim CAO



**Municipal Affairs  
Office of the Minister**

---

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

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December 30, 2024

Dear Mayors, Wardens and Councillors:

I am writing today to commend all municipalities for successfully adopting the legislated Code of Conduct within the required timeline. Province wide adoption of this essential framework reflects a shared commitment to fostering respectful and constructive dialogue at the Council table.

The development of the Code of Conduct framework illustrates the significant collaboration between municipal governments and the Government of Nova Scotia. I would like to express my appreciation to the members of the Code of Conduct Working Group for their commitment and hard work over the past three years in developing and recommending a model that will effectively serve all 49 municipalities and 21 villages.

I would like to highlight that the Working Group recommended reviewing the Code three years after its implementation. This thoughtful approach underscores the importance of continuous evaluation and improvement to ensure that the Code continues to effectively support respectful and constructive conduct at the Council table.

Thank you, once again, for your commitment to the new municipal Code of Conduct. I am confident that this new standard will create a more positive work environment for municipal elected officials across Nova Scotia.

I look forward to our ongoing collaboration in the New Year as we engage in projects that will have meaningful impact on our communities.

Sincerely,

Original Signed by:

**Honourable John A. Lohr  
Minister of Municipal Affairs**

**c: Chief Administrative Officers**

## Sharon MacSween

---

**From:** Christa L. Dicks  
**Sent:** December 18, 2024 11:29 AM  
**To:** ross.macdonald [REDACTED]  
**Cc:** Cecil P. Clarke; Demetri Kachafanas  
**Subject:** RE: CBRM Correspondence - Code of Conduct  
**Attachments:** Code of Conduct for Elected Officials of the Cape Breton Regional Municipality.pdf

Good morning, Ross

Providing you an updated copy of the code of conduct for Elected Officials of the Cape Breton Regional Municipality. We have updated the prescribed Model Code of Conduct to reflect CBRM in the "insert municipality here" sections. No other changes or amendments were approved by council or made within the document.

We will recirculate the correspondence to the DMAH office and your response, along with this version of the Code to CBRM Council in the New Year.

Thank you for your support throughout this process.

Wishing you peaceful and joyous holidays!

Christa

**From:** Christa L. Dicks  
**Sent:** December 13, 2024 10:59 AM  
**To:** MacDonald, Ross [REDACTED]  
**Cc:** Cecil P. Clarke <cpclarke@cbrm.ns.ca>; Demetri Kachafanas <dkachafanas@cbrm.ns.ca>  
**Subject:** CBRM Correspondence - Code of Conduct

Good morning,

As discussed, please see attached letters regarding the municipal code of conduct.

Thank you,

**Christa Dicks | Municipal Clerk**  
Cape Breton Regional Municipality  
320 Esplanade, Suite 405, Sydney, NS B1P 7B9  
 902-563-5010





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

Title	Code of Conduct for Elected Officials of the Cape Breton Regional Municipality
Approved	Approved by CBRM Council on December 10, 2024; and as prescribed by the Minister under subsection 520(1) of Chapter 18 of the Acts of 1998, the <i>Municipal Government Act</i>
Effective Date	December 10, 2024
Revision Date	

## 1.0 Title

The title of this code of conduct is the Code of Conduct for Elected Officials of the Cape Breton Regional Municipality.

## 2.0 Definitions

In this Code, the following definitions apply:

“Act” means the Municipal Government Act;

“CAO” means chief administrative officer;

“clerk” means the clerk of the municipality;

“closely connected” to a council member, means any of the following:

a family member of the council member,

an agent of the council member,

a business partner of the council member,

an employer of the council member;

“Code” means the Code of Conduct for Elected Officials of the Cape Breton Regional Municipality;

“complaint” means a complaint regarding an alleged breach of the Code;

“confidential information” includes any information in the possession of the municipality that the municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under Part XX of the Act or other legislation, or that pertains to the business of the municipality and is generally considered to be of a confidential nature, including information about any of the following:

- the security of the municipality’s property,
- a proposed or pending acquisition or disposition of land or other property,
- a tender that has or will be issued but that has not been awarded,
- contract negotiations,
- employment and labour relations,
- draft documents and legal instruments, including reports, policies, bylaws and resolutions, that have not been deliberated in a meeting open to the public,

- law enforcement matters,
- litigation or potential litigation, including matters before administrative tribunals,
- advice that [is] solicitor-client privileged;

“council” means the council of the municipality;

“discrimination” has the same meaning as in the Human Rights Act;

“elected official” means any council member, including the mayor or warden;

“family member” means, in relation to a person, any of the following, and includes a step-family member:

- spouse,
- parent or guardian,
- child,
- sibling,
- sibling of a parent,
- child of a sibling,
- grandchild,
- grandparent,
- parent-in-law,
- sibling-in-law,
- spouse of a child;

“harass” has the same meaning as in the Human Rights Act;

“investigator” means a person or entity appointed by a municipality under subsection 23C(1) of the Act to receive and investigate complaints;

“mayor” means the council member elected at large to be the chair of the council;

“municipality” means the regional municipality, town or county or district municipality, except where the context otherwise requires;

“poisoned environment” means an environment where harassing or discriminatory conduct causes significant and unreasonable interference with a person’s work environment;

“sexual harassment” has the same meaning as in the Human Rights Act;

“warden” means the council member chosen by the council to be the chair of the council.

### **3.0 General purpose**

3.1 The purpose of this Code is to set out the expectations for the behaviour of members elected to council in carrying out their functions and making decisions that benefit the constituents in their municipality.

3.2 Nothing in this Code is intended to prevent elected officials from sharing or expressing dissenting opinions.

### **4.0 Interaction with laws and policies**

4.1 This Code is intended to operate together with, and as a supplement to, the applicable common law, the Criminal Code of Canada, the Act, the Municipal Conflict of Interest Act and any other applicable legislation.

4.2 This Code is intended to operate together with, and as a supplement to, the other bylaws and policies of a municipality.

4.3 This Code prevails in any conflict between the Code and any municipal resolution, policy or bylaw.

## **5.0 Guiding principles**

All of the following are the guiding principles for council members' conduct:

**Collegiality:** council members must work together to further the best interests of the municipality in an honest and honourable way.

**Respect:** council members must demonstrate respect towards one another, the democratic decision-making process and the role of staff. Council members must not act in a manner that negatively impacts the municipality or tarnishes the municipality's reputation.

**Integrity:** council members must act lawfully and adhere to strong ethical principles by prioritizing the municipality's interests over individual interests.

**Professionalism:** council members must create and maintain an environment that is respectful and free from all forms of discrimination and harassment, including sexual harassment. Council members must show consideration for every person's values, beliefs and contributions, and support and encourage others to participate in council activities.

**Transparency:** council members must be truthful and open about their decisions and actions and make every effort to accurately communicate information openly to the public.

**Responsibility:** council members are responsible for the decisions that they make and must be held accountable for their actions and outcomes. Council members must demonstrate awareness of their own conduct and consider how their words or actions may be perceived as offensive or demeaning.

## **6.0 General conduct**

6.1 A council member must be truthful and forthright and not deceive or knowingly mislead Council, the CAO, staff or the public.

6.2 A council member must show respect for chairs of council meetings, chairs of committee meetings, colleagues, staff and members of the public that present during council meetings or other meetings of the municipality.

6.3 A council member must adhere to the direction of the chairs of meetings with respect to rules of procedure.

6.4 A council member must conduct council business and all duties in an open and transparent manner, other than for those matters that council is authorized by law to carry out in private.

6.5 A council member must not be impaired by alcohol or drugs while attending any council meeting or other meeting of the municipality.

6.6 A council member must comply with any sanction imposed under this Code, and failing to comply with a sanction imposed is considered a breach of the Code.

## **7.0 Confidential information**

7.1 A council member must not disclose or release any confidential information to the public in oral, written or any other form, other than when required by policy or law or authorized by the council to do so.

7.2 A council member must not use confidential information for personal or private gain or for the private gain of any other person or entity.

7.3 A council member must not access or attempt to access confidential information in the custody of the municipality unless the information is necessary for the performance of their duties and its access is not prohibited by legislation or by the bylaws or policies of the municipality.

7.4 A council member must not discuss any matters relating to an active investigation under the Code with anyone other than the investigator or their own legal counsel, unless required by law.

## **8.0 Gifts and benefits**

8.1 A council member must not accept a fee, advance, cash, gift, gift certificate or personal benefit that is connected directly or indirectly with the performance of their duties of office, other than the following exceptions:

- gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
- a suitable memento of a function honouring the council member;
- sponsorships and donations for community events organized or run by a council member or by a third party on behalf of a council member
- compensation authorized by the municipality.

8.2 A fee, advance, cash, gift, gift certificate or personal benefit paid or provided to a person closely connected to a council member, with the council member's knowledge, is deemed to be a gift to the council member.

## **9.0 Use of municipal property, equipment and services**

9.1 A council member must not use, or request the use of, any municipal property, including surplus material or equipment, for personal convenience or profit, unless the property meets 1 of the following:

- it is generally available for use by the public and the council member is receiving no special preference in its use;
- it is made available to the council member in the course of carrying out council activities and duties, and is used for purposes connected with the discharge of municipal duties.
- A council member must not obtain, or attempt to obtain, personal financial gain from the use or sale of intellectual property developed by the municipality.
- A council member must not use information, or attempt to use information, gained in the course of their duties that is not available to the general public for any purposes other than carrying out their official duties.
- A council member, or a person closely connected to a council member, must not tender on the sale of surplus municipal property, including old or extra equipment.

## **10.0 Building, development, planning, or procurement proposals before council**

A council member must not solicit or accept support in any form from an individual, group or corporation with any building, development, planning or procurement proposal before council.

## **11.0 Improper use of influence**

A council member must not use the influence of their office for any purpose other than for the exercise of their official duties.

## **12.0 Business relations**

12.1 A council member must not allow any prospect of their future employment by a person or entity to affect the performance of their duties to the municipality.

12.2 A council member must not borrow money from any person who regularly does business with the municipality, unless the person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

12.3 A council member must not act as an agent of a person or entity before council or a committee of council or any agency, board or committee of the municipality.

## **13.0 Employment of persons closely connected to council members**

13.1 A council member must not attempt to influence any municipal employee to hire or promote a person closely connected to the member.

13.2 A council member must not make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate any person closely connected to the member.

## **14.0 Fairness**

14.1 A council member must not give special consideration, treatment or advantage to any individual or entity beyond that which is given to all.

14.2 A council member must not give special consideration, treatment or advantage to an organization or group because the council member, or a person closely connected to the member, is involved with the organization or group.

## **15.0 Adherence to policies, procedures, bylaws and other laws**

15.1 Council members must adhere to all applicable federal and provincial legislation.

15.2 Council members must adhere to the procedures, resolutions, policies and bylaws of the municipality.

15.3 Council members must adhere to the expense and hospitality policy of the municipality.

## **16.0 Respect for council as a decision-making body**

16.1 A council member must abide by, and act in accordance with, any decision made by council, whether or not the member voted in favour of the decision.

16.2 A council member must not encourage non-compliance with any legislation, regulation, bylaw, resolution, policy or procedure.

## **17.0 Communicating on behalf of council**

17.1 A council member, other than the mayor or warden, must not claim to speak on behalf of council unless the council member is authorized to do so.

17.2 The mayor, warden or an individual designated by council may speak on behalf of council and must make every effort to convey the intent of council's decision accurately.

## **18.0 Interactions of council with staff and service providers**

18.1 A council member must respect the role of the CAO as head of the administrative branch of the municipality's government and must not involve themselves directly in the administration of the affairs of the municipality, including, without limitation, the administration of contracts.

18.2 A council member must not direct, or attempt to direct, the CAO or clerk other than through a direction provided by the council as a whole.

18.3 A council member must be respectful of the role of the CAO and municipal employees to advise based on political neutrality and objectivity and without undue influence from any individual member or group of the council.

18.4 A council member must not direct or influence, or attempt to direct or influence any municipal employees in the exercise of their duties or functions, unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act, and unless council as a whole has provided direction regarding [the] same.

18.5 If a CAO has been appointed under Section 28 of the Act, a council member must not direct municipal employees except through the CAO.

18.6 Contractors, tenderers, consultants or other service providers to the municipality must not be issued instructions by council members

- if a CAO has been appointed under Section 28 of the Act; or
- unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act and council as a whole has provided direction regarding [the] same.

18.7 A council member must not require or request that a municipal employee undertake personal chores or tasks for the member that are unrelated to municipal business.

18.8 A council member must not make public statements that are critical of specific or identifiable municipal employees or service providers.

## **19.0 Respectful interactions**

19.1 A council member must not engage in discrimination or harassment as prohibited by the Human Rights Act.

19.2 A council member must not sexually harass any person.

19.3 A council member must not engage in any discriminatory or harassing action or conduct, verbal or non-verbal, directed at 1 or more individuals or groups that creates a poisoned environment.

## **20.0 Reprisals**

A council member must not undertake any act of reprisal or threaten reprisal against a complainant in a matter under this Code or any person providing relevant information in relation to a matter under this Code.



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

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**To: Mayor & Council**  
**From: Christa Dicks, Municipal Clerk**  
**Date: January 14<sup>th</sup>, 2025**  
**Subject: Various Correspondence**

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Dear Mayor & Council,

The attached correspondence has been received from the following:

- Dani Coffey, Director, Policy and Government Relations Nova Scotia Federation of Municipalities (See page [144](#))
- Rod Beresford Chairperson, Cape Breton Regional Fire Chiefs' Association (See page [145](#))
- Molly Banerjei, CEO Christian Heritage Month Initiative (See page [146](#))
- E. Paige Hoveling, Stakeholder Relations Manager, Nova Scotia Association of Realtors (See page [151](#))
- David Dingwall, President & Vice-Chancellor, Cape Breton University (See page [153](#))

This is for information only.

*Original signed by:*

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**Christa Dicks  
Municipal Clerk**

## **Kelly J. McDonald**

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**From:** Christa L. Dicks  
**Sent:** November 14, 2024 1:55 PM  
**To:** Kelly J. McDonald  
**Subject:** FW: Coastal Protection Advocacy Request

Please place on pending for an update to Council.  
Thank you

**From:** Dani Coffey [REDACTED]  
**Sent:** November 14, 2024 9:36 AM  
**To:** Christa L. Dicks <cldicks@cbrm.ns.ca>  
**Cc:** Juanita Spencer [REDACTED] Kacy DeLong [REDACTED]  
**Subject:** RE: Coastal Protection Advocacy Request

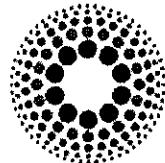
Hello Christa, I wanted to provide an update on your Council's request to NSFM re: coastal protection as an advocacy priority. The Climate Change Advisory Committee met on May 23<sup>rd</sup> and September 25<sup>th</sup> to discuss coastal protection. Presentations were received from the Coastal Land Use Planning Coordinator (NSFM), the Department of Environment and Climate Change (Project Director) and the Deputy Director of Planning and Development Services (MODL). The following motion was submitted to the NSFM Board of Directors and was subsequently carried on October 2, 2024:

That the NSFM Board of Directors accept coastal protection as an advocacy priority and support continued monitoring of municipal progress with adaptation efforts through the Climate Change Committee.

Thank you,  
Dani

Dani Coffey, MPA | Director, Policy and Government Relations  
NOVA SCOTIA FEDERATION OF MUNICIPALITIES  
[REDACTED]

[nsfm.ca](http://nsfm.ca) | [facebook](#) | [twitter](#) | [linkedin](#) | [instagram](#)



NOVA SCOTIA FEDERATION  
OF MUNICIPALITIES

**Kelly J. McDonald**

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**From:** Rod Beresford [REDACTED]  
**Sent:** December 5, 2024 2:00 PM  
**To:** Mayor's Office; ClerksOffice  
**Cc:** Krista Dove  
**Subject:** Letter of Congratulations  
**Attachments:** CBRFCA Letter to CBRM Mayor and Councillors - Congratulatory Letter - Dec 5 2024.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Good afternoon,

Please see attached and distribute to Mayor Clarke and Councillors.

Thank you.

Rod



## Cape Breton Regional Fire Chiefs' Association



To: Mayor Cecil Clarke and CBRM Councillors  
From: Rod Beresford, Cape Breton Regional Fire Chiefs' Association  
Re: Letter of Congratulations  
Date: December 5 2024

Dear Mayor Clarke and Councillors,

I am writing on behalf of the Cape Breton Regional Fire Chiefs' Association to extend congratulations to all of you on your recent election or acclimation.

The past several years has seen significant progress in the CBRM Fire and Emergency Services because of open communication and increased cooperation with all parties involved in the delivery of the fire service for our citizens.

We are looking forward to continued cooperation and progress in the coming years with you as our elected representatives.

Sincerely,

Original Signed by:

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Rod Beresford, Chairperson



CAPE BRETON REGIONAL MUNICIPALITY  
OFFICE of the MAYOR

December 23, 2024

Mr. Rod Beresford, Chairperson  
Cape Breton Regional Fire Chiefs' Association

Dear Chair ~~Mr.~~ Beresford: *Rod*

Thank you for your kind words of congratulations – very much appreciated.

Please be assured of Mayor and Council's active engagement to achieve further progress and improved fire service outcomes.

The Fire and Emergency Services Committee will now be in the form of Committee of the Whole and will meet quarterly. This will increase Council participation and engagement, further demonstrating our commitment to the Cape Breton Fire and Emergency Services.

Warmest regards,

Original Signed by:

Cecil P. Clarke  
Mayor

CPC/tfd

c: Council  
Interim CAO Demetri Kachafanas  
Fire Chief and Director Mark Bettens

**Kelly J. McDonald**

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**From:** Molly Banerjee [REDACTED]  
**Sent:** December 17, 2024 11:25 PM  
**To:** ClerksOffice  
**Subject:** Re: Correspondence-Christian Heritage Month - 2024

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Some people who received this message don't often get email from mollybanerjee@icloud.com. [Learn why this is important](#)

## Expanding Christian Heritage Month Across Cape Breton

Dear Mayor Cecil Clarke and Council Members,

I hope this message brings a moment of joy to your busy day. Happy Christian Heritage Month!

Thank you for your steadfast commitment to honoring Christian Heritage in **Cape Breton**. Your dedication to recognizing the contributions of the Christian community is truly appreciated. I will be honored to send you a Christian Heritage flag next year to raise in celebration of this significant occasion.

What began as a **small spark in May 2024** is now spreading like **wildfire across the country**, igniting unity and recognition in communities nationwide.

As we look to expand this recognition further, I would be grateful if you could guide us toward **other regions or municipalities in Nova Scotia** that may be open to joining this meaningful initiative. Your insight and direction would be invaluable.

I am pleased to share that we have seen remarkable progress:

- **40+ municipalities**
- 
- **3 regions**
- 
- **1 school board**
- 
- **The Province of Saskatchewan**

Additionally, a **federal motion (Motion-171)** is prepared for a vote, and we anticipate it will pass with strong multiparty support.

We are also seeking to connect with an **MLA** who may be willing to introduce a motion to recognize December as Christian Heritage Month at the provincial level. Any recommendations or introductions you can provide would be deeply appreciated.

Thank you again for your dedication and leadership. Wishing you all a blessed and joyful Christmas season.

Gratefully Yours,

Molly Banerjee  
CEO Christian Heritage Month Initiative  
[REDACTED]

[www.Christianheritagemonth.ca](http://www.Christianheritagemonth.ca)  
[www.ChristianMusicFestival.org](http://www.ChristianMusicFestival.org)  
Love Serve Unite. Building Strong Communities.

On Dec 13, 2024, at 10:08 AM, ClerksOffice  
<ClerksOffice@cbrm.ns.ca> wrote:

Good morning,

Please see attached correspondence from the CBRM council meeting, which was held on December 10, 2024, regarding the Christian Heritage Month - 2024.

Thank you

**Yuecong (Lilly) Cao**  
**On Behalf of the Clerk's Department**  
**Cape Breton Regional Municipality**  
320 Esplanade, Sydney, NS B1P 7B9 | Suite 405  
Office 902.563.5010  
[clerksoffice@cbrm.ns.ca](mailto:clerksoffice@cbrm.ns.ca)

<image001.gif>

## **Kelly J. McDonald**

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**From:** Paige Hoveling [REDACTED]  
**Sent:** December 18, 2024 10:29 AM  
**To:** ClerksOffice  
**Subject:** Letter for council  
**Attachments:** CBRM.pdf

Some people who received this message don't often get email from phoveling@nsar.ns.ca. [Learn why this is important](#)  
Good morning,  
please see attached a letter for CBRM councillors.

Thank you and happy holidays!  
Paige

E. Paige Hoveling (She/Her), CRAE, SCMP® | Stakeholder Relations Manager

[REDACTED]  
nsrealtors.ca   





December 19, 2024

Council members  
Cape Breton Regional Municipality

Dear Councillors,

On behalf of the Nova Scotia Association of REALTORS® (NSAR) and our members, please accept our heartfelt congratulations on your election as Councillor in Cape Breton Regional Municipality!

We are pleased to welcome strong leaders who recognize the important economic, social, and environmental impacts of appropriate, income-accessible housing in our communities.

NSAR represents over 2,100 salespeople and brokers across the province. We are the voice of real estate in Nova Scotia.

REALTORS® are a key component of the local economy. In 2023, housing transactions through the NSAR MLS® System generated **over \$586 million in spin-off spending and an estimated 4,400 jobs across the province.**

REALTORS® believe everyone should have a place to call home. Inventory and vacancy rates are extremely low across our province. Without housing, our communities suffer.

**REALTORS® have ideas that can help.** We look forward to talking to you and your colleagues about actions we can collectively take to ensure that everyone has a place to call home.

Each region of Nova Scotia has volunteer REALTORS® who serve on our Provincial/Municipal Affairs Committee (PMAC). These REALTORS® are your local experts and can be called upon for the most up-to-date local housing data and information.

Please feel free to reach out to Paige Hoveling, Stakeholder Relations Manager, at [phoveling@nsar.ns.ca](mailto:phoveling@nsar.ns.ca) or 902-568-5764 to be connected with your local REALTOR® or receive housing data, support, or housing expertise during your term.

We look forward to working with you and your council colleagues on actions we can take to ensure that every Nova Scotian has a place to call home.

Sincerely,

Original Signed by:

Roger Boutilier  
Chief Executive Officer

Andrew Gilroy  
President

Suzanne Gravel  
Chair, Provincial/Municipal Affairs Committee

Learn. Share. Advance.



[nsrealtors.ca](http://nsrealtors.ca)



CAPE BRETON REGIONAL MUNICIPALITY  
OFFICE *of the* MAYOR

January 8, 2025

Mr. David C. Dingwall  
President & Vice-Chancellor  
Cape Breton University

Dear President Dingwall:

I acknowledge your correspondence dated December 19, 2024, with reciprocal greetings and shared enthusiasm for 2025.

A Memorandum of Understanding (MOU) is a timely opportunity to work collaboratively. I will engage my Council colleagues and Administration following our meeting in the early new year.

An update on the **Forever CBU Campaign** to Council and Administration would be timely as online stakeholder sessions are being planned for January through to March, 2025.

As we embark on a new year, we embark on new opportunities forged by renewed partnerships and strengthened by a relationship committed to shared growth and prosperity.

Warm regards,

Original Signed by:

Cecil P. Clarke  
Mayor

CPC/tfd

c: Council  
I/CAO Demetri Kachafanas  
Toni DeLorenzo, Manager, Mayor's Office  
Sean Tobin, Chief of Staff, Mayor's Office

