

Cape Breton Regional Municipality

Committee of the Whole

AGENDA

TUESDAY, MAY 6, 2025

10:00 A.M.

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

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Cape Breton Regional Municipality

Committee of the Whole

**Tuesday, May 6, 2025
10:00 a.m.**

AGENDA ITEMS

Land Acknowledgement

Roll Call

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

2. **APPROVAL OF MINUTES:**

➢ Committee of the Whole – April 1, 2025

3. **PRESENTATIONS:**

3.1 **Library Siting Analysis:** Rob LeBlanc, Partner, Founder and Director of Planning, Fathom Studios (See page 7)

4. **IN CAMERA**

4.1 **Approval of In Camera Minutes** (Previously Circulated)

➢ Committee of the Whole – March 4, 2025

4.2 **Solid Waste Contract with Guysborough:** John Phalen, Director of Public Works

*[In accordance with Section 22(2)(e) of the *Municipal Government Act*]*

Continued...

Committee of the Whole
May 6, 2025 (Cont'd)

5. BUSINESS ARISING:

5.1 In Camera – May 6, 2025:

- a) **Solid Waste Contract with Guysborough:** John Phalen, Director of Public Works

6. CORPORATE SERVICES ISSUES:

- 6.1 **Request for Utility Easement PID 15516032 – Grand Lake Road (District 12):** Sheila Kolanko, Property Manager (See page 33)
- 6.2 **Request for Street Closure Portion of an Undeveloped Road Reserve (PID 15716020) Off Dalton Lane, Sydney (District 12):** Sheila Kolanko, Property Manager (See page 36)
- 6.3 **CAO Modernization – Upcoming Solid Waste Initiatives:** John Phalen, Director of Public Works (See page 44)

7. COMMITTEE REPORTS: N/A

8. COUNCIL AGENDA REQUEST:

- 8.1 **CBRM Regional Transportation Strategy:** Mayor Cecil P. Clarke (See page 42)
- 8.2 **Water Bills:** Councillor Kim Sheppard-Campbell (See page 49)
- 8.3 **Dangerous Unsightly and Derelict Buildings:** Councillor Steven MacNeil (See page 50)
- 8.4 **Street Light Policy:** Councillor Steven MacNeil (See page 51)
- 8.5 **Community Litter:** Councillor Steven MacNeil (See page 52)

Continued...

9. CORRESPONDENCE:

9.1 Various Correspondence: Christa Dicks, Municipal Clerk

- Paul LaFleche, Deputy Minister, Municipal Affairs (See page 53)
- Minister Kim Masland and Minister John Lohr, Emergency Management, Office of the Minister (See page 67)
- David C. Dingwall, President and Vice Chancellor, Cape Breton University (See page 69)
- Heather Coates, National Fund Development & Engagement Officer, Lupus Canada (See page 70)
- E. Barry Smith (See page 71)
- Information and Activity Report CBRM Regional Enterprise Network Q4 January – March 2025 (See page 73)
- Shealene Barrett, Alzheimer's Society, Regional Coordinator Education & Outreach Cape Breton (See page 83)
- Minister John Lohr, Municipal Affairs (See page 86)
- Minister John Lohr, Municipal Affairs (See page 87)

ADJOURNMENT

To: CBRM Mayor and Council
RE: CBRL Library Siting Analysis
Date: March 2025



Background

Since 1950, the Cape Breton Regional Library Board, governed by the Libraries Act, has provided library services for Cape Breton Regional Municipality and Victoria County. As part of our ongoing effort to provide exemplary services, the Board engaged the services of Rob LeBlanc, Fathom Studio (formerly Ekistics Planning and Design), to identify and analyze potential locations for a new Sydney Central Library in downtown Sydney.

Objectives

The Board's main goals were:

1. Identify all suitable locations for the new Library.
2. Choose the best location based on a thorough evaluation process.
3. Provide evidence-based information to the community and stakeholders.
4. Inform the CBRM Council's decision-making process for constructing a new Library that meets the current and future needs of CBRM.

Process

A steering committee of board members and library staff worked closely with Fathom to develop criteria for evaluating potential locations. These criteria were based on:

- Previous library studies
- Best practices as seen in new library construction
- Stakeholder engagement
- Feedback from over 100,000 annual visitors to the current Sydney Library

Conclusion

Libraries are essential to a community's economic development and well-being. New libraries have proven to be community anchors. As a result, proper site selection is the foundation of any successful library-building project. This choice will impact the Library's operations for years to come.

On behalf of the Cape Breton Regional Library Board and staff, we appreciate the opportunity to share the results of the Library Site Analysis.

Respectfully submitted,
Lisa Mulak
Regional Librarian, CBRL

CBRL Library Siting Analysis 2025

Siting Options

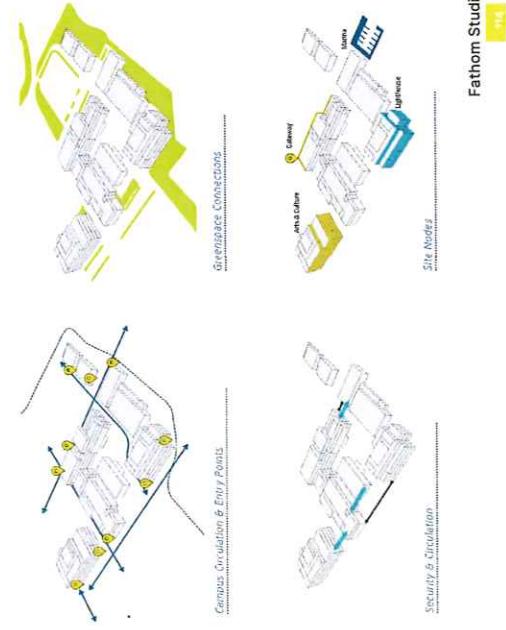
March 17, 2025

Council Presentation

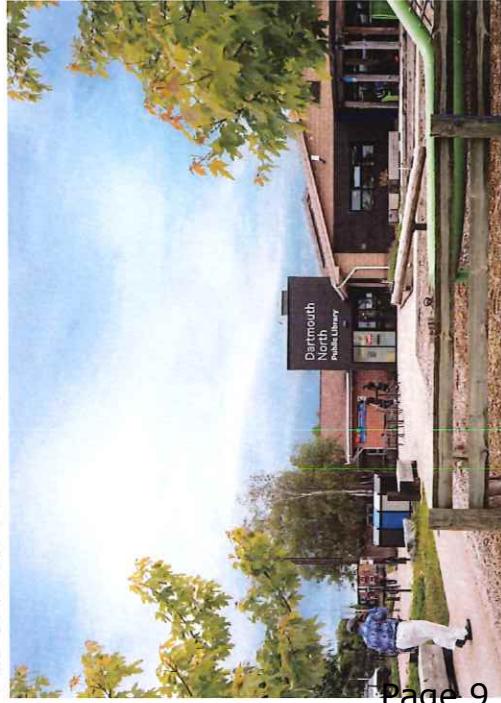
Fathom

NSCC Marconi Campus Site Relocation Study - 2018

Site Assessment (Initial Matrix)	SITE 1 (Waterfront)	SITE 2 (Center 200)	SITE 3 (Bentlatch)	SITE 4 (North End)
Adequate Site Area (more than 5 acres)	3	3	3	1
Future Expansion Potential	3	1	2	1
Waterfront Access for Future Marine Programs	3	0	0	0
Close Proximity to Charlottetown Street	3	1	3	0
Close Proximity (1-2 blocks) to a major park	3	1	1	1
Connections to AT or trails	3	3	2	1
Visibility to downtown traffic	3	3	3	1
Proximity (2-3 blocks) to main parking lot (300-500 cars)	1	2	3	3
Industrial Court not visible from surrounding streets	2	2	2	2
Bus stop within 1 block of site	3	3	3	3
Inspirational site with good views	3	1	2	1
Potential for land assembly	2	2	2	1
Potential partnerships with neighbouring sites/businesses	3	2	3	1
Site embeddedness (not located on the fringe of downtown)	1	1	3	2
Emphasizes or celebrates downtown heritage	1	0	3	3
Minimized site costs (structural soils, no enviro issues, etc.)	1	1	2	2
Score	38	26	37	23
Percent Score (top score = 70)	70%	48%	69%	43%



Dartmouth North Library
Renovation and Addition



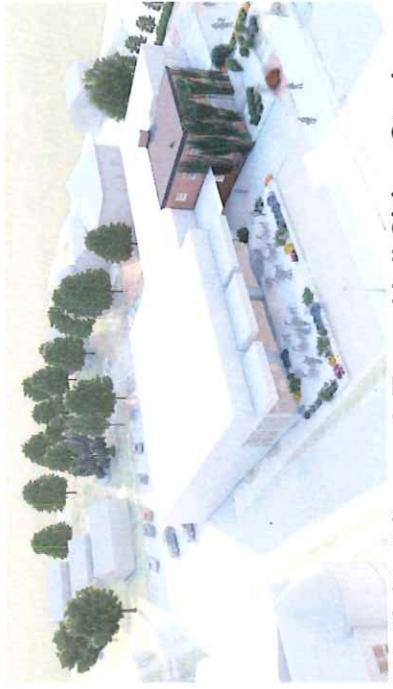
HRM Bedford Library Siting Study



Keshen Goodman Library Renovation



Lunenburg Library



Wolfville Library & Town Hall Siting Study

Contents

- 1. Survey Results**
- 2. Sites Analysis**
- 3. Site Scores**
- 4. 3D Massing Models**

Survey Results

Q1 How often do you visit the downtown Sydney library?

Answered: 374

Skipped: 0



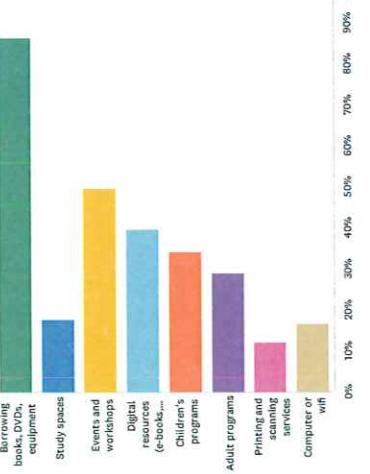
ANSWER CHOICES	RESPONSES
Daily	10
Weekly	116
Monthly	140
Rarely	97
Never	11
TOTAL	374

Only 3% visit daily, 31% weekly, most respondents (37%) visit monthly.

Q2 What services do you use at the library? Select all that apply

Answered: 361

Skipped: 13



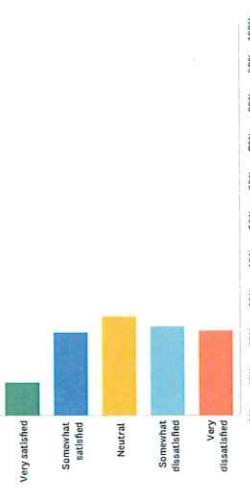
86% are there to borrow, while almost 50% come for events.

1 / 13

2 / 13

Q3 How satisfied are you with the current library building?

Answered: 371 Skipped: 3



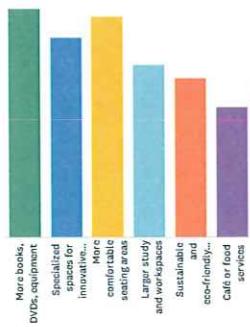
RESPONSES

Answered: 8.63% Skipped: 3

ANSWER CHOICES	RESPONSES	PERCENTAGE	ANSWER CHOICES	RESPONSES	PERCENTAGE
Very satisfied	32	8.63%	More books, DVDs, equipment	1	1.4%
Somewhat satisfied	79	21.29%	Specialized spaces for innovative technology	2	5.4%
Neutral	94	25.34%	More comfortable seating areas	3	8.2%
Somewhat dissatisfied	85	22.91%	Larger study and workspaces	4	10.8%
Very dissatisfied	81	21.83%	More sustainable and eco-friendly areas	5	13.4%
TOTAL	371	100%	Child-friendly areas	6	16.4%
			More spaces for programs and events	7	19.1%

Q6 Place the following features in order from most important to least important to you?

Answered: 370 Skipped: 4



ANSWER CHOICES	RESPONSES	PERCENTAGE	ANSWER CHOICES	RESPONSES	PERCENTAGE
Very satisfied	32	8.63%	More books, DVDs, equipment	1	1.4%
Somewhat satisfied	79	21.29%	Specialized spaces for innovative technology	2	5.4%
Neutral	94	25.34%	More comfortable seating areas	3	8.2%
Somewhat dissatisfied	85	22.91%	Larger study and workspaces	4	10.8%
Very dissatisfied	81	21.83%	Sustainable and eco-friendly areas	5	13.4%
TOTAL	371	100%	Cafes or food services	6	16.4%
			Child-friendly areas	7	19.1%
			More spaces for programs and events	8	21.7%

Over 20% of respondents are very dissatisfied with the current library. Almost half are very or somewhat dissatisfied. Only 30% are very or somewhat satisfied.

3 / 13

Q7 How do you usually get to the library?

Answered: 367

Skipped: 7



Q8 How would you prefer to get to the library?

Answered: 365

Skipped: 9



87% of people get there by car, only 3% by bus.

More people would like to walk or get there by bus or bike.

Q9 If you visit by car, how long does it normally take to find parking?

Answered: 365

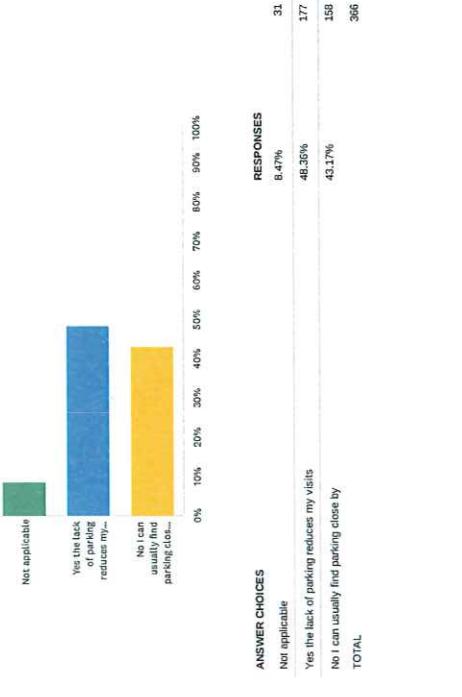
Skipped: 9



Q10 Is parking a limiting factor for your visit?

Answered: 366

Skipped: 3



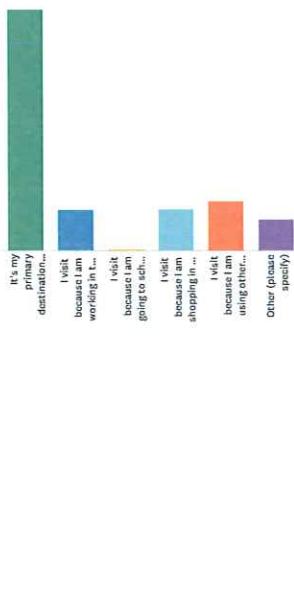
Over one third of the respondents take more than 5 minutes to find parking.

Almost half the respondents say lack of parking limits their visits.

Q11 When you visit the library, is that the main reason you come downtown?

Answered: 368

Skipped: 6



ANSWER CHOICES

It's my primary destination when I go

I visit because I am working in the area

I visit because I am going to school in this area

I visit because I am shopping in this area

I visit because I am using other nearby recreational facilities (fitness centre, parks, etc.)

Other (please specify)

TOTAL

RESPONSES

219

37

1

38

45

NOT AT ALL LIKELY

(NO LABEL)

(NO LABEL)

(NO LABEL)

(NO LABEL)

EXTREMELY LIKELY

(NO LABEL)

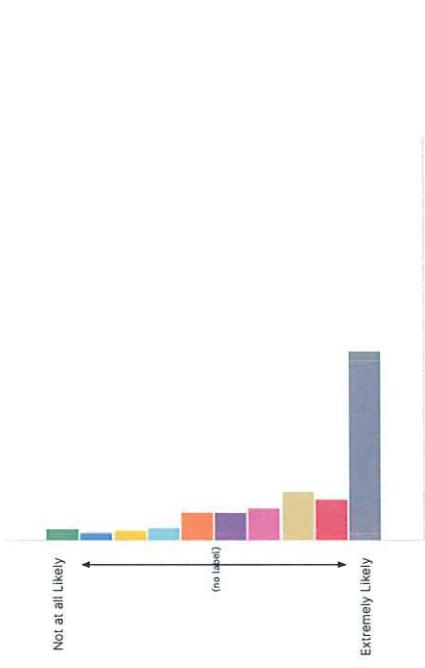
TOTAL

(no label) 10 2.70% 1.89% 2.43% 2.97% 6.76% 6.76% 7.84% 11.69% 10.00% 46.76% 37 173 370

Q12 How likely is it that you would recommend the Sydney Library to others?

Answered: 370

Skipped: 4



ANSWER CHOICES	RESPONSES	NOT AT ALL LIKELY	(NO LABEL)	EXTREMELY LIKELY	(NO LABEL)	TOTAL				
Not at all Likely	6 (1.62%)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	6 (100%)
(no label)	37 (10.00%)	0 (0%)	37 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	37 (100%)
Extremely Likely	331 (89.38%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	331 (100%)	0 (0%)	331 (89.38%)

60% of respondents that visit say the library is the prime destination for their trip.

11 / 13

Even though half respondents are very or somewhat dissatisfied, almost 50% are extremely likely to recommend it.

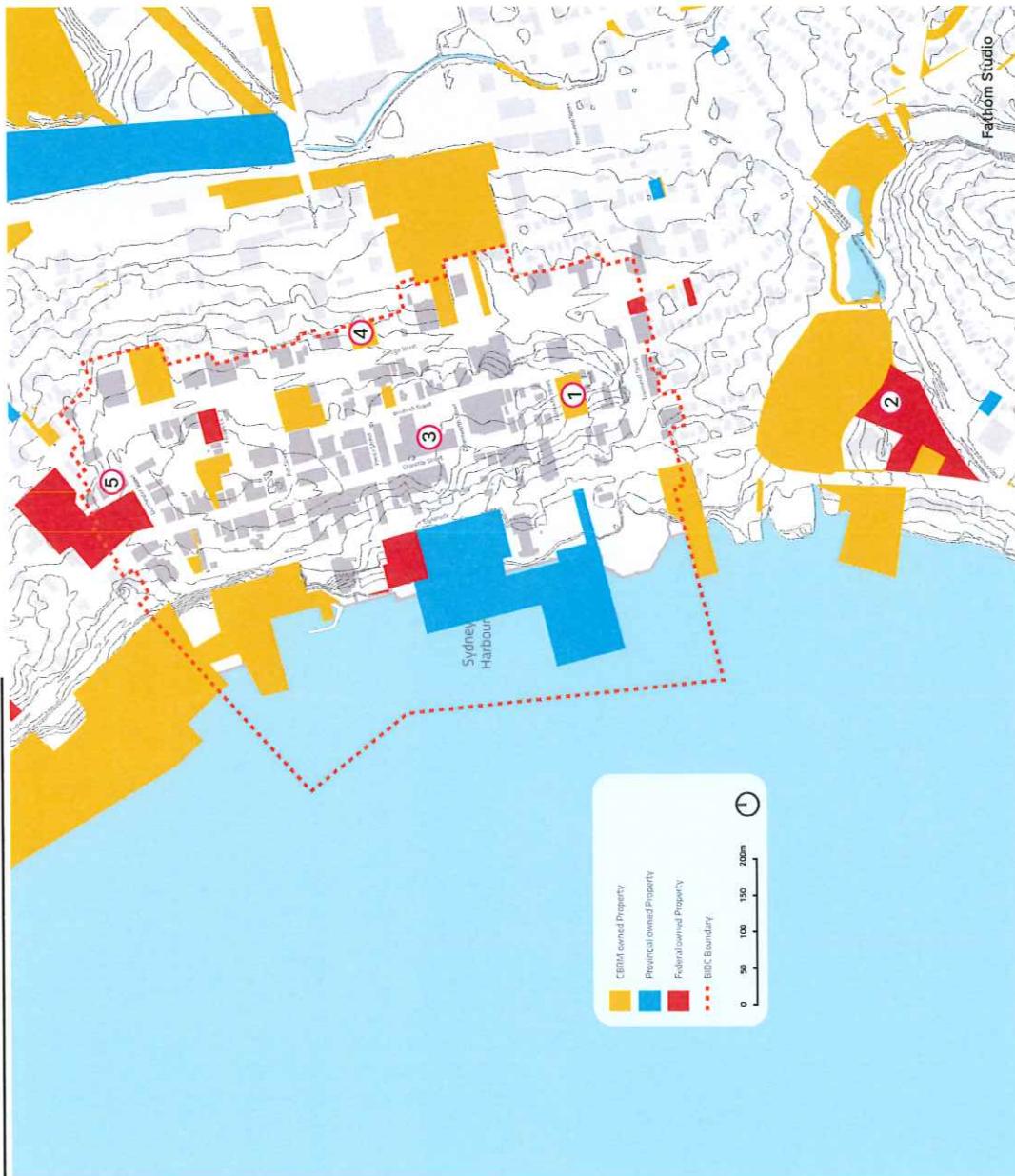
12 / 13

Sites Analysis

Sites for Consideration

Five sites were considered for the new library as part of the analysis provided by the Steering Committee for consideration. Two of the sites (the McConnell Library site and the Prince & George site) are already owned by CBRM, the remaining three sites are privately owned but may be able to be purchased. These sites include:

1. McConnell Library, 50 Falmouth Street (PID 15065618)
2. Wentworth Court, 70 Crescent St (PID 15068612)
3. The Bargain Shop, 335/337 Charlotte St (PID 15062953)
4. Prince & George Corner (PID 15395346)
5. Original Cape Breton Post Building, 75 Dorchester St (PID 15054588)



Site Suitability Criteria

Fathom worked with the Steering Committee to develop site suitability criteria for scoring each site. A site suitability analysis is a process used to determine the appropriateness of a given site for a specific use, in this case, a new central library. The new library will replace the current James McConnell/Memorial Library and previous studies and stakeholder engagement have identified the downtown BIDC of Sydney as the most appropriate location for the library.

The analysis involved evaluating various factors that can impact the suitability of the site for a library use. These factors can include physical, environmental, economic, and social considerations.

Purpose and Objectives:

The purpose of this analysis is to identify the best site in Downtown Sydney for the new Library that addresses the needs of the facility, its staff and its users. The program for the facility was developed in a previous exercise but the key takeaways from the initial discussions were that the site needed to:

- Provide 45,000 sf of usable library area,
- support 25 parking spaces for staff and additional for visitors if possible
- be located in the downtown and on a main road to create economic spinoffs

• be close to transit and AT

• be close to cultural, recreational and educational facilities

• not be encumbered by features that would cause undue costs like environmental cleanups, bedrock blasting, rezoning or other regulatory constraints, etc.

This list of positive and negative site selection criteria was developed in more detail with the committee and the criteria was weighted based on its importance to the overall suitability of the site. This step helps in prioritizing certain factors over others. The sites were then scored based on the criteria and their respective weights (from 1 to 5) to rank the sites from most suitable to least suitable.

The “Best” score achievable is 58, with all positive criteria and no negative criteria. This score represents a score of 100%. This approach allows other site scores to be transposed to a percent score out of 100%.

Cape Breton Central Library
Site Suitability Criteria
v4. Sept 19, 2024

Positive Criteria	Environmental Impacts					Score
	Yes/No	Weight	5	5	5	
Within BIDC Downtown Core			1	5	5	
Site can accommodate 45,000 sf			1	5	5	
Within 200m of a bus stop			1	5	5	
Site accommodates 2 loading bays			1	5	5	
Fronts on 2 or more streets			1	4	4	
High Pedestrian Traffic			1	4	4	
Within 200m of planned AT/Bike lanes			1	4	4	
Accommodates 1 or 25 parking spaces			1	4	4	
Close to additional parking (>100 vehicles)			1	4	4	
Close to ancillary facilities (YMCA, NSCC, Newcomer agencies, CBU satellite sites etc)			1	4	4	
Outdoor library space (at grade minimum 1,000 sf)			1	4	4	
Sustainable design potential (district energy)			1	4	4	
High Vehicle Traffic			1	3	3	
Within 200m of a public park or boardwalk			1	2	2	
Views of the waterfront			1	1	1	
Positive Total			1	1	1	58
Negative Criteria	Environmental Impacts					Score
	Yes/No	Weight	5	5	5	
Building must be demolished or adaptive reuse			1	4	4	
Requires temporary library relocation during construction			1	4	4	
Site remediation will create undue extra costs			1	2	2	
Creates negative impacts for surrounding single detached homes			1	3	3	
Land Cost			1	3	3	
Bedrock close to surface			1	3	3	
Site has potential negative cultural references			1	2	2	
Negative Micoclimate (Sufficient, Wind, Small)			1	2	2	
Site within 100m of 2 car/bicycle accident in 5 years			1	2	2	
Known encumbrances: (legal, environmental, physical, climatic)			1	2	2	
Negative Total			1	2	2	-50
Total Best Score						58
Best Score out of 100%						100%
Weights						1
Positive Impacts						2
Negative Impacts						3
Slightly Important						4
Important						5
Neutral						
Slightly Important						
Very Important						
Low Impact						

1.1 JAMES MCCONNELL MEMORIAL LIBRARY, 50 FALMOUTH ST (PID 150655618)

CBRM-owned site - 20,616 sf + 3600 sf CBRM lot = 25,116 sf

Potential to purchase 1 PID 150655543 to expand?

1 storey (10-12') drop from Bentinck to Charlotte.

Fronts on Charlotte Main Street, Falmouth and Bentinck so highly visible

Location is already known as the library site

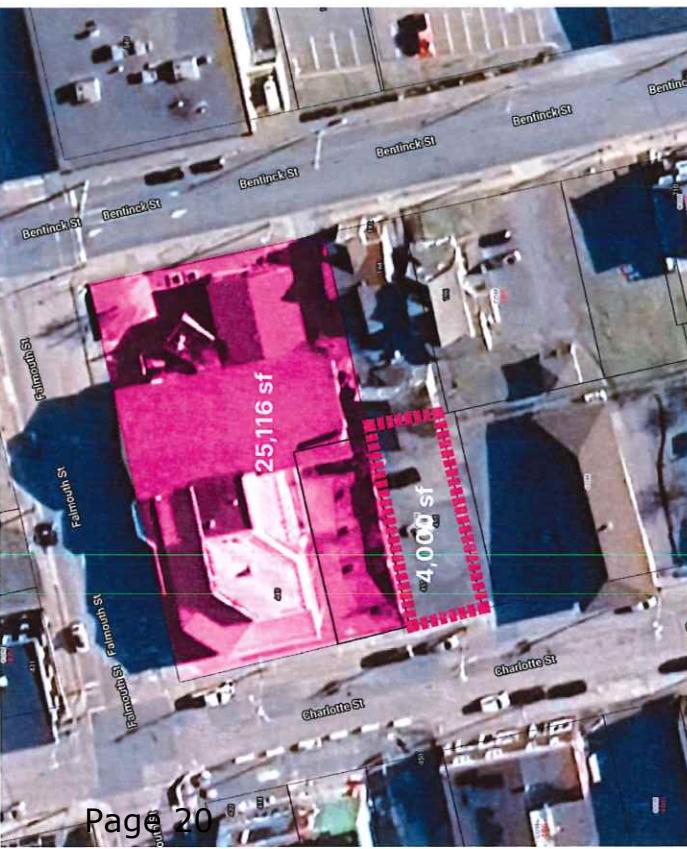
Would require temporary (2 year) relocation during demolition and reconstruction

Close to YMCA and NSCC

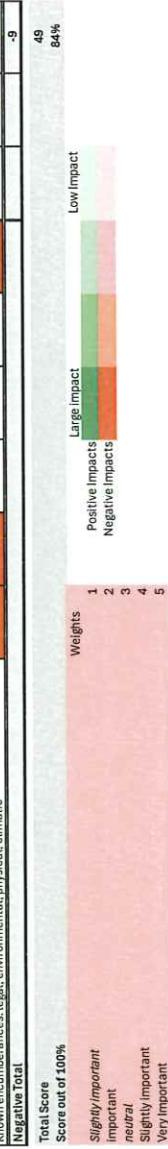
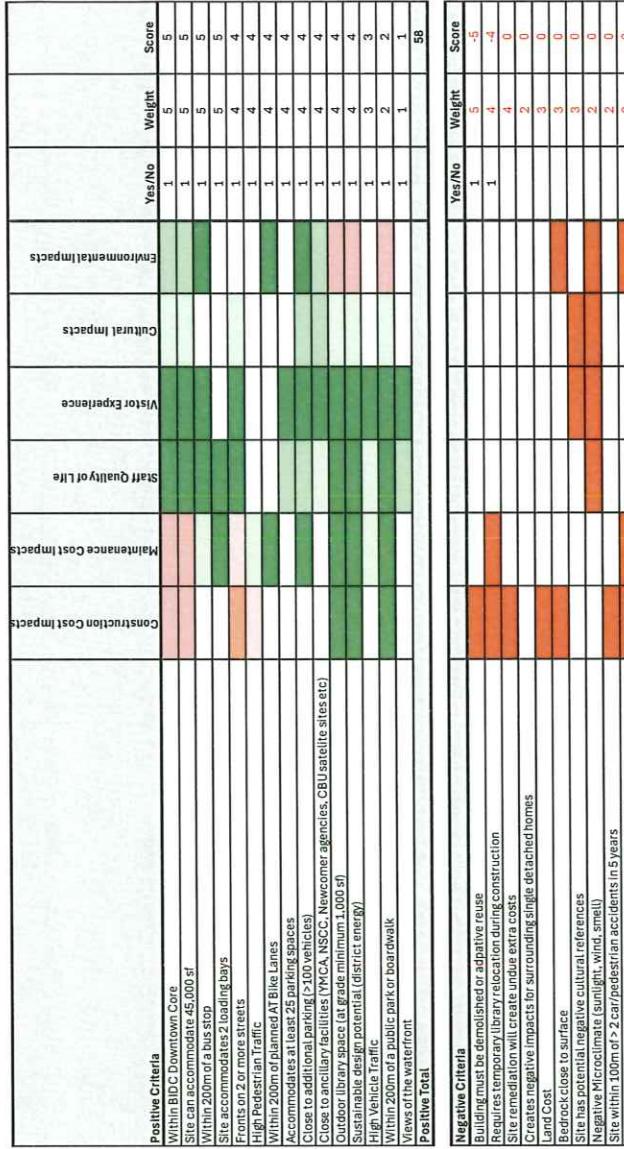
Location is already known as the library site

Would require temporary (2 year) relocation during demolition and reconstruction

Close to YMCA and NSCC



McConnell Memorial Library Site
Site Suitability Scoring



Score 84%

1.2 WENTWORTH COURT, 70 CRESCENT ST (PID 150688612)

- ✓ 2.2 acre site with ample parking
- ✗ Would require adaptive reuse of existing building
- ✗ Not in the BDC and not close to any spin-off facilities
- ✓ Close to Wentworth Park and AT Route/transit
- ✗ Low visibility
- ✗ Past use as a courthouse may have negative connotations to some communities.

Wentworth Court Site
Site Suitability Scoring

Positive Criteria	Score		
	Yes/No	Weight	Score
Within BDC/Downtown Core	1	5	0
Site can accommodate 45,000 sf	1	5	5
Within 200m of a bus stop	1	5	5
Site accommodates 2 loading bays	1	5	5
Fronts on 2 or more streets	1	4	4
High Pedestrian Traffic	1	4	0
Within 200m to planned/Title Lanes	1	4	4
Accommodates at least 25 parking spaces	1	4	4
Close to additional parking (>100 vehicles)	0	4	0
Close to ancillary facilities (YMCA, NSCC, Newcomer agencies, CBU satellite sites etc)	0	4	0
Outdoor urban space (at grade minimum 1,000 sf)	1	4	4
Sustainable design/potential (district energy)	1	4	0
High Vehicle Traffic	1	3	3
Within 200m to a public park or boardwalk	1	2	2
Views of the waterfront	1	1	1
Positive Total	37		
Negative Criteria	Score		
	Yes/No	Weight	Score
Building must be demolished or adaptive reuse	1	5	-5
Requires temporary library relocation during construction	0	4	0
Site remediation will create undue extra costs	0	4	0
Creates negative impacts for surrounding single detached homes	0	2	-2
Land Cost	0	3	0
Bedrock close to surface	0	3	0
Site has potential negative cultural references	0	3	-3
Negative Microclimate (sunlight, wind, smell)	0	2	0
Site within 100m of 2 car/pedestrian accidents in 5 years	0	2	0
Known encumbrances: (legal, environmental, physical, climatic)	0	2	0
Negative Total	-10		
Total Score	27		
Score out of 100%	47%		
Weights	1		
Low Impact	1		
Positive Impacts	2		
Negative Impacts	3		
Slightly/important	4		
neutral	0		
Slightly/important	5		
Very/important	5		



Score 47%

1.3 THE BARGAIN SHOP - 335/337 CHARLOTTE ST. (PID 15062953)

- ✗ Privately-owned List price \$960 k
- ✗ Require underground parking to support 18-25 spaces
- ✗ Requires 3 storeys to support 45,000 sf
- Requires building demolition
- Located on Charlotte Street
- Close to YMCA and NSCC
- Fronts on 2 streets

Bargain Shop Site Site Suitability Scoring

Positive Criteria	Construction Cost Impacts			Maintenance Cost Impacts			Visitor Experience			Staff Quality of Life			Cultural Impacts			Environmental Impacts			Yes/No	Weight	Score
	Within BDC Downtown Core	Site can accommodate 45,000 sf	Within 200m of a bus stop	Site accommodates 2 loading bays	Fronts on 2 or more streets	High Pedestrian Traffic	Within 200m of planned AT Bikesh Lanes	Accommodates at least 25 parking spaces	Close to additional parking (>100 vehicles)	Close to ancillary facilities (YMCA, NSCC, Newcomer agencies, CBU satellite sites etc)	Outdoor Library Space at grade minimum 1,000 sf	Sustainable design potential (district energy)	High Vehicle Traffic	Within 200m of a public park or boardwalk	Views of the waterfront	Positive Total	49				
High Pedestrian Traffic	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	5	
Within 200m of planned AT Bikesh Lanes	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	5	
Accommodates at least 25 parking spaces	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	5	
Close to additional parking (>100 vehicles)	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	5	
Close to ancillary facilities (YMCA, NSCC, Newcomer agencies, CBU satellite sites etc)	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	5	
Outdoor Library Space at grade minimum 1,000 sf	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	4	4	
Sustainable design potential (district energy)	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	4	4	
High Vehicle Traffic	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	4	4	
Within 200m of a public park or boardwalk	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	2	2	
Views of the waterfront	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	0	0	
Positive Total																		49			
Negative Criteria																			Yes/No	Weight	Score
Building must be demolished or adaptive reuse	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	5	-5	
Requires temporary library relocation during construction	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	4	0	
Site remediation will create undue extra costs	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	3	0	
Creates negative impacts for surrounding single detached homes	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	3	-3	
Land Cost	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	3	-3	
Bedrock close to surface	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	3	0	
Site has potential negative cultural references	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	3	0	
Negative Microclimate (sunlight, wind, smell)	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	2	2	
Site within 100m of 2 car/pedestrian accidents in 5 years	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	1	2	2	
Known encroachments: legal, environmental, physical, climatic	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	0	2	0	
Negative Total																		0	2	-13	
Total Score																			Yes/No	Weight	Score
Score out of 100%																					
Large Impact																			Yes/No	Weight	Score
Positive Impacts																					
Large Impact																			Yes/No	Weight	Score
Positive Impacts																					



Score 62%

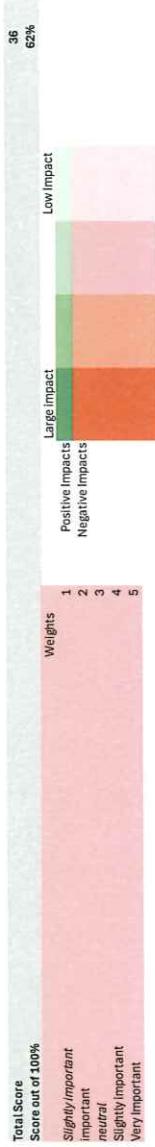
1.4 PRINCE & GEORGE LOT (PID 15395346)

- Owned by CBRM
- Won't support 45,000 sf building
- Located on busy street corner with AT and Transit
- Parking entry close to intersection
- Can support 30 underground spaces
- Close to Centre 200
- Unknown underground environmental



George and Prince Lot Site Suitability Scoring

Positive Criteria	Gensite Construction Cost Impacts					Maintenance Cost Impacts					Start Quality of Life					Visitor Experience					Cultural Impacts					Environmental Impacts				
	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score			
Within BLOC Downtown Core	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Site can accommodate 45,000 sf	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Within 200m of a bus stop	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Site accommodates 2 loading bays	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Fronts on 2 or more streets	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
High Bicyle Traffic	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Within 200m of planned AT Bike Lanes	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Accommodates at least 25 parking spaces	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Close to a ancillary facilities (Centre 200, etc etc)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Close to a library space (at grade minimum 1,000 sf)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Outdoor library space (at grade minimum 1,000 sf)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Sustainable design potential (district energy)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
High Vehicle Traffic	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Within 200m of a public park or boardwalk	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Views of the waterfront	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Positive Total																														
Negative Criteria																														
Building must be demolished	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Requires temporary library relocation during construction	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Requires temporary library relocation during construction	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Creates negative impacts for surrounding single detached homes	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Land Cost	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Bedrock close to surface	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Site has potential negative cultural references	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Negative Microclimate (sunlight, wind, smell)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Site within 100m of a 2-car/pedestrian access in 5 years	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Known encumbrances (legal, environmental, physical, climatic)	1	5	5	0	5	0	1	5	5	1	5	5	1	4	4	1	4	4	1	4	4	1	4	4	1	4	4			
Negative Total																														
Total Score																														
Score out of 100%																														



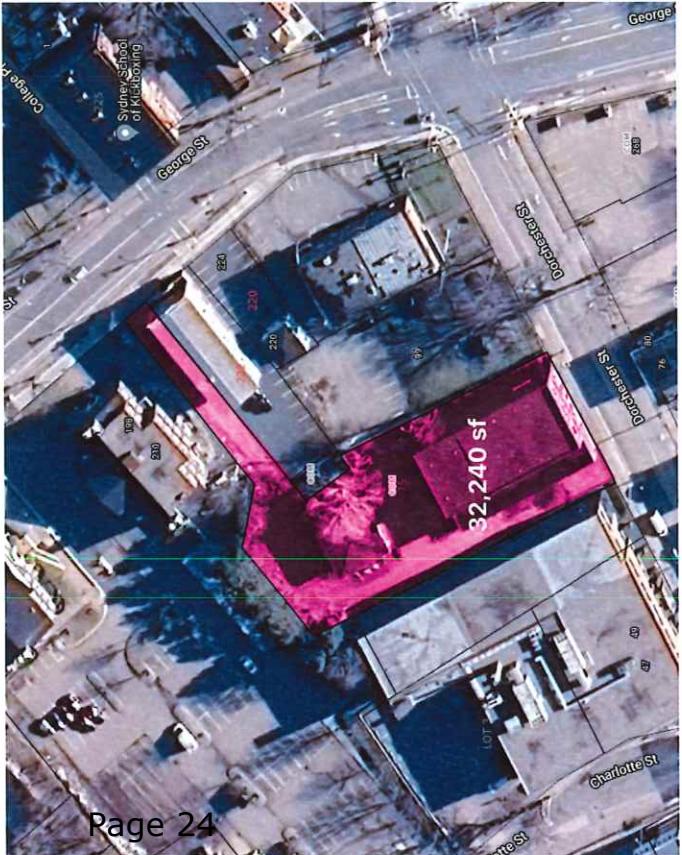
Score 62%

1.5 ORIGINAL CAPE BRETON POST BUILDING, 75 DORCHESTER ST (PID 150061120)

- ✗ Privately-owned List price unknown
- ✗ Would not support 25 parking
- Requires adaptive reuse of heritage building
- Located on Dorchester and George Street
- Close to main bus route
- Close to waterfront

Original Cape Breton Post Site Site Suitability Scoring

Positive Criteria	Census/Cost Impacts			Maintenance Cost Impacts			Visitor Experience			Staff Quality of Life			Cultural Impacts			Environmental Impacts			Low Impact			
	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	Yes/No	Weight	Score	
Within BIDC Downtown Core	1	5	5																			
Site can accommodate 45,000 sf	1	5	5																			
Within 200m of a bus stop	1	5	5																			
Site accommodates 2 loading bays	1	5	5																			
Fronts on 2 or more streets	1	4	4																			
High Pedestrian Traffic	1	4	4																			
Within 200m of planned AT Bike Lanes	0	4	4																			
Accommodates at least 25 parking spaces	0	4	4																			
Close to additional parking (>100 vehicles)	0	4	4																			
Close to ancillary facilities (YMCA, NSCC, Newcomer agencies, CBU satellite sites etc)	0	4	4																			
Outdoor library space, at grade minimum 1,000 sf	0	4	4																			
Sustainable design potential (dist/loc/eng/etg)	0	4	4																			
High Vehicle Traffic	0	3	3																			
Within 200m of a public park or boardwalk	1	2	2																			
Views of the waterfront	1	1	1																			
Positive Total:		46																				
Negative Criteria																						
Building must be demolished or adaptive reuse	0	-5	-5																			
Requires temporary library/education during construction	4	0	0																			
Site remediation will create undue extra costs	4	0	0																			
Creates negative impacts for surrounding single detached homes	2	0	0																			
Land Cost	3	-3	-3																			
Bedrock close to surface	0	0	0																			
Site has potential negative cultural references	3	0	0																			
Negative Microclimate (sunlight, wind, snow)	2	0	0																			
Site within 100m of a 2-car/pedestrian accidents in 5 years	1	2	2																			
Known encumbrances: legal, environmental, physical, climatic	2	0	0																			
Negative Total:		-10																				
Total Score		36	62%																			
Score out of 100%																						
Slightly/important	1																					
Important	2																					
Neutral	3																					
Slightly/important	4																					
Very important	5																					



Score 62%

Top Site Rankings

The following Scores were attained by each site using the criteria developed by the Steering Committee:

The highest ranked site was the existing McConnell Library site (84%), and the lowest ranked site was the Wentworth Court site (55%)

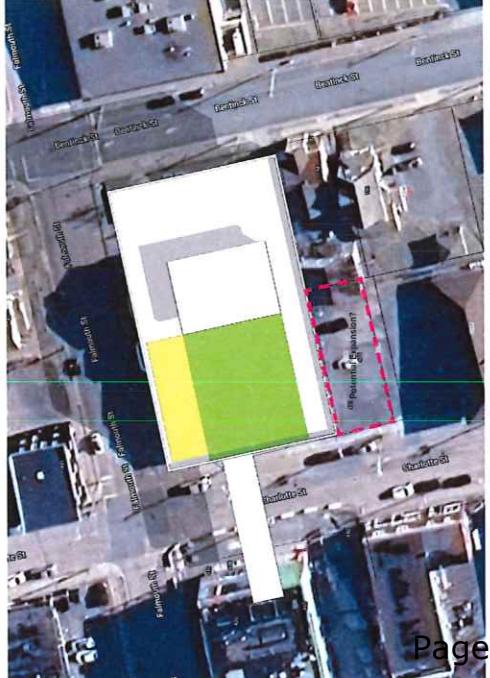
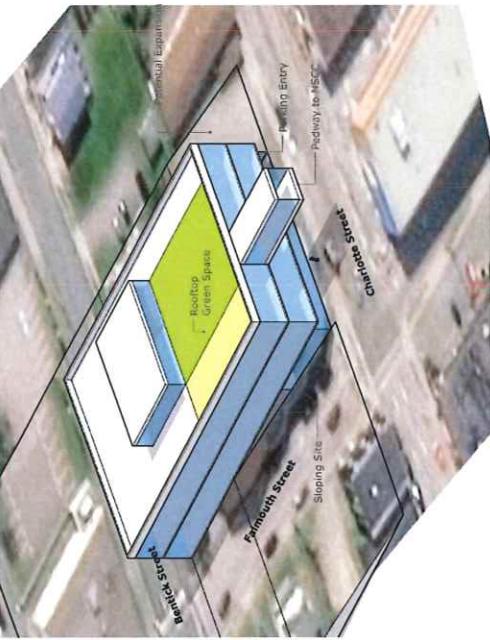
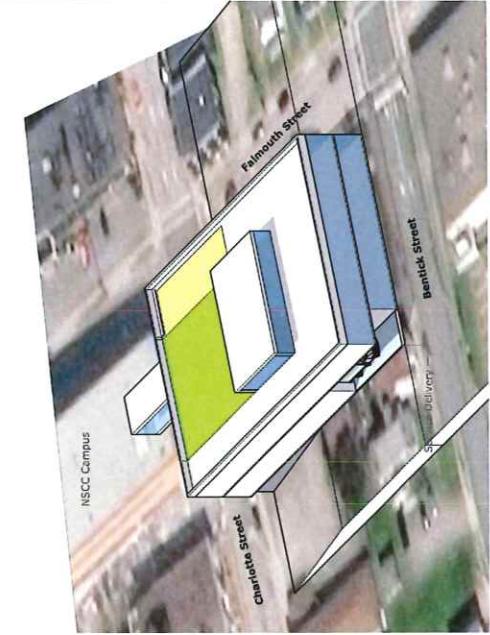
Final Scores

Site	Score	Rank
McConnell Memorial Library Site	84%	1
Original Cape Breton Post Site	62%	2
Bargain Shop Site	62%	2
George and Prince	62%	2
Wentworth Court Site	47%	3



Site Massing Models

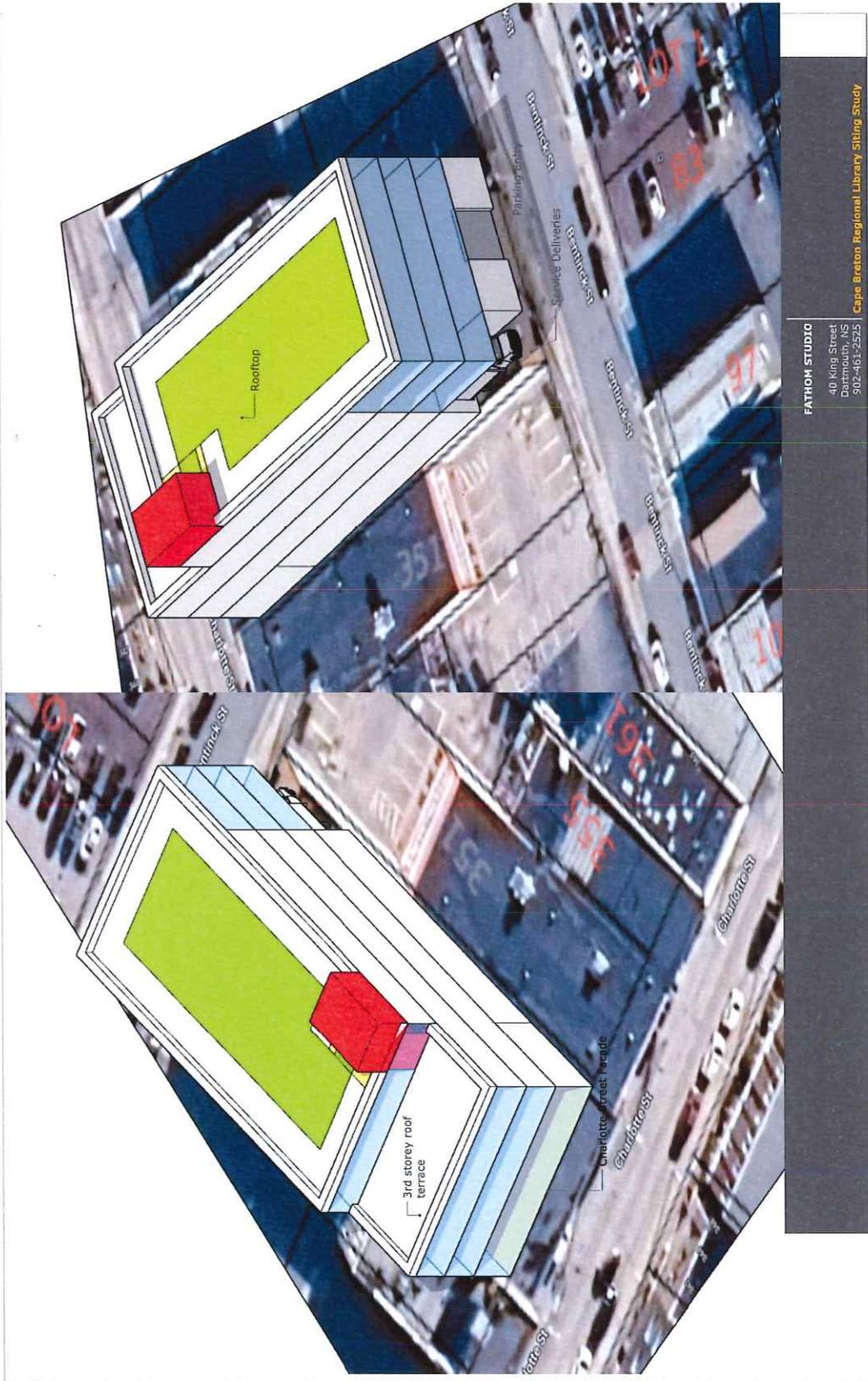
McConnell Library Site



McConnell Library Site

GFA = 48,033 sf
Parking = 39
Storeys 2.5





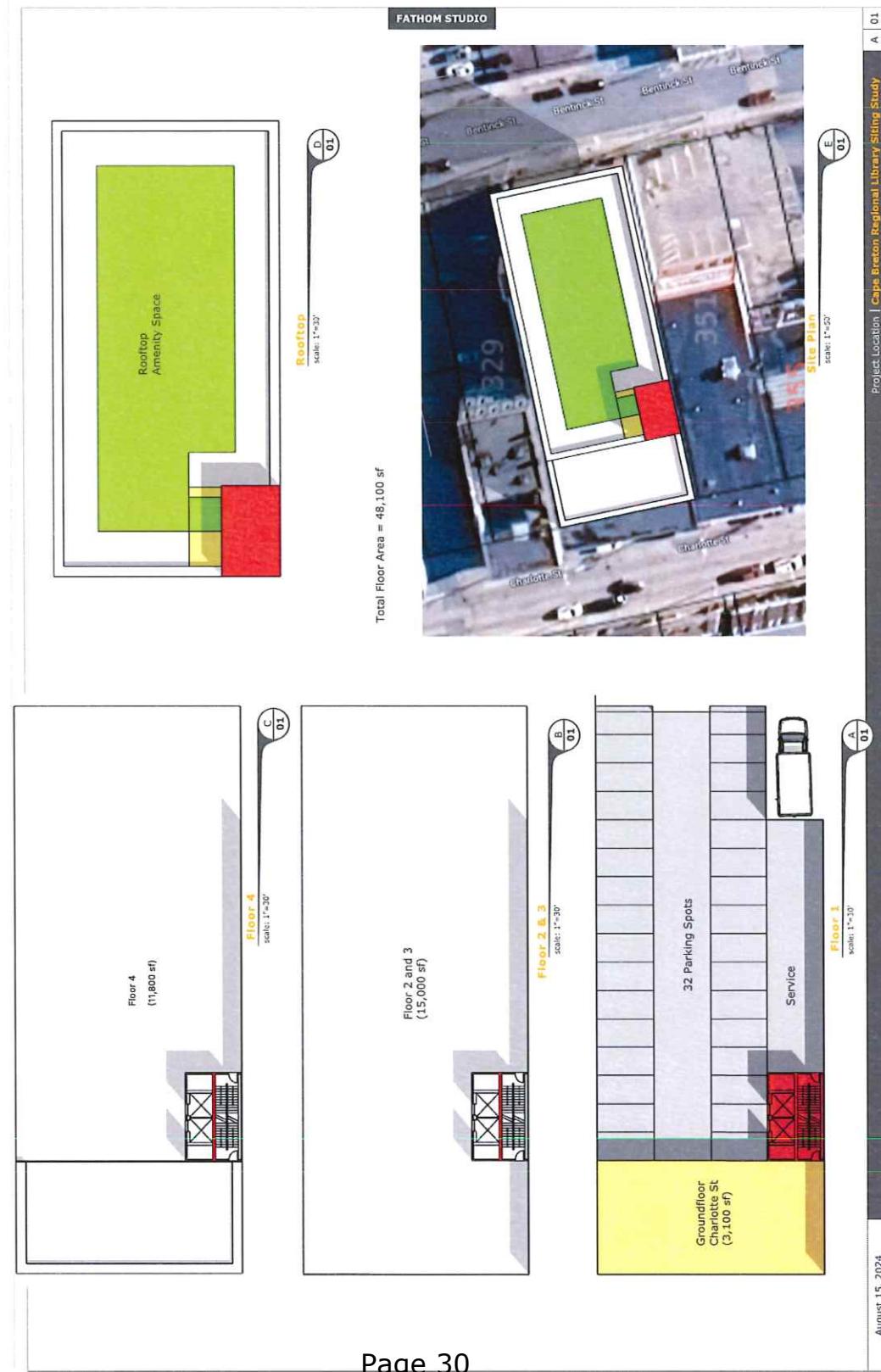
FATHOM STUDIO

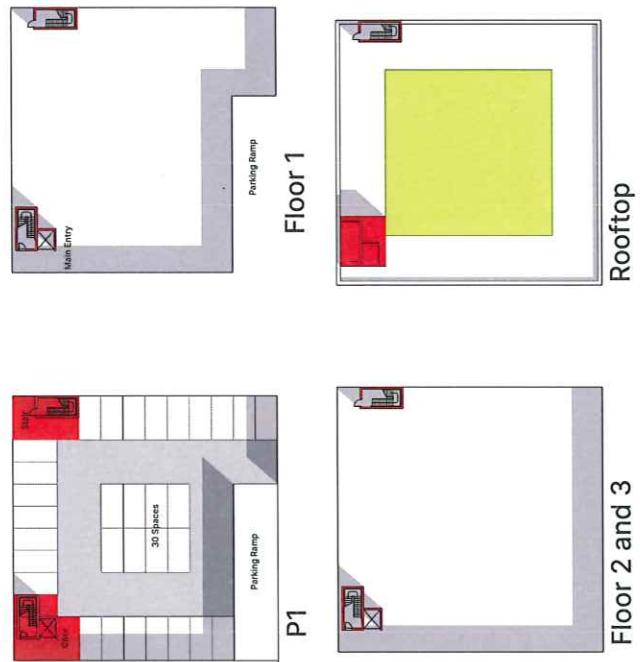
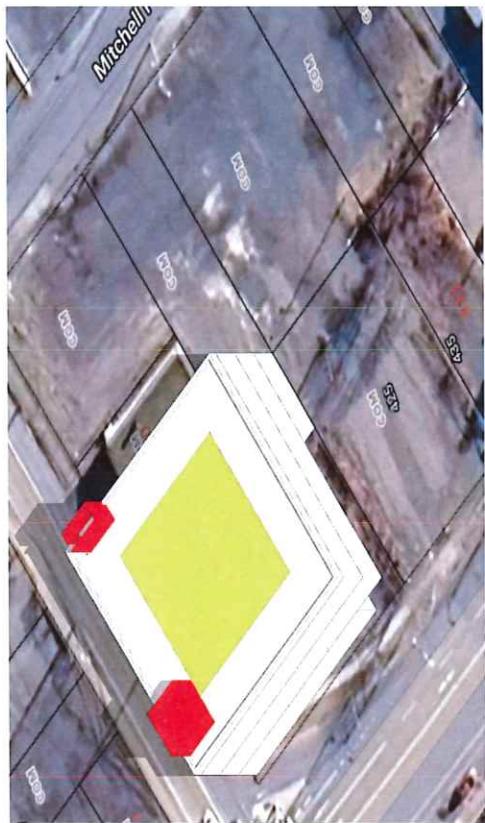
40 King Street
Dartmouth, NS
902-461-2525

Cape Breton Regional Library Siting Study

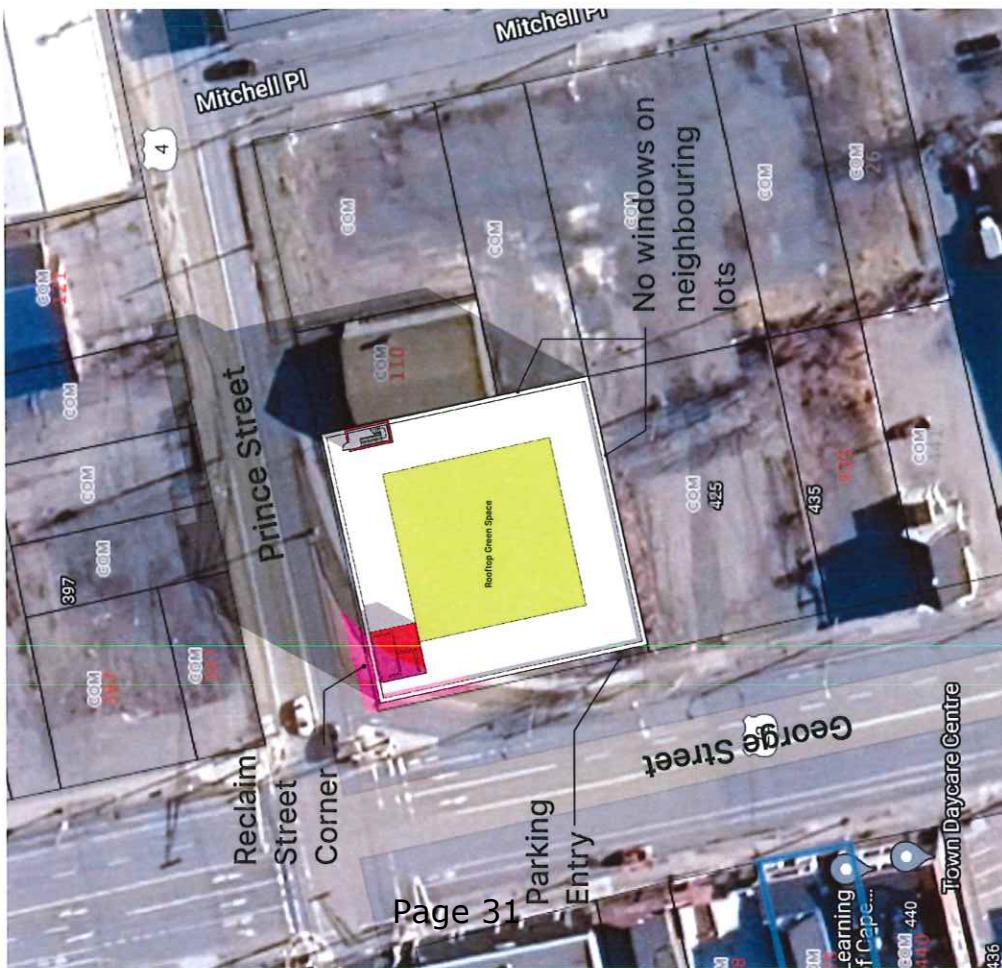
Bargain Site

GFA = 44,900 sf
Parking = 32
Storeys 4





George and Prince Site



Thank you!



MEMO — Committee of the Whole

TO: **Mayor and Council**

FROM: **Sheila Kolanko – Property Manager**

SUBJECT: **REQUEST FOR UTILITY EASEMENT
PID 15516032 – GRAND LAKE ROAD
(District 12)**

DATE: **May 6th, 2025**

REQUEST:

An easement across municipal property for the benefit of Nova Scotia Power Incorporation.

BACKGROUND INFORMATION:

CBRM received a written request from Cape Breton University requesting CBRM grant an utility easement to NSPI over municipal property identified as PID 15516032 as shown outlined in red on the attached plan (Attachment "A"). The easement is required for the relocation of a Transmission Line to the campus as part of the development of both the Centre for Discovery and Innovation and the Cape Breton Medical Sciences Building.

NSPI has agreed to construct a new high-voltage transmission line within a 30-meter-wide easement. This route requires the line to cross the CBRM parcel identified as PID 15516032.

INTERNAL REVIEW/EVALUATION:

The internal staff review is completed, and staff supports the request provided the easement does not impede or impact CBRM's sanitary sewer line or access road leading to CBRM's southwest brook lagoon. CBRM will work with NSPI representatives through the easement development process to ensure there are no negative impacts to CBRM.

FINANCIAL IMPLICATIONS:

All cost and fees associated with the Easement would be the responsibility of the applicant.

RECOMMENDATION:

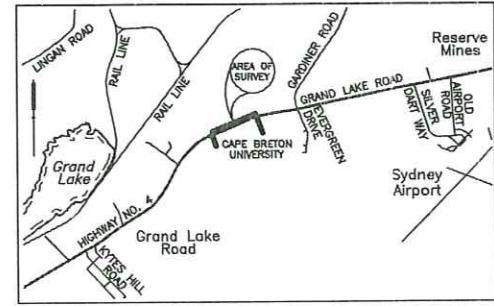
It is the recommendation of staff that the Committee of the Whole direct Council to pass a motion authorizing the mayor and clerk to execute an easement agreement in favour of NSPI over the subject property identified as PID 15516032 for the said project.

Respectfully submitted,

ORIGINAL SIGNED BY

Sheila Kolanko
Property Manager

ATTACHMENT "A"



KEY PLAN SCALE 1:75,000

N.S. GRID NORTH
U.T.M. NAD83

FD. (CBRM)

P.I.D. 15516040
Lands of
H.M. THE KING IN RIGHT OF
THE PROVINCE OF NOVA SCOTIA
(DEPARTMENT OF NATURAL RESOURCES)
P.G.P.I. No. 03 25 50133

Refer to R.O.D. Plan No. 95581766

P.I.D. 15516032
Lands Acquired by
CAPE BRETON REGIONAL
MUNICIPALITY
Book 1275 Page 92 (Expropriation)
Refer to R.O.D. Plan M-1765

P.I.D. 15228216
Lands Conveyed to
THE BOARD OF GOVERNORS
OF CAPE BRETON UNIVERSITY
Document No. 124118853



P.I.D. 15516040

FD. (CBRM)

SCHEDULE "A"

Plan Showing

Transmission Line Easement 05

Over Lands Conveyed to

CAPE BRETON REGIONAL
MUNICIPALITY

in favour of

NOVA SCOTIA POWER INC.

GRAND LAKE ROAD, CAPE BRETON COUNTY, N.S.

Scale 1:750 metric

January 22, 2025

BEARINGS AND DISTANCES ARE GRID DERIVED FROM G.N.S.S.
OBSERVATIONS ON N.S.H.P.N. MONUMENT NO. 204716.
REFERENCED TO NAD83 (C.S.R.S.) DATUM, U.T.M. ZONE 20
PROJECTION. A SCALE FACTOR OF 1.000227 HAS BEEN APPLIED.

N.S.H.P.N. NO. 204716 N 5,117,094.716
E 727,378.153

FIELD SURVEYS WERE CARRIED OUT DURING THE PERIOD JULY 24, 2024 TO SEPTEMBER 9, 2024.
EASEMENT BOUNDARIES HAVE NOT BEEN CUT OPEN.

FD. = FOUND @ = SURVEY MARKER @ = UTILITY POLE I.B. = IRON BAR

P.G.P.I. = PROVINCIAL GOVERNMENT PARCEL IDENTIFIER 01 = EASEMENT PARCEL NO.

L.R.O. = LAND REGISTRATION OFFICE R.O.D. = REGISTRY OF DEEDS



THOMPSON CONN LIMITED
NOVA SCOTIA LAND SURVEYORS
HALIFAX AND NORTH SYDNEY
PHONE (902) 422-4800
File No. C9786



CBRM

A Community of Communities

MEMO – Committee of the Whole

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST FOR STREET CLOSURE
PORTION OF AN UNDEVELOPED ROAD RESERVE (PID 15716020)
Off Dalton Lane, Sydney (District 12)

DATE: May 6th, 2025

REQUEST:

For a Street Closure of a portion of an undeveloped road reserve running off Dalton Lane, Sydney, Cape Breton Regional Municipality.

BACKGROUND INFORMATION:

The municipality received a written request from the residents of 78 Dalton Lane, Sydney (“the applicants”) seeking to purchase a portion of municipal property lying adjacent to the applicant’s property. The municipal property subject to this request is identified as PID 15716020 and shown outlined in yellow on the attached Property Online Map (Attachment “A”). The property (PID 15716020) is identified in the CBRM Property Inventory for an “undeveloped road reserve” which encompasses part of Dalton’s Lane and deemed essential to the needs of the municipality.

The applicant’s property is located at 78 Dalton’s Lane, Sydney and identified as PID 15154909 and outlined in purple on the attached map (Attachment “B”). The applicants are seeking a portion of the undeveloped road reserve to resolve long term encroachment issues which include the applicant’s driveway and a shed located on portion of the “undeveloped road reserve”.

INTERNAL REVIEW/EVALUATION:

An internal staff review was carried out at the request of the applicants, and staff found no issue in supporting the request to resolve the encroachments provided the applicants have the property surveyed, at their expense, to ensure that portion of Dalton's Lane is retained by the municipality, and the subdivision of the property complies with the CBRM subdivision by-law.

Staff has identified a "designated area" that can be deemed surplus for the purpose of the applicant's request. This area is shown on the attached map (Attachment B") and crosshatched in purple. The CBRM undeveloped road parcel (PID 15716020) comprises of the yellow crosshatched section, the purple crosshatched section (designated area) and the red crosshatched section on the attached map (Attachment "B").

In order to comply with CBRM's subdivision bylaw, the applicant's property (PID 15154909- outlined in purple) and the designated area (crosshatched in purple) would require lot consolidation; the CBRM property (PID 15144958- outlined in yellow) and the parcel crosshatched in yellow would require lot consolidation and be retained by CBRM for future development and the red crosshatched lot would be a remainder parcel to be retained by CBRM for that portion encompassing a section of Dalton's Lane (public street).

LEGISLATIVE AUTHORITY

Section 315 (1) of the *Municipal Government Act* states that

The council may, by policy, permanently close any street or part of a street and the council shall hold a public hearing before passing the policy.

Section 315 (6) of the *Municipal Government Act* states that

Upon filing the policy in the registry, all rights of public user in the land described in the policy are forever extinguished and the municipality may sell and convey the land or may subsequently reopen the land as a street in the manner required by this Act.

FINANCIAL IMPLICATIONS:

All cost and fees associated with the applicant's request would be the sole responsibility of the applicant. CBRM would benefit from the collection of property taxes for the portion of land currently occupied and used by the applicants.

RECOMMENDATION:

It is the recommendation of staff that the Committee of the Whole direct Council to pass a motion directing the legal department to initiate the process for a formal street closure and hold a public hearing pursuant to the MGA in relation to that portion of the undeveloped road reserve lying north of Dalton's Lane with the intention of deeming that portion surplus and a portion sold to the applicants to resolve the applicant's encroachment issues on the municipal property identified herein.

Respectfully submitted,

Originally signed by

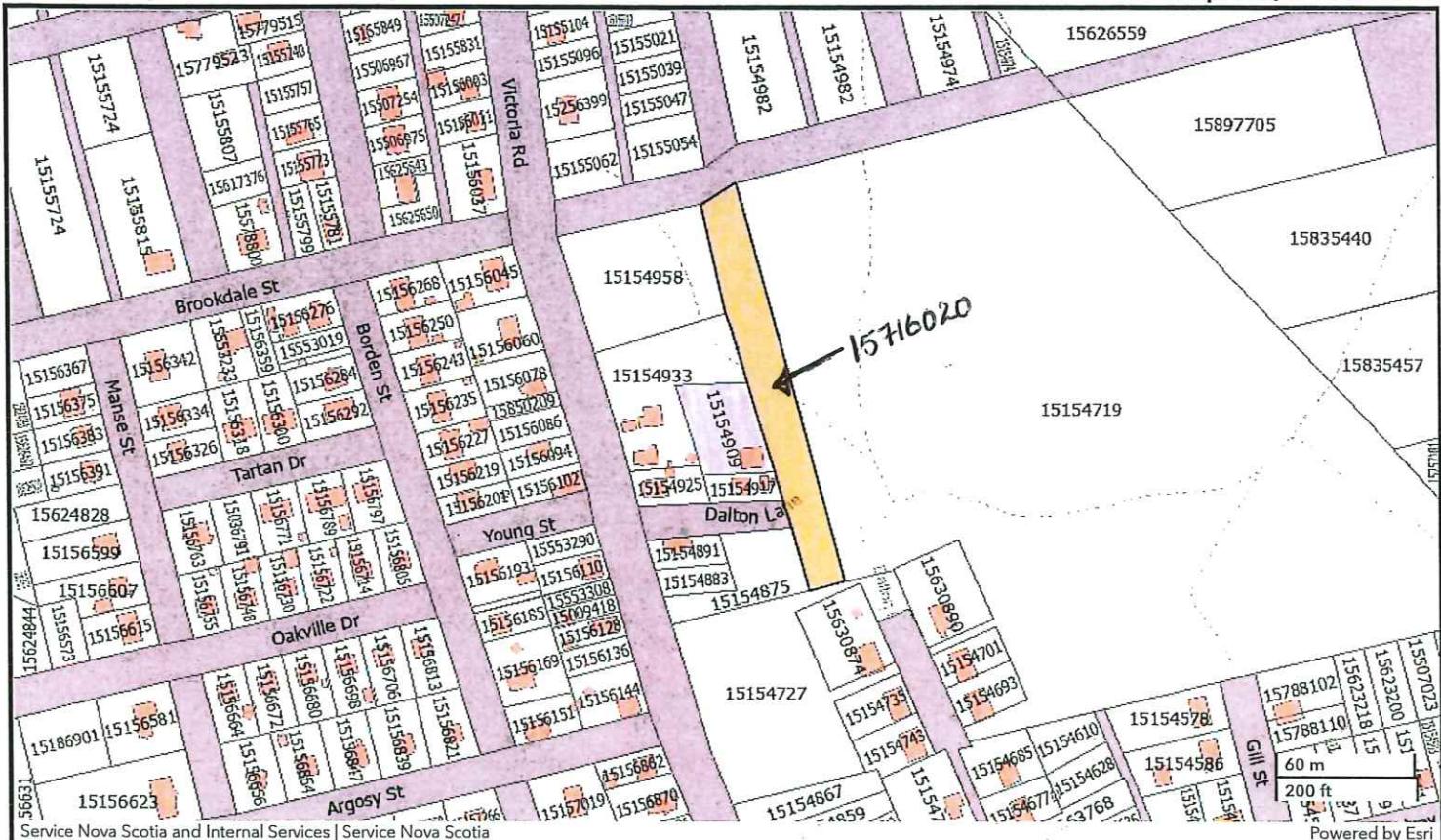
Sheila Kolanko
Property Manager

PROPERTY Online

NOVA SCOTIA
Service Nova Scotia

Property Online Map

Date: April 30, 2025 09:11:12



PID: 15716020 Details

County: CAPE BRETON COUNTY

LR: NOT LAND REGISTRATION

Address: DALTON LANE

SYDNEY

Owner: ROAD PARCEL OWNER
UNDETERMINED

AAN:

Value: No information found

PID 15154909 – 78 DALTON'S LANE, SYDNEY (APPICANT'S PROPERTY)

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

Property Online Version 1.0

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Please feel free to [Submit Problems](#) you find with the Property Online web site.





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

To: Mayor Clarke and Council
Submitted by: John Phalen, Director of Public Works
Date: May 1, 2025
Subject: Upcoming Solid Waste Initiatives

Solid Waste has a number of initiatives that will happen in the coming months.

We will be bringing to Council for consideration:

- A plan to address the upcoming changes to collection of recyclable material that are put out curbside. New regulations that change the responsibility of the recycle from a consumer to an Extended Producer Responsibility. (EPR)
- We will be looking for Council to provide direction on our current recycle program and our processing of the materials given the changes coming to EPR
- We are facing a critical point with our current compost facility. We will be looking for direction on our facility operation and the go forward with respect to capital and the on-going odor issues in that part of the city.
- More efficient collection of currently collected tipping fees to industrial and commercial customers.
- Improvements to the solid waste facility on SPAR Road to make it more convenient for the public.
- Increased education for the community with emphasis on anti littering, enforcement and involvement in community-based initiatives.

Public Works staff are actively working on all these items and will be bringing soon all the information and decision points for council to debate and provide direction.

Initial observations are showing possible savings and operational efficiencies that will be discussed. The emphasis is on better delivery of service without any additional cost or any impact on employment levels.

FOR INFORMATION ONLY



City Hall
320 Esplanade
Sydney, NS B1P 7B9

Councillor Agenda Request Form

<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion
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Date of Council Meeting:

Subject: CBRM Regional Transportation Strategy

Motion for Council to Consider:

To request the Province of Nova Scotia, through Link Nova Scotia, to conduct a comprehensive Regional Transportation Strategy for the Cape Breton Regional Municipality, and surrounding Easter Region, to address transportation issues and opportunities to support the region's population growth complimenting the Halifax Regional Municipality strategy for a prosperous Nova Scotia.

Rationale:

The passage of Bill No. 24, in part, establishing **Link Nova Scotia** builds on the success of the JRTA (Joint Regional Transportation Agency) with a revised scope and mandate.

The CBRM's growth and prosperity-focused mandate necessitates the need for its own Transportation Strategy. The municipality is committed to renewed collaboration for the provision of transportation solutions, improved outcomes, and supporting Nova Scotia's regional development strategic initiatives.

The CBRM is in concurrence with the objects for Link Nova Scotia as delineated in Section 7 of the Act.

Section 7:

- 5 The objects of the Agency are to
 - (a) conduct comprehensive reviews of all aspects of transportation associated with the Region including roads, bridges, highways, bike lanes, buses, ferries, rail, airports and ports for the purpose of creating a regional transportation plan to ensure
 - (i) a regional approach to transportation consistent with Government priorities and the Region's growth and development, and
 - (ii) the safe, efficient and coordinated movement of people and goods;
 - (b) promote and facilitate coordinated decision-making in the Region across all levels of government respecting transportation planning, including

policies, programs, projects and other initiatives;

(c) coordinate, plan, develop and implement, in co-operation with all levels of government, a regional transportation system for the movement of people and goods to support sustainable growth in the Region;

(d) promote and facilitate the identification, protection and preservation of transportation corridors; and

(e) conduct any other activities deemed necessary to fulfill the intent of this Act in accordance with the regulations.

Outcome Sought:

For the CBRM to become aligned and integrated with the Province of Nova Scotia's economic growth and prosperity strategy and plans, including a CBRM Regional Transportation Strategy.

<i>Mayor Cecil P. Clarke Date</i>	<i>Received by Clerk's Department (date):</i>
---------------------------------------	---

What is the Joint Regional Transportation Agency (JRTA)?



The JRTA

Provincial Crown Corporation

Created in Fall 2021 (Bill 61) to address transportation issues associated with rapid growth in Halifax and surrounding communities.

Mission

Championing regional collaboration to advance transportation solutions through joint planning, partnerships, data-driven analysis, and strategic investments.

Mandate

Plan for all modes of transportation consistent with the region's growth and development to ensure the safe, efficient, and coordinated movement of people and goods.

Collaboration & Partners

The first of its kind in Atlantic Canada, the JRTA sits in a unique position to work across jurisdictions and levels of government to take a comprehensive approach to transportation planning.

This includes our Core Partners:



Associate Partner:



Why is transportation important?

Transportation plays a significant role in the day-to-day lives of all Nova Scotians.



It enables access to healthcare, education, and employment opportunities.



It allows for the movement of goods to support people and the economy.



It fosters independence and can help address issues of isolation and social and economic exclusion.

Vision, Goals & Principles



Vision

Nova Scotians have a safe, efficient, equitable, and resilient regional transportation system. Our people and communities are healthy, connected, and prosperous, powering a strong regional economy.



Goals

What do we want the plan to achieve?



Strengthen regional connections

Travel between communities and to regional destinations, regardless of mode or trip purpose is safe, easy, and enjoyable. A realistic range of affordable and sustainable transportation options are available that lower household costs, reduce emissions and car dependency, and enhance social connectivity.



Enable efficient and sustainable goods movement

Essential corridors for moving goods locally and regionally are developed, preserved, and well maintained to enable the reliable movement of goods and support economic development and trade.



Lead strategic investments, alignment, and implementation

Infrastructure decision-making and service delivery is cost effective, integrated, and efficient. Actions included in the plan are ambitious yet achievable, maximizing their potential to be funded and built.



Coordinate and collaborate on sustainable land use

All orders of government work to align transportation and land use across departments and initiatives. The regional transportation system supports environmentally and fiscally sustainable development, recognizing the different needs of health urban, suburban, and rural communities.



Develop a future-ready regional transportation system

The transportation system is resilient and adaptable, able to respond to changing trends, uncertainty, and climate change. There is consideration for technological advancements, societal changes, and the long-term needs of the system.

Principles

All aspects of the planning process are guided by six principles:

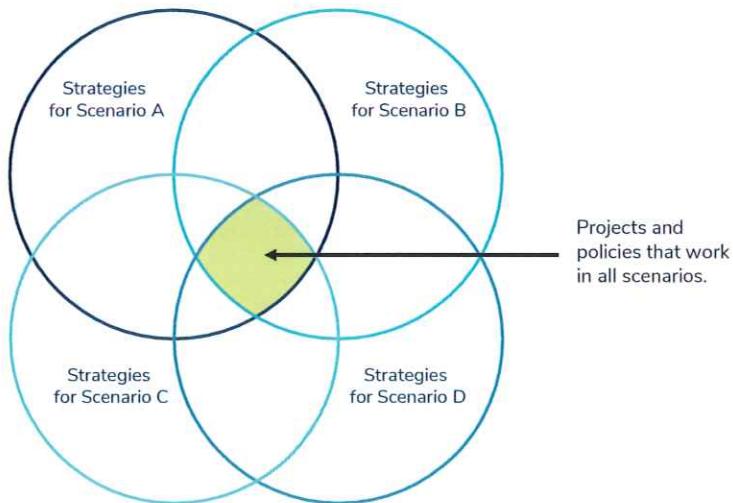
Accessibility • Equity • Sustainability • Collaboration • Resiliency • Well-being

Scenario Planning

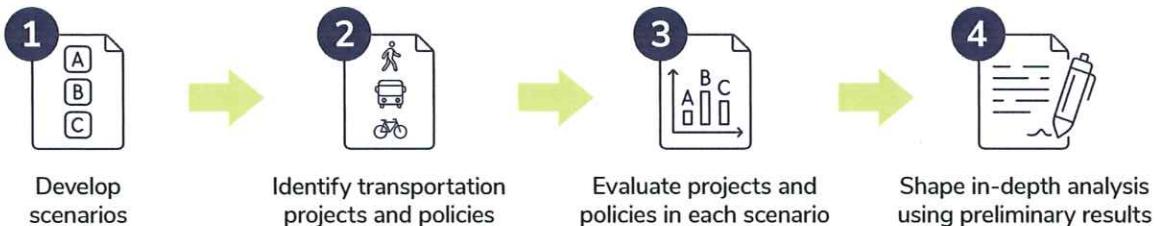


Approach

Testing the transportation system in these different futures will help us figure out what strategies make the most sense, and will be most successful, across a range of possible futures.



Process



The scenarios are:



Fictional but plausible descriptions of the future



Designed to stress test the transportation system in different ways

The scenarios are not:



A desired future state or vision for the province



Trying to predict what will happen but instead cover a wider range of future possibilities

Conceptual Projects & Policies

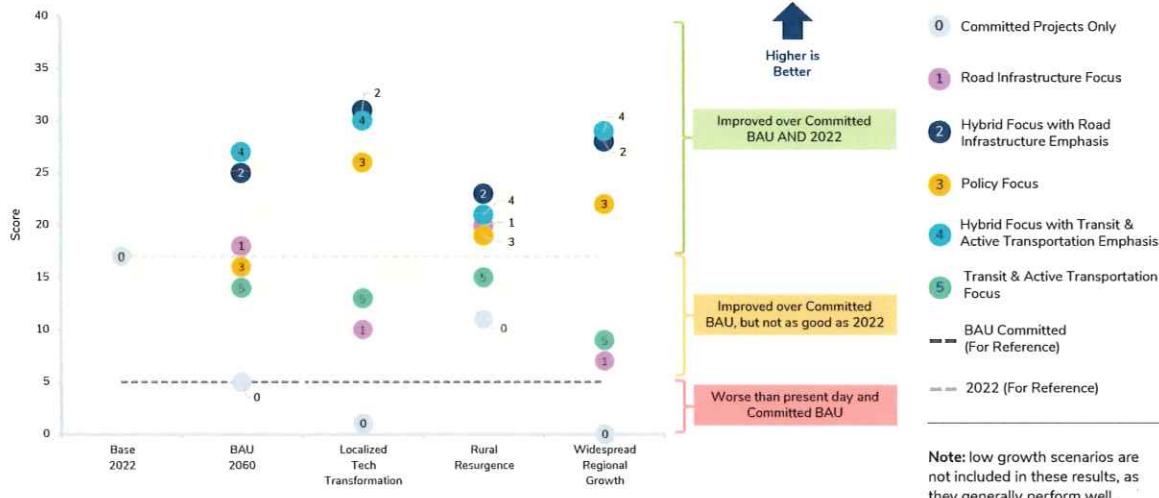


Thematic Bundles

With input from our partners, working groups, and the public, we have developed a list of projects and policies that can respond to the challenges presented by external factors. For ease of modelling, those policy and infrastructure interventions have been grouped into thematic bundles. This table provides a sample of the projects and policies being evaluated.

Bundle:	0. Committed Projects	1. Road Infrastructure Focus	2. Hybrid Focus with Road Infrastructure Emphasis	3. Policy Focus	4. Hybrid Focus with Transit & Active Transportation (AT) Emphasis	5. Transit & AT Focus
Definition: Projects currently under construction, funded, or likely to be funded.	Major road projects mostly identified through previous plans and studies.	Some major road projects, combined with moderate transit and active transportation projects and transportation policies.	Less emphasis on road, transit or active transportation projects and more emphasis on transportation policies.	Transit and active transportation projects mostly identified through previous plans and studies, combined with moderate road projects and some transportation policies.	Major transit and active transportation projects, some which have been studied previously and others that have not.	
Examples:	<ul style="list-style-type: none"> Highway Twinning (101, 103, 107) Regional Centre AAA Improvements MacKay Bridge rehabilitation with active transportation (AT) facilities Port Rail improvements (goods movement) 	<ul style="list-style-type: none"> MacKay Bridge replacement Third harbour crossing Highway 102 improvements Highway 113 Highway 107 extension Beaverbank Bypass 	<ul style="list-style-type: none"> MacKay Bridge replacement with AT facilities Highway 113 Regional AT network improvements Shannon Park Ferry Regional transit service Enhanced transit service frequency and reliability 	<ul style="list-style-type: none"> Increased cost of parking Reduced transit fares Promotion of e-bikes and e-scooters Bus Rapid Transit (BRT) Transit-oriented development Regional AT network improvements Enhanced transit service frequency and reliability 	<ul style="list-style-type: none"> MacKay Bridge replacement with transit priority and AT Highway 102 improvements BRT Regional transit service with transit priority Regional AT network improvements Enhanced transit service frequency and reliability 	<ul style="list-style-type: none"> Third harbour crossing and MacKay Bridge replacement with transit priority and AT Highway 102 improvements Additional ferry routes Urban Rapid Transit (LRT, BRT) including airport connection Regional commuter rail service Regional AT network improvements Enhanced transit service frequency and reliability

Preliminary Results



Note: low growth scenarios are not included in these results, as they generally perform well.

Key Takeaways

Bundle Performance

- There is no one solution. Bundles 1 and 5 are not as effective as the multi-pronged Bundles 2, 3, and 4, though this does vary by location.
- Bundles 2, 3, and 4 are more impactful as policy solutions have more significant, network-wide impacts compared to infrastructure projects, whose impacts are more localized.
- Committed projects only are not enough to achieve plan goals.

Other Considerations

- Opportunity for more active transportation trips.
- Effectiveness of high order transit depends on strength of local transit connections and development patterns.
- Autonomous vehicles have significant impacts on congestion in Local Tech Transformation & Widespread Regional Growth Scenarios (even with new infrastructure).

Next Steps



In-Depth Analysis

Continued evaluation of projects and policies.



Implementation Strategy

Exploring funding models and partnerships.



Draft Plan



City Hall
320 Esplanade
Sydney, NS B1P 7B9

Councillor Agenda Request Form			
<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion	
Date of Council Meeting: May 6, 2025			
Subject: Water Bills			
Motion for Council to Consider:	I would like to make a motion for staff to produce a document explaining the formula in which water/waster-water is calculated and billed to residents of CBRM. I would like this to be included in the next CBRM mailout.		
Rationale:	Each councillor has been receiving numerous emails and phone calls with questions regarding Water bills. 311 are also receiving many inquiries.		
Outcome sought: is that residents have clear and precise information on how their water bills are formulated, therefore inquiries will be minimized.			
<i>Date</i> April 28,2025 Kim Sheppard-Campbell	<i>Received by Clerk's Department (date):</i>		



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Sydney, NS B1P 7B9

Councillor Agenda Request Form

<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion
Date of Council Meeting: May 8, 2025		
Subject: Dangerous Unsightly, and Derelict buildings.		
Motion for Council to Consider: Direct the Chief Administrative Officer (CAO), to direct staff to review the Minimum Standards By-law (M-100) and the Vacant and Derelict Buildings By-Law (V-300), complete a jurisdictional scan and review of current best practices, and report back to Council with recommendations and updated by-law options for consideration as part of the ongoing policy/bylaw review.		
Rationale: The Cape Breton Regional Municipality's current legislative framework does not adequately address the amount of dangerous, unsightly, and derelict buildings. Cape Breton Regional Municipality requires effective tools for timely management of unsightly, dangerous, and derelict buildings.		
Outcome Sought: To ensure this item is include in the ongoing reviews.		
<i>Steven MacNeil District 8 Councillor Date April 28, 2025</i>	<i>Received by Clerk's Department (date):</i>	



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320 Esplanade
Sydney, NS B1P 7B9

Councillor Agenda Request Form

<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion
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Date of Council Meeting: **May 6, 2025**

Subject: **Street Light Policy**

Motion for Council to Consider: The CBRM Mayor and Council will direct staff to review the CBRM's street light policy, perform a jurisdictional scan of best practices, and report new options back to Council as part of the ongoing policy reviews.

Rationale: The Cape Breton Regional Municipality's current street light policy leaves gaps in service and offers limited adaptability for certain circumstances (example: intersections along Louisbourg Highway). New technology, like solar lighting, or new cost-sharing agreements could be considered.

Outcome Sought: To ensure this item is included in the ongoing review.

Steven MacNeil District 8 Councillor
Date April 22, 2025

Received by Clerk's Department (date):



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Sydney, NS B1P 7B9

Councillor Agenda Request Form

<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion
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Date of Council Meeting: **May 6, 2025**

Subject: **Community litter**

Motion for Council to Consider: The CBRM Mayor and Council will direct staff to review by-laws, policies, and resource requirements to improve enforcement of anti-litter policies and by-laws as part of the ongoing policy review.

Rationale: The Cape Breton Regional Municipality's current legislative framework needs to be updated to enforce adequate commercial waste facilities, prevent illegal dumping, and strengthen anti-littering policies/by-laws.

Outcome Sought: To ensure this item is included in the onoging review.

*Steven MacNeil District 8 Councillor
Date April 22, 2025*

Received by Clerk's Department (date):



Municipal Affairs
Office of the Deputy Minister

PO Box 216
Halifax, Nova Scotia
Canada B3J 2M4

902 424-4100 T
902 424-0581 F
www.gov.ns.ca

April 4, 2025

Demetri Kachafanas
Chief Administrative Officer
Cape Breton Regional Municipality
Via Email: dkachafanas@cbrm.ns.ca

Dear Demetri Kachafanas:

I am writing to inform you of a revision to the scope of the performance review engagement for the Cape Breton Regional Municipality (CBRM) sent to you on January 14, 2025. Following further review, the scope has been adjusted to focus on key financial management areas while removing certain components from the original plan. This refinement is intended to streamline the engagement and mitigate costs while maintaining a comprehensive review of fiscal sustainability and accountability.

The engagement will now include assessments of:

- Financial policies and procedures
- Budget development and management
- Collections and revenue recovery
- Cash flow and debt management
- Growth management, capital and financial planning.

The following areas have been removed from the scope to help control costs:

- Spending and revenue allocation
- Internal controls and oversights
- Staff and organizational capacity
- IT systems and tools supporting financial management.

By narrowing the focus to critical financial processes this engagement aims to provide meaningful insights and recommendations while ensuring efficient use of resources.

Please let us know if you have any questions or require further clarification. We appreciate your cooperation and look forward to launching this engagement.

Sincerely,

Signed by

Paul LaFleche
Deputy Minister

c: Christa Dicks, Municipal Clerk, CBRM
Valerie Pottie Bunge, Associate Deputy Minister, Department of Municipal Affairs

Encl.

Cape Breton Regional Municipality (CBRM) Financial Management, Budgetary Practices, and Performance Review

Nova Scotia Department of Municipal Affairs

Statement of Work (SOW)

Updated: July 2024

1.0 Overview

Project Name	Cape Breton Regional Municipality (CBRM) Financial Management, Budgetary Practices, and Performance Review
Client Department	Municipal Affairs
Contact Name	Rebecca Doucett
Contact Phone	(902) 424-2382
Contact Email	rebecca.doucett@novascotia.ca
Begin date	April 14, 2025
End date	October 13, 2025

The contact information provided in the above table is to be used only in the event of an awarded SOW. Proponents are required to communicate directly with Flextrack during the bid period using the following email address: novascotia@flextrack.ca.

About the Department:

The Department of Municipal Affairs (DMA) partners with local governments and communities across Nova Scotia to build strong, sustainable, and safe communities. The department works with local governments to support municipal governance, development and accountability. DMA manages the province's relationship with 49 municipalities and 21 villages in Nova Scotia.

About the Cape Breton Regional Municipality (CBRM) and this Statement of Work:

The Cape Breton Regional Municipality (CBRM) was formed in 1995 through the amalgamation of 8 former Municipal Units. The CBRM has faced many challenges and has often struggled to remain fiscally balanced. Historically, the CBRM has received over half of the total in the annual Municipal Financial Capacity Grant (MFCG) and, up to and including 2023-24, the funding allocations for this operating grant had been frozen for nearly a decade to ensure the CBRM share did not decrease as required by the funding formula.

The current challenges around growth across Nova Scotia have impacted the CBRM, leading to ongoing requests for additional operating funding. The CBRM was vocal in its opposition to a new service exchange agreement, primarily because the new agreement did not include additional ongoing operating funding. The CBRM argued a doubling of their historic MFCG funding levels from \$15M to \$30M was required in order to remain financially viable.

The CBRM has been deemed a high-risk for fiscal instability with the municipality's Municipal Profile and Financial Condition Indicator (FCI) Report for the past two years. These results can be found here: <https://beta.novascotia.ca/programs-and-services/municipal-finance-and-statistics>. The municipality's Financial Condition Indicators (FCIs) highlight areas of focus for CBRM to explore including low reserves

which may lead to difficulty in addressing unexpected events or fund future capital projects, challenges collecting taxes, dependence on other levels of government to meet its service obligations, and debt service challenges.

With the support of the CBRM's Council, DMA is proceeding with conducting a performance review of the CBRM's financial management and budgeting reporting processes. Given potential population growth rates across the province and the associated pressures that puts on spending and infrastructure requirements, it has become increasingly critical that financial accountability is properly supported throughout the organization. Municipalities are a key partner of the province, therefore CBRM must have the proper processes in place to fulfill its stewardship and accountability responsibilities.

Additional details around CBRM's Operating budget or latest Consolidated Financial Statements can be found here: <https://cbrm.ns.ca/budget-documents.html>.

2.0 Requirements

The terms and conditions of the General Contingent Labour Master Services Agreement (**MSA**) apply in full to the services and products provided under this SOW.

2.1 Project Scope and Timeframes

The DMA has concerns about the CBRM's capacity to appropriately plan, forecast and manage its fiscal affairs. The DMA wants to support the CBRM in achieving organizational sustainability and believes that an independent party can provide a balanced approach to creating organizational sustainability for the CBRM into the future.

2.1.1 Overview of Deliverables

The objective of this engagement is to ensure that the CBRM has the right budget controls and decision-making processes in place to be accountable and financially sustainable for the future. Specifically, the deliverables are to:

- a) **Assess Financial Policies and Procedures:** Review the adequacy, consistency, and adherence to current financial policies, best practices and legislative requirements.
- b) **Assess Budget Development and Management:** Examine the processes used to formulate and manage the CBRM's annual budget, including forecasting accuracy, budgetary controls, adherence to financial planning principles and reporting to Council and Council oversight.
- c) **Assess Collections and Revenue Recovery:** Evaluate the effectiveness of collections practices and revenue recovery processes, including policies and systems used to track and recover outstanding amounts.
- d) **Assess Cash Flow and Debt Management:** Examine the effectiveness of cash flow and debt practices, including the use of short-term and long-term financing tools to ensure financial stability and liquidity.
- e) **Assess Growth Management, Capital and Financial Planning:** Evaluate the effectiveness of growth management strategies and their integration with capital planning and long-term financial planning. Assess whether infrastructure needs and service demands are appropriately addressed within financial constraints.

- f) **Provide Recommendations and Implementation Guidance:** Deliver actionable recommendations and implementation guidance to address identified gaps and optimize financial management practices.

This performance review will provide an objective assessment of these financial practices and highlight opportunities for improvement. Such a review could also support CBRM leadership in making informed, data-driven adjustments to budgetary practices and ensure the municipality is compliant with provincial guidelines and best practices.

This engagement will not be designed to uncover fraudulent activity. However, if fraudulent activity is discovered during the normal course of the engagement, the DMA contact person will be informed immediately.

2.1.2 Required Timeframes

Deliverable	Expected Date
Evaluation and selection of vendor	April 8, 2025
Estimated planning start date	April 14, 2025
Estimated fieldwork start date	May 12, 2025
Estimated draft deliverable date	September 15, 2025
Estimated final Deliverable date	October 13, 2025

2.2 Project Tasks and Deliverables

2.2.1 Project Tasks

The department is seeking the services of an experienced professional organization to conduct a performance review of the CBRM's financial and budgeting practices. The engagement will also consider if the CBRM has an appropriate approval process in place that aligns with its budget to support the CBRM's ongoing financial stability. Much of the work for this engagement could be done virtually, with on-site visits to Sydney, Nova Scotia, as required.

This engagement is required to be conducted in accordance with recognized professional auditing standards appropriate for the scope and nature of the engagement, such as the Canadian Standard on Assurance Engagements (CSAE), or International Standards of Supreme Audit Institutions (ISSAI), or other equivalent performance audit standards.

Project tasks include:

- a) **Assess Financial Policies and Procedures**
 - i. Assess the adequacy, consistency and relevance of financial policies and procedures.
 - ii. Determine alignment with best practices, and legislative requirements (i.e., [Municipal Government Act](#) and the [Financial Reporting and Accounting Manual](#) regulations).
 - iii. Identify any deficiencies and provide actionable recommendations.

b) Assess Budget Development and Management

- i. Examine the processes for developing and managing the annual budget, forecasting methodologies, and the efficacy thereof.
- ii. Evaluate budgetary controls, including processes for monitoring, approving and adjusting expenditures during the fiscal year.
- iii. Review alignment with financial planning principles, including multi-year planning and adaptability to emerging needs.
- iv. Assess alignment of budgets with capital planning and related ongoing operational requirements.
- v. Evaluate the mechanisms staff use to deliver ongoing financial updates to Council. This includes the clarity, accuracy, and frequency of reporting, as well as whether these reports enable Council to monitor progress, make informed decisions, and address emerging financial challenges.
- vi. Review the role of Council in the oversight of the financial management of the CBRM, including but not limited to, what financial review occurs monthly, what level of approval is provided, and audit committee engagement.
- vii. Identify any deficiencies and provide actionable recommendations.

c) Assess Collections and Revenue Recovery

- i. Review policies, procedures, controls, and systems for managing property tax collections.
- ii. Assess the effectiveness and timeliness of the collection processes, including delinquent account management.
- iii. Identify and evaluate barriers to successful collections, including resource constraints, system inefficiencies, or inadequate training.
- iv. Examine the adequacy of communication strategies for engaging with taxpayers and other revenue payers.
- v. Review trends in uncollected revenues and assess their impact on cash flow and financial stability.
- vi. Assess the functionality and efficiency of tools used to monitor collections, track delinquencies and manage revenue recovery processes.
- vii. Provide recommendations to strengthen collection practices, reduce outstanding receivables, and improve overall revenue recovery rates.

d) Assess Cash Flow and Debt Management

- i. Evaluate the effectiveness of the CBRM's cash flow management practices, including forecasting and monitoring of cash inflows and outflows to ensure financial stability and operational continuity.
- ii. Review the use of lines of credit to determine:
 - a. The purpose for which they are being utilized (e.g., operational expenses, capital projects, or other needs)
 - b. Whether their use aligns with financial best practices, approved policies and legislation.

- c. If alternative funding mechanisms could better meet the CBRM's financial needs.
- iii. Assess the amount, frequency, and duration of line of credit use to identify potential overreliance, or misuse.
- iv. Review policies, controls and decision-making processes regarding the initiation and repayment of debt, including transitioning short-term debt into long-term financing.
- v. Examine the impact of cash flow and debt management practices on the CBRM's ability to fund operational and capital requirements while maintaining adequate reserves.
- vi. Evaluate how cash management integrates with overall financial planning, including the alignment of debt repayment schedules and revenue generation and expenditure timing.
- vii. Provide recommendations to optimize cash flow practices and reduce reliance on lines of credit, where applicable, while ensuring sufficient liquidity to meet financial obligations.

e) Assess Growth Management, Capital and Financial Planning

- i. Examine the capital planning processes and procedures and municipal infrastructure plan.
- ii. Assess long-term capital planning and budgeting practices and procedures, and their alignment with anticipated growth and service needs.
- iii. Evaluate whether capital planning integrates effectively with asset management practices and legislative requirements.
- iv. Provide recommendations to improve capital planning and asset management practices and their integration with financial planning.

2.2.2 Project Deliverables

The successful proponent will provide the following deliverables:

- a) submit a Project Plan to be approved by the DMA management;
- b) provide progress reports on a bi-weekly and/or on a required basis to DMA;
- c) prepare a draft report that will include a risk ranked summary of observations and recommendations;
- d) conduct a meeting with DMA to discuss observations and recommendations within two weeks of issuing the draft report;
- e) incorporate feedback from DMA on the draft report; and
- f) prepare and distribute a Final Report (PDF and Word format) that will include an Executive Summary of observations and recommendations.
- g) Present the results and recommendations in the final report to senior management of the department.
- h) Presentation of the results and recommendations in the final report may be required to the CBRM administration and Council.

2.3 Successful Proponent and Department Responsibilities

2.3.1 Successful Proponent Responsibilities

- a) Successful proponents will:
 - i. Submit a project plan to the department for approval prior to beginning fieldwork.
 - ii. Meet regularly during the project with DMA to review progress (anticipate meetings to be bi-weekly or monthly depending on project progression).
 - iii. Provide regularly bi-weekly project and budget updates and respond promptly to DMA comments and requests for information. Meetings may be held more frequently, if required.
 - iv. Complete some of the engagement on-site in Sydney, Nova Scotia, with the rest of the work being completed offsite and/or virtually. This work must be performed to the satisfaction of DMA.
 - v. Present all project deliverables to the DMA contact or their designated representatives for review, approval and acceptance.
 - vi. Submit all deliverables in electronic format. Prior to submission, all deliverables are to be reviewed to ensure development standards and efficiencies are utilized. All work products are the property of DMA.
 - vii. Submit a draft report that will include a risk ranked summary of observations and recommendations, meet with DMA within two weeks of issuing the report and incorporate any feedback received into the final report.
 - viii. Present the results and recommendations in the final report to senior management of the department.
 - ix. Present the results and recommendations in the final report to the CBRM administration and Council.
 - x. Submit two electronic copies of the final report (PDF and Word format) of the final report to the Departmental contact
- b) Key roles required from the successful proponent are listed below. Note, some roles could be combined if individuals have multidisciplinary expertise.
 - i. Project manager – responsibilities include:
 - a. Act as the primary point of contact between the proponent and DMA.
 - b. Develop and manage the project plan, including timelines, milestones and deliverables.
 - c. Ensure effective coordination of team activities to meet the project tasks and deliverables.
 - d. Monitor project progress and address any risks or challenges that arise.
 - e. Prepare and deliver regular status updates, a draft report, present the findings to DMA and incorporate any feedback received into final report delivered to DMA.
 - f. Other duties as required.

- ii. Financial Auditor/Analyst – responsibilities include:
 - a. Lead the assessment of financial policies, procedures, internal controls and compliance with legislative requirements.
 - b. Conduct detailed analysis of budget development and management practices, spending and revenue allocation.
 - c. Evaluate collections and revenue recovery processes and identify improvement opportunities.
 - d. Review financial data to assess cash flow and debt management practices, including use of lines of credit.
 - e. Other duties as required.
- c) Additional role which may be a benefit to this engagement may include the following. Note, the role could be combined if an individual has multidisciplinary expertise.
 - i. Capital and Growth Planner – responsibilities include:
 - a. Review growth management strategies and their integration with capital and financial planning.
 - b. Assess alignment of infrastructure and service delivery plans with financial resources and long-term goals.
 - c. Provide recommendations to improve planning processes for growth and capital investments.
 - d. Other duties as required.

2.3.2 Department Responsibilities

- a) The department is prepared to assist and support the successful proponent:
 - i. The department's project team will meet with the successful proponent to provide any necessary background or supporting information, clarify the project's tasks and deliverables, timeline, etc.
 - ii. DMA will respond promptly to requests for information, approvals and questions.
 - iii. The Director, Municipal Finance will be the departmental contact.

2.4 Experience and Qualifications

2.4.1 Proponent Experience and Qualifications

- a) The successful proponent will have a strong demonstratable understanding and knowledge of the following:
 - i. the unique challenges faced by municipal governments, for example managing diverse funding sources (e.g., taxation, grants, user fees), balancing short-term and long-term financial planning needs, addressing community growth and infrastructure needs;
 - ii. proven expertise in conducting performance audits and/or reviews for municipal governments or similar public sector entities;
 - iii. familiarity with public sector accounting standards, applicable municipal legislation (i.e., the *Municipal Government Act*) and regulations (i.e., the *Financial Reporting and Accounting Manual*) or other similar legislation;

- iv. experience in evaluating financial management practices, and regulatory compliance; and
 - v. providing a framework based on risk for the evaluation of current organizational operations and financial reporting practices as well as bringing forward value-added improvements.
- b) The successful proponent will have knowledge, skills and expertise in the following areas:
- i. performance audits and/or reviews;
 - ii. risk assessment;
 - iii. providing actionable management letter points to improve financial reporting;
 - iv. relationship building and professionalism;
 - v. protection of sensitive information, including employee conduct requirements for handling confidential information;
 - vi. measures/controls and/or policies in place to protect data (including methods for secure file transfer and storage);
 - vii. independent data mining and analytics creation; and
 - viii. providing actionable observations and recommendations required to improve financial reporting and budgeting controls to support financial sustainability and oversight.

2.4.2 Proponent Resources Experience and Qualifications

Minimum expectations of experience and qualifications for the resources proposed to each of the key roles include:

- a) Project Manager
- i. Education
 - a. Master's degree in public administration, business administration finance, accounting or a related field.
 - b. Professional accounting designation and/or PMP or equivalent certification.
 - ii. Experience
 - a. Minimum of 8 years of experience managing similar performance audits and/or reviews, financial reviews or consulting engagements.
 - b. Demonstrated experience coordinating multidisciplinary teams and ensuring on-time delivery of complex projects.
 - c. Experience in reviewing audit findings, ensuring quality and providing strategic-level recommendations.
 - d. At least 5 years of experience in delivering projects for public sector organizations, preferably in local government or other public sector entities.
 - iii. Skills
 - a. Strong organizational and engagement skills.
 - b. Strong attention to detail and ability to identify gaps or

- inconsistencies in findings.
- c. Excellent verbal and written communication and reporting skills.
 - d. Ability to develop and monitor project plans, budgets, and deliverables.
- b) Financial Auditor/Analyst
- i. Education
 - a. CPA designation; Master's degree in accounting, finance or a related field is an asset.
 - ii. Experience
 - b. Minimum of 7 years of experience in auditing and/or financial analysis, including experience with public sector organizations.
 - c. In-depth knowledge of public sector accounting standards (e.g., PSAB) and experience with local government reporting requirements (e.g., *Financial Reporting and Accounting Manual*) would be considered an asset.
 - d. Experience in conducting reviews of financial policies, and budget processes.
 - iii. Skills
 - a. Strong analytical and problem-solving abilities.
 - b. Excellent communication skills.
 - c. Ability to interpret financial data, assess compliance with policies and regulations and recommend improvements.

Additional role – minimum expectations of experience and qualifications for proposed additional role. This could be combined with other roles if the individual has multidisciplinary expertise

- c) Capital and Growth Planner
- i. Education
 - a. Bachelor's degree in urban planning, engineering, economics, finance, accounting or a related field.
 - ii. Experience
 - a. Minimum of 5 years of experience in capital planning and financial forecasting for public sector organizations.
 - b. Familiarity with growth management strategies and their financial implications.
 - c. Demonstrated ability to align infrastructure needs with financial resources.
 - iii. Skills
 - a. Expertise in capital project evaluation, prioritization, and funding strategies.
 - b. Strong knowledge in municipal growth planning and development processes.

2.5 Mandatory Criteria

A proposal that does not meet a mandatory criterion set out in this section 2.5 will be disqualified from this SOW solicitation.

- a) All proposals must be submitted in Canadian dollars (CDN) exclusive of all taxes.
- b) Demonstrated experience in conducting performance audits and/or reviews for municipal governments or similar public sector entities.

3.0 Evaluation Criteria

3.1 Rated Criteria

3.1.1 Demonstrated Experience and Qualifications

Proponents should demonstrate their ability to perform the project tasks and deliverables by highlighting relevant experience and qualifications of their organization and proposed team members.

- a) Provide the following
 - i. A description of three (3) similar projects the proponent has previously delivered completed within the last five years, with an emphasis on experience relevant to this project tasks and deliverables.
 - ii. Identify key personnel assigned to this project and include resumes listing:
 - a. Their relevant credentials, including educational background, designations and/or certifications.
 - b. Experience conducting similar audits and/or reviews in the public sector.
 - c. Expertise in financial management, and/or n.
 - d. Their roles in prior engagements.
 - e. Their roles and responsibilities on this project.

3.1.2 References

Proponents must provide references from clients for similar engagements. This includes:

- a) Three (3) references from clients who have obtained similar services as those requested in this SOW from the proponent in the last five (5) years. Provide:
 - i. The name of each project reference, along with their phone number and email address.
 - ii. A brief description of the referenced project.
 - iii. Details of the size of the projects conducted and demonstrate:
 - a. the extent of the proponent's previous experience,
 - b. the clients' overall satisfaction with the services provided and the results achieved, including adherence to interim and final deadlines.

3.1.3 Proposed Approach and Project Plan

Proponents must describe their proposed methodology for completing the review, including timelines and resource allocations. This includes:

- a) Provide a detailed project plan, including a detailed project timeline with key milestones, deliverables, and resource assignments.
- b) The approach for engaging with organizational staff, leadership and Council, including methods for soliciting feedback, addressing concerns, and ensuring collaboration.
- c) A description of the proponent's quality assurance processes to ensure accuracy and reliability in findings and recommendations.

3.1.4 Management of Project Risk and Experience with Confidential Information

Proponents must demonstrate their ability to effectively identify, manage, and mitigate risks associated with the project, including the handling of sensitive or confidential information. This includes:

- a) Identification of potential project risks (e.g., access to data, scheduling conflicts, or resource availability), along with proposed strategies for mitigating risks and ensuring project continuity.
- b) The proponent's approach to identifying and mitigating project risks, including resource or timeline risks.
- c) Demonstrated experience in handling confidential and sensitive information securely and in compliance with applicable privacy standards or legislation.
- d) Evidence of prior success in managing risks in similar projects.

3.1.5 Added value

Proponents should describe any additional benefits or innovations they can bring to the engagement. Examples could include:

- a) Additional tools, methods or innovations that will enhance the project.
- b) A highlight of the areas the proponents exceed the minimum requirements.

3.2 Pricing Form

Bids will be considered inclusive of all fees and should not include HST.

3.2.1 Per Diem Rates

Please complete the following table, indicating the per diem rate (based on a seven (7) hour workday) and number of days required to provide the services for each role. The Total Bid Price will be evaluated using a relative pricing formula (lowest compliant bid received divided by this bid, multiplied by the weighting for Price set out in 3.3) to determine the pricing score.

Role	Per Diem Rate	Number of Days	Extended Cost
Project Manager*	\$		\$
Financial Auditor/Analyst*			
Capital and Growth Planner*			
Other (if applicable)	\$		\$
Other (if applicable)	\$		\$
Other (if applicable)	\$		\$
Total Bid Price			\$

*Note – as mentioned within section 2, roles may be combined if individual has multidisciplinary expertise.

3.3 Evaluation Weightings

2.5 Mandatory Criteria	Pass/Fail
a) All proposals must be submitted in Canadian dollars (CDN) exclusive of all taxes.	
b) Demonstrated experience in conducting performance audits and/or reviews for municipal governments or similar public sector entities	
3.1 Rated Criteria	Weight
Demonstrated Experience and Qualifications	20%
References	10%
Proposed Approach and Project Plan	30%
Management of Project Risk and Experience with Confidential Information	10%
Added Value	5%
3.2 Pricing Form	Weight
Price	25%
TOTAL:	100%

4.0 Conflict of Interest

The successful proponent shall not permit an actual or potential conflict of interest to arise between its obligations to the Province under this MSA and its obligations to any third party. The successful proponent shall immediately notify the Province in writing if any such potential or actual conflict of interest should arise at any time during the Term. Should the Province become aware of any conflict of interest following a proposal submission to a SOW or engagement, the Province reserves the right to disqualify the proposal, stop work until the matter is resolved or cancel the work, at its discretion.



**Emergency Management
Office of the Minister**

Duke Tower, 5251 Duke Street, Halifax, Nova Scotia, Canada B3J 1P3 • Telephone 902-424-5620 • Minister.EmergencyManagement@novascotia.ca

April 17, 2025

VIA EMAIL

To: Mayors, CAOs and Wardens

Re: Fire Services Review

The Departments of Emergency Management and Municipal Affairs greatly value the essential role fire services play in ensuring the safety of Nova Scotians during emergencies across the province. Firefighters put their lives at risk every day to protect our communities, and we are deeply grateful for their unwavering dedication.

The Fire Services Association of Nova Scotia is conducting a comprehensive governance review of fire services in Nova Scotia. This review will focus on ensuring best practices are in place and that our firefighters are fully supported and protected. Key areas of examination will include governance, operations, communications, interoperability, human resources, mental health supports, training, equipment, facilities, fire dispatch, and funding.

We recognize that previous reviews have been conducted. However, this governance review will build upon those efforts and consider the growing impact of climate change on the frequency and severity of weather events such as floods, wildfires, and hurricanes. It is vital that the governance of fire services evolves to address these new challenges, ensuring that we are fully prepared for unprecedented weather events.

Your input is a critical part of this process. We strongly encourage municipalities to participate in the governance review and provide your valuable feedback. By working together, we can create a stronger, more resilient, and responsive fire service for Nova Scotia.

Additionally, we would like to take a moment to address a common concern regarding the Nova Scotia Guard. The Guard is designed to complement existing resources in the province, not to replace them. We are committed to ensuring that firefighters who volunteer for the Nova Scotia Guard will not be deployed outside their communities in ways that could leave their fire departments understaffed. Members will be deployed based on their availability, ensuring they can continue serving their local communities.

Thank you for your ongoing dedication to the safety of Nova Scotians. We look forward to collaborating with you in this important initiative and working together to strengthen fire services across the province.

Sincerely,

Signed by

Minister Kim Masland

Signed by

Minister John Lohr



CAPE BRETON UNIVERSITY

DAVID C. DINGWALL

President & Vice-Chancellor

March 28, 2025

Ms. Christa Dicks
Clerk
Cape Breton Regional Municipality (CBRM)
320 Esplanade
Sydney, Nova Scotia B1P 7B9

Dear Ms. Dicks,
Christa,

I wanted to take a moment to express my appreciation to you and your staff for your assistance in coordinating Cape Breton University's presentation to Council on March 18, 2025.

We are grateful for the professionalism and support provided by the Clerk's Office, and we value the work of everyone at City Hall — both elected officials and members of the public service.

In the coming weeks, a member of my team will be in touch to coordinate a visit to CBU by the Mayor, Council, and senior staff. We would be pleased to welcome you all to campus.

Thank you once again for your kind assistance and ongoing support.

Yours very truly,

Signed by

David C. Dingwall

DCD/rl

1250 Grand Lake Road, Sydney, Nova Scotia, Canada B1M 1A2
t: 902.563.1120 e: david_dingwall@cbu.ca

Sharon MacSween

From: Heather Coates <heather.coates@lupuscanada.org>
Sent: April 14, 2025 2:57 PM
To: ClerksOffice
Cc: Ariana Ranjbar
Subject: [EXTERNAL]- Sincere Thanks - World Lupus Day Proclamation

Follow Up Flag: Follow up
Flag Status: Flagged

Some people who received this message don't often get email from heather.coates@lupuscanada.org. [Learn why this is important](#)

[EXTERNAL] CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor Clarke & Members of the Cape Breton Regional Municipality Council,

On behalf of the staff and board of directors at Lupus Canada, I would like to extend our heartfelt thanks for officially proclaiming May 10th as World Lupus Day in Cape Breton. Your support helps raise much-needed awareness of this complex and often misunderstood disease, and it means so much to those living with lupus and their families.

Together, we are making strides toward greater understanding, earlier diagnoses, and improved care for those living with lupus.

Many Thanks,
Heather
Heather Coates (She/Her)
National Fund Development & Engagement Officer
Lupus Canada
www.lupuscanada.org



[Register Today](#)

Sharon MacSween

From: Christa L. Dicks
Sent: April 23, 2025 9:36 AM
To: ClerksOffice
Subject: Pending - May

From: Mayor's Office <mayor@cbrm.ns.ca>
Sent: April 23, 2025 9:26 AM
To: Christa L. Dicks <cldicks@cbrm.ns.ca>
Subject: FW: [EXTERNAL]- Proposal for NEW central library.

For agenda setting – May/June.

T

From: Mayor's Office
Sent: Wednesday, April 23, 2025 9:26 AM
To: ed smith [REDACTED]
Subject: RE: [EXTERNAL]- Proposal for NEW central library.

Dear Barry:

Thank you for your email proposal in follow-up to the budget consultation sessions.

Council will be briefed on the Fathom consulting library siting options. When that is considered on the agenda, I will be sure to include your submission as well. Expect a May or June agenda item for the library.

Sincere thanks and appreciation for your thoughtful submission.

Warm and kind regards,

Cecil P. Clarke
Mayor

From: ed smith [REDACTED]
Sent: Friday, March 14, 2025 11:27 AM
To: Mayor's Office <mayor@cbrm.ns.ca>
Subject: [EXTERNAL]- Proposal for NEW central library.

[EXTERNAL] CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor Cecil.

Thank you for giving me the opportunity to present my proposal for A new central library.

I have had this idea for a number of years now and feel this option has become more feasible with the passing of time.

My proposal is to use the present civic center on the waterfront as the location for a new library.

This location ticks most of the boxes that the citizens desire.

- * downtown location.
- * on transit route.
- * on the waterfront / boardwalk.
- * large outdoor spaces.
- * set up for café, restaurants.

As noted during recent council meetings, the civic center needs work, HVAC

Needs replacing, needs to meet new accessible standards, it is nearing its life cycle. All these things would be addressed with renovations.

As to size, if it is not large enough the present Mc Connell library could house the regional library admin. For CBRM and Victoria county with some repairs and renovations.

Another option to consider is the addition of a Art Gallery in the civic center council chambers. This would add to the ask from other levels of gov't CBRM could have a statelite of the Nova Scotia Art Gallery.

This Gallery would also generate yearly revenue.

The present civic center would become a new build or renovate an existing building a number of sites for the new library might be considered.

I suggest looking at the new building in Membertou as an example, wood frame construction is worth considering.

I feel the above options are worth considering in the quest for a new library and could be well within a reasonable budget.

Like many citizens I have waited for a new central library on the waterfront, using the civic center would be close to that reality.

Hoping council will give this proposal consideration.

Yours truly
E. Barry Smith

Yahoo Mail: Search, Organize, Conquer

Information and Activity Report

CBRM Regional Enterprise Network

Q4 – FY 2024/25

(January - March 2025)

Subject:CBRM REN Information and Activity Report
To:Cape Breton Regional Municipality
Date Prepared: April 14, 2025
Prepared by: Tyler Cole, Economic Development Officer, CBRM
..... Lan Zheng, Economic Development Officer, CBRM

Background:

The Cape Breton Partnership (CBP) provides economic development support to the Cape Breton Regional Municipality under the Regional Enterprise Network (REN) model in partnership with the Province of Nova Scotia.

The Cape Breton Regional Municipality Regional Enterprise Network (CBRM REN) serves all of the communities of the CBRM from the CBP offices in Sydney.

The CBRM REN is part of a larger network of Regional Enterprise Networks across Nova Scotia.

The CBP maximizes the value of the CBRM REN's funding partners, leverages that investment to have a greater impact, and collaborates with other partners, funders, and projects that it is responsible for (like the Cape Breton Local Immigration Partnership) to deliver operational synergies across Unama'ki – Cape Breton and to benefit the CBRM.



2024/25 CBRM REN Board of Directors

- **Chair:** Ron Blinkhorn - Casino Nova Scotia
- Tracey Boutilier - Vibe Creative Group
- Shaowei Xu - SW East Trading & Consulting
- Howie Doiron - Lindsay Construction
- Darrell Gallant - Marine Atlantic
- Nicole Morrison - Mabel Systems
- Mary Jane Morrison - Cape Breton University

Other Invited CBRM REN Board Meeting Attendees:

- LOC Co-Chair Steve Gillespie
- LOC Co-Chair Jennifer Campbell

2024/25 CBRM REN Liaison Oversight Committee:

- **Co-Chair:** Steve Gillespie - Councillor, CBRM
- Dave MacKeigan - Councillor, CBRM
- **Co-Chair:** Jennifer Campbell - Chief Financial Officer, CBRM
- Tyson Simms - Director of Planning and Development, CBRM
- Evan Williams - Nova Scotia Department of Growth and Development
- Donald Ferguson - Nova Scotia Department of Labour, Skills & Immigration

Other Invited CBRM REN LOC Meeting Attendees:

- CBRM REN Board Chair, Ron Blinkhorn
- CBRM CAO Demetri Katchafanis

Additional information about the CBRM REN

Full information on the CBRM REN, including the CBRM Forward Strategic Plan, annual business plan, quarterly reports and more is located on the [CBRM REN webpage](#).

Reporting Period

Your CBRM REN team and the CBP are pleased to share highlights, milestones achieved, and metrics from **January 1 – March 31, 2025**.

Highlights and Events

- **Grand Opening of Village People Coffee Company at The Whale House: January 8** – Baddeck-based coffee roasters Village People opened a seasonal café in Sydney, at the Whale House.
- **Nova Scotia Cross-Sectoral Housing Summit: January 20** – This event highlighted opportunities for development and collaboration in the non-profit housing sector. Members of the CBRM REN team, alongside colleagues from the CBRM's Planning & Development Department, were in attendance at Casino Nova Scotia in Halifax.
- **Cape Breton Vital Excellence Awards: January 24** – The Vital Awards, hosted at the Port of Sydney, focused on the next generation of community and business leaders on the Island.
- **Coffee & Connect Event, CBRM: January 28 and February 25** – The Cape Breton Connector program and Welcome Network hosted another two Coffee & Connect Events at Whale House in Downtown Sydney, aiming to cultivate a relaxed and enjoyable atmosphere for expanding networks among newcomers, local professionals, and community leaders.
- **Information Session for Business GHST/HST Tax Break: January 29** - The Cape Breton Partnership hosted an information session for business GHST/HST Tax Break. The local experts shared details on what businesses should know about the GST/HST Holiday Tax Break and what to do next as they prepare to remit GST/HST to the Canada Revenue Agency.
- **Construction Association of Nova Scotia Member Mixer: January 30** – CANS hosted this annual event, which focused on building connections between construction sector stakeholders.
- **Weather & Emergency Preparedness: January 31** - The Cape Breton Local Immigration Partnership (CBLIP) and the CBRM planned and hosted a workshop to help locals in the community prepare for unpredictable weather and emergencies.
- **Immigration Information Sessions at the Whale House: February 19 and March 20** – These sessions focused on immigration options for graduating students and their families to stay in Nova Scotia after you graduate.
- **Net Zero Atlantic Geothermal Energy Workshop: February 25** – Net Zero Atlantic hosted a workshop at CBU, focused on geothermal energy opportunities in Unama'ki – Cape Breton, particularly in the CBRM due to the region's rich coal mining history.
- **Futures in Film information session at NSCC Waterfront Campus: March 26** - The Unama'ki- Cape Breton Futures in Film information series took place from March 25-27,2025, in communities across the island, providing attendees with insights into how they could fit into Unama'ki -Cape Breton's booming film industry.
- **Building Mi'kmaw Tourism in Unama'ki Conference: March 26** – This conference, co-hosted by the Nova Scotia Indigenous Tourism Enterprise Network, Destination Cape Breton, and the World Tourism Institute, highlighted the growing Indigenous tourism industry in Cape Breton and how collaboration and partnerships can work towards economic reconciliation in the tourism sector.

Select Project Updates

Economic Development Project Updates:

- **Women+ Microloan program** - The CBRM REN staff supported two CBRM women entrepreneurs successfully apply for and secure funding through the Sydney Credit Union in Q4. This initiative provides critical financial support, empowering local women to grow their businesses and strengthen the regional economy.
- **Northside Business Park Land sale** - In Q4, the CBRM REN team received three applications for available lots and advanced one qualified submission to CBRM staff for further review. This process supports strategic business development opportunities in the region. Progress on the sales remains under evaluation by municipal authorities.
- **Insights from the 2025 Seafood Expo North America** - In March 2025, CBRM REN Staff Lan Zheng attended Seafood Expo North America, engaging with Cape Breton seafood companies to assess the potential impacts of proposed tariffs. Key insights from these discussions are documented in the report "[Insights from the 2025 Seafood Expo North America](#)" available for further review. This initiative supports local industry preparedness for evolving trade policies.
- **CDÉNÉ Webinar Presentation, March 11** – CBRM REN Staff Lan Zheng and CB REN Staff Lynne MacLennan participated in a CDÉNÉ-hosted webinar series supporting women in business. During the session, they presented the Women+ Microloan Program, highlighting its role in empowering female entrepreneurs through accessible financing. The engagement provided valuable exposure for the initiative and fostered connections with aspiring business owners.
- **The NSNP Entrepreneur Stream candidate support** - CBRM REN Staff Lan Zheng assisted an immigrant entrepreneur under the NSNP Entrepreneur Stream by identifying viable local business investment opportunities and facilitating direct meetings between the candidate and potential sellers. Additional support included guiding the candidate through the investment process and connecting them with relevant regional resources to ensure a smooth business establishment in Cape Breton. This hands-on assistance helps immigrant entrepreneurs navigate the local market and contribute to the regional economy.
- **CBRM Offshore Wind Task Force** – During a Council presentation on March 4, Councillor Steve Parsons stressed the importance of establishing a “CBRM Offshore Wind Task Force”, to align key interested parties in Sydney Harbour in efforts to attract offshore wind development to the region. Conversations have taken place between Cape Breton University, senior CBRM staff, the CBRM REN, and other important parties around what format this group could take, leadership structure, and desired outcomes from the task force.
- **Community Transportation Pilot Project** – The CBRM REN worked with United Way Cape Breton and other community partners to submit an application to the Province of Nova Scotia for a Community Transportation Pilot Project, seeking to increase access to public transit for rural residents in the CBRM. By giving increased access to public transportation, the CBRM REN believes this will open up economic opportunities for rural communities, and enable rural residents to be greater participants in the labour force which will aid employers in the region.

Green Energy Sector:

- **Electricity Sector Climate Change Adaptation Implementation Team** - Attended a Community of Practice event in Cole Harbour to collaborate on climate adaptation strategies for Nova Scotia's electricity sector, with ongoing public engagement planning.
- **Canada's Ocean Supercluster Ocean Artificial Intelligence and Technology Foundations Course** - The Green Energy Engagement Coordinator completed a 19-week course on digital transformation, AI, data science, and cybersecurity to enhance skills in ocean technology and business practices.
- **KMNKO Symposium** - The Cape Breton Partnership is sponsoring the Mukk Nqa'ltultuk: Community Connections Symposium in collaboration with KMNKO to advance Indigenous engagement in the energy transition. The event will unite First Nations Economic Development Officers, Indigenous Employment Officers, and industry partners to explore opportunities in procurement, energy, and tourism. This initiative supports Mi'kmaq communities in leading the shift toward a greener, more sustainable economy. All CB Partnership's EDOs will attend to foster connections and share ideas.
- **Net Zero Atlantic Ports Study** - The Cape Breton Partnership is involved in Net Zero Atlantic's [Assessment of Atlantic Canadian Ports to Support Offshore Wind Development](#). The kick-off webinar was held this quarter, and ports are submitting technical details to the consultant independently to highlight capabilities, identify gaps, and provide conclusions and recommendations related to potential involvement by Atlantic Canadian ports in offshore wind development. **Department of Natural Resources Funding** - The Green Energy Engagement Coordinator Worked collaboratively with the Department of Natural Resources to identify and secure \$47,000 to hire an Indigenous student for energy transition engagement and fisher outreach, plus funding for cross-regional knowledge sharing. **DOTCAN** - **WYTEC** - The Cape Breton Partnership signed an MOU with DOTCAN, a Dalhousie-based nonprofit, to serve as a partner hub for their WYTEC program in Unama'ki-Cape Breton. This initiative provides trans-Atlantic training in ocean technology and maritime safety, co-developed with partners in Nova Scotia and West Africa. Supported by Canada's DFO and endorsed by the UN, it prepares women and youth for careers in the blue economy. Training programs will be delivered through knowledge hubs in Halifax, Cape Breton, Nigeria, and Sierra Leone.
- **Green Futures Summit in Pictou County** - The Cape Breton Partnership attended the Green Energy Summit, where Jenn MacNeil joined a panel on renewable energy engagement while Tyler Mattheis and Rachelle Samson (Economic Development Officer for Richmond County & Port Hawkesbury) represented the organization. Premier Tim Houston delivered the keynote, and Energy Minister Trevor Boudreau participated in a separate discussion. The summit emphasized workforce readiness for renewable energy, highlighting skill gaps in Nova Scotia. Key takeaways included the urgent need to train local workers for large-scale clean energy projects.
- **Other Participation** - Engaged in Nova Scotia Power's Climate Adaptation Strategy consultation and the State of the Strait meeting.

Creative Economy Projects and Sector Initiatives:

- **Futures in Film Program** - After Nova Scotia introduced the "Distant Location Incentive" for the film industry in July 2024, the Cape Breton Partnership saw growing interest from production studios. In response, the Creative Economy Development Officer launched the Futures in Film Program in Q4 2024-2025. The initiative aims to support and capitalize on new opportunities in Cape Breton's film sector.
- **Film & TV Producers** - In the fourth quarter of 2024-2025, the Creative Economy Development Officer (CEDO) has been working directly with interested producers from Vancouver, Toronto, the UK, and local Mi'kmaq producers, with a combined total production budget of \$8M. The CEDO consulted with these productions on locations, local workforce, equipment needs, the provincial film incentive program, local business supports

including accommodations, catering, security, local actors, and connected them to investment capital opportunities.

- **Bollywood Productions** - The CEDO is also working with Bollywood producers on two India – Canada co-productions, taking advantage of the current film treaty between countries.

People and Labour Force Attraction:

- The **Cape Breton Local Immigration Partnership (CBLIP)** advanced several strategic initiatives to foster inclusive, welcoming communities:
 - Members engaged in the development of a new Theory of Change framework.
 - Welcomed new members to the CBLIP Council, including William Roy of the CBRM, Denise Bantegeyeko from Immigration Francophone Nouvelle-Ecosse (Sydney-based settlement for Francophone newcomers) and Megan Penney, the CEO of the Cape Breton Regional Chamber of Commerce.
 - The Program Manager attended the national Metropolis Conference to build knowledge and networks with immigration stakeholders across Canada.
 - Under the guidance of its Mi'kmaq Advisory Committee, CBLIP continues to deepen its commitment to building meaningful relationships between Mi'kmaq communities and newcomers
- **Connector Program - Community Engagement:** In Q4, the Connector Program welcomed 19 new Connectees and engaged 4 new Connectors, strengthening professional networks and promoting a sense of belonging in the CBRM.
 - The program was active in the community through events, workshops, and outreach. These efforts contributed to building a more welcoming and connected community for newcomers, students, and professionals in the region.
 - Promoted the program through a January 15 radio segment on Coastal Radio.
 - Co-hosted "Around the World in One Kitchen," a cultural cooking and networking workshop.
 - Engaged post-secondary students at Cape Breton University and NSCC through classroom visits.
 - Held a Resume Writing Workshop and an Understanding Culture session as part of a Lunch & Learn series.
 - Hosted Coffee & Connect networking events and participated in the "Warm Your Bones" Winter Festival in partnership with local organizations.
 - Co-hosted virtual and in-person networking events with partners including EduNova, Halifax Partnership, and NSCC. Events included a Study and Stay networking event at Eltuek, Side Hustle event at NSCC, and a Disc Golf Networking Event at Rotary Park.
- **Immigration Updates:** The Cape Breton Partnership continues to support employers and newcomers through both *Immigration Advisory* and *Immigration Representation* services.
- **Advisory vs. Representation:**
 - Both of our staff dedicated to immigration provide Advisory services. Kelly MacKinnon, a Regulated Canadian Immigration Consultant (RCIC), can also act as the legal immigration representative for employers – submitting applications and communicating directly with government partners on their behalf. This added level of support reduces the administrative burden for employers seeking to strengthen and retain their work force.
 - Dani Mombourquette successfully completed the Entry-to-Practice licensing exam on March 12th, 2025, and is expecting to become licensed as an RCIC in the coming fiscal year.
- **Immigration Metrics, at end of Q4 -**
 - Provided support to employers and newcomers who successfully submitted 2 designation applications and 3 provincial nomination applications. Supported 16 individuals on immigration quick supports.

- o Acted as immigration representative for 16 employers, supporting 19 applications (9 in progress).
 - o A total of 143 immigration advisory files were in progress at year-end.
- **Community Engagement:** The team was also active in community and employer engagement, delivering sessions to raise awareness about provincial pathways to permanent residency:
 - o Participated in a Services Fair and Career Fair at CBU, reaching approximately 900 students and 70 employers/service providers.
 - o Hosted two international student sessions, reaching 35 international students on PR pathways, and attended the Coffee and Connect for newcomers, which approximately 40 newcomers attended.
 - o Engaged with employers and stakeholders in collaboration with IRCC to address retention and diversity strategies in workplaces with high numbers of foreign workers.
- **Welcome Network** - In preparation for the upcoming changes to the Cape Breton Welcome Network, further development of the new Buddy Program took place. This included refining intake forms, advancing branding work, and planning for a soft launch in Q1 of 2025.
 - o The Buddy Program will aim to match newcomers with volunteers in Unama'ki-Cape Breton based on a number of factors. They will be matched based on location, lifestyle preferences, and meeting preferences. For example, a newcomer with young children in the Sydney area may be matched with a volunteer in a similar situation who is open to connecting. All volunteers will be required to obtain a criminal record check.
- **Community Engagement Highlights**
 - o The Welcome Network continued to collaborate with the Connector Program to host Coffee & Connect sessions, prioritizing local venues and businesses to enhance community ties. The Welcome Network also supported and hosted a variety of events that celebrated culture and connection, including:
 - o The pilot of a Cultural Cooking Workshop featuring traditional Mexican cuisine.
 - o Participation in the Warm Your Bones Festival and Holi celebrations.
 - o Hosting Art of Networking and Donuts & Disc Golf events.
 - o These initiatives reinforced the importance of informal, welcoming spaces for newcomers to engage with their communities
- **Cape Breton Job Board** - In Q4, there were 116 new job posts in the CBRM bringing the year-to-date total for CBRM to 372. The *Cape Breton Job Board* currently has 278 organizations in CBRM registered.
<https://capebretonjobboard.com/>

Recent and Upcoming Events in Q1 of 2025-26:

- CBRM REN Council Presentation – Tariff Update & Response: **April 1**
- Cape Breton Job Fair at Port of Sydney: **April 8**
- Smart Energy Conference & Hydrogen East, Halifax: **April 14-16**
- Nova Scotia Association of Realtors Meet & Greet / Info Session, Sydney: **April 25**
- Nova Scotia Regional Enterprise Networks Conference, Fox Harbour Resort: **April 29-30**
- Safety First Symposium, Membertou: **May 14**
- KMKNO Summit, Truro: **May 21-23**
- CANS Spring Fling Golf Tournament & Banquet, Ben Eoin/Membertou: **April 22**
- Sydney Ports Day, Port of Sydney: **May 28-29**
- Downtowns Atlantic Canada Conference, Dartmouth: **May 28-30**
- Spark Cape Breton, Sydney: **June 12**
- **MORE EVENTS** - To be kept informed of all upcoming events as they unfold, follow the Cape Breton Partnership's social channels or [subscribe to the Pulse Newsletter](#).

Metrics Overview:

(Full Metrics are available in Addendum 1: CBRM REN Metrics (January 1 – March 31, 2025)

Your Economic Development Officers, and CBRM REN team members, continue to provide business support and advisory services to entrepreneurs, business clients, and individuals throughout the CBRM. These projects are reflected in the Addendum below.

Additional Information:



CBRM REN Website: Additional information on the CBRM REN, including the CBRM Forward Strategic Plan, annual business plan, quarterly reports and more is located on the [CBRM REN webpage](#).

Welcome to Cape Breton Website: Additional Information on Living, Working, Investing, Studying and Moving to the CBRM - including community profiles and economic data - can be found on the [Welcome to Cape Breton website](#).

- **News and Updates** – Elevate Magazine, and articles from Pulse Newsletter, new podcasts, news releases and more can be found on the [Partnership News section of our website](#).



Want news in your inbox? [Subscribe to the Pulse Newsletter!](#)

Signatures:

Respectfully submitted by:

Tyler Cole
Tyler Cole (Apr 30, 2025 08:40 ADT)

Signed by
Lan Zheng (Apr 25, 2025 15:13 ADT)

Signed by
Tyler Mattheis
President and CEO
CBRM REN, Cape Breton Partnership

Addendum(s):

- **CBRM REN Metrics (January 1 – March 31, 2025)**

---end report---

Addendum I - CBRM REN Metrics: January 1 – March 31, 2025

	Q4 CBRM Metrics			YTD
	January 1 – March 31, 2025			Since April 1
Activities	Total Started	Total In Progress	Total Completed	Total Completed
Business Support, Sustainability, & Growth	Total: 11	Total: 6	Total: 14	45 Total:
Business Planning	1	1	1	9
Business Productivity & Growth Services	0	1	3	10
Business Quick Support			2	4
Continuous Improvement & Business Advisory	7	4	8	23
Succession Planning	1	1	0	9
Micro-Lending	2	1	5	9
Creative Economy	1	0	1	4
Economic Development Projects & Strategic Sector Support	Total: 7	Total: 3	Total: 10	Total: 18
Economic Development Projects	7	3	10	18
Sector Analysis (Strengths & Weaknesses)	0	0	0	0
Addressing Talent Needs (Labour & Population)	Total: 19	Total: 152	Total: 47	Total: 263
Human Resources Advisory Services	0	0	0	0
Immigration Advisory for Businesses	19	143	21	218
Business Immigration Consultancy	0	9	26	45
Retention Activities	Total: 23	Total: 0	Total: 0	Total: 32
New Connectors	4			0
New Connectees	19	0	0	0
Welcome Network - Newcomers				
Welcomed	0	0		18
Welcome Network - Welcomers/Volunteers	0	0		14

Note on Addendum 1: The data provided is sourced from our Insightly CRM software and, at times, CBRM REN metrics may not be complete due to data availability from all programs and projects at the time of report preparation. Year-to-date data will be adjusted accordingly in subsequent quarterly reports to ensure accuracy.

Sharon MacSween

From: Shealene Barrett <Shealene.Barrett@asns.ca>
Sent: March 10, 2025 10:15 AM
To: ClerksOffice
Subject: [EXTERNAL]- Walk for Alzheimer's 2025
Attachments: Sydney Save the Date Poster - png.jpeg

Follow Up Flag: Follow up
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Good morning,

We are excited to announce the date of our upcoming IG Wealth Management Walk for Alzheimer's on Sunday, May 25. Our Walk this year will be held at Cape Breton University Health and Recreation Complex. This is 1 of 10 walks across the province. Last year we had over 200 people attend making our walk here in Sydney the second largest in the province.

We invite CBRM Council members and their families to walk with us at this inspiring community event to support Nova Scotians affected by Dementia. Please let us know if you can attend.

We would be grateful if you could share the information with Council and constituents about our largest annual fundraiser "Walk for Alzheimer's".

Thank you for your support!

Warm regards,

Shealene Barrett



Shealene Barrett (she/her)
Regional Coordinator Education & Outreach Cape Breton
Phone 902-422-7961 | 1-800-611-6345
Cell 902-842-1314
Email Shealene.Barrett@asns.ca
Website www.alzheimer.ca/ns
112-2719 Gladstone Street Halifax, NS, B3K 4W6

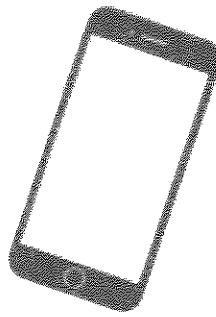


Questions about dementia?

We are here to help.

Dementia Helpline 1-800-611-6345

Société Alzheimer Society
NOVA SCOTIA

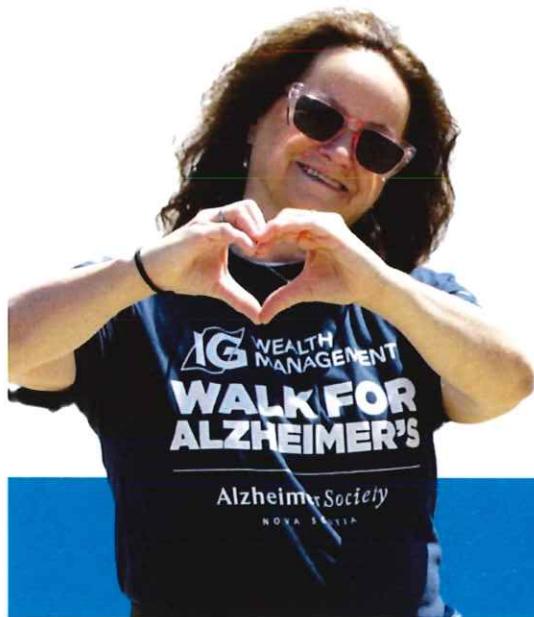


ASNS acknowledges that we are on unceded traditional Mi'kmaw territory. We are grateful for the Peace and Friendship treaties. We are all Treaty people.

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IG WEALTH MANAGEMENT
WALK FOR ALZHEIMER'S

Alzheimer *Society*
NOVA SCOTIA



SAVE THE DATE!

The IG Wealth Management Walk for Alzheimer's is back this year, bigger and better than ever!

SYDNEY

Date: Sunday, May 25, 2025

Time: 11:00 AM

Location: Cape Breton University Health & Recreation Complex

VISIT WALKNS.CA



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

April 23, 2025

Dear Mayors, Wardens and Chairs:

Re: Reprofiling of the Beautification and Streetscaping Program (BSP) and the Community Works Program (CWP)

In recent years, the Department of Municipal Affairs has been supporting municipalities with historic investments that are helping to build strong, prosperous communities. On this point, there is always more work to do, and we are excited to keep building on this momentum.

We are pleased to announce that the department has added an additional \$1 million to the Provincial Capital Assistance Program (PCAP), for the 2025-26 program year, and on a go-forward basis. This increase in funding is the result of sunsetting two annual programs we have offered previously: the Beautification and Streetscaping Program and the Community Works Program.

In our review of these programs, and in consideration of our provincial priorities for housing, growth, and affordability, it was clear that these funds could have a greater impact on municipalities through the PCAP. We need to ensure municipalities have systems and services in place that are foundational to their growth and sustainability. That is why we are focused on delivering the greatest impact possible with programs that help municipalities to make strategic, intentional use of the provincial and federal funding opportunities available. The reprofiling of these programs will increase the PCAP budget from \$690,000 to \$1.69 million, increasing the Province's support in the preliminary stages of infrastructure projects.

We will continue to work with our municipalities to ensure that the programs we are offering are the ones that meet their most critical needs. As always, we are grateful for your collaboration in working to strengthen and grow our communities, and we welcome your feedback on how we can deliver programs that will maximize impact for our municipalities and for Nova Scotians.

Sincerely,

Signed by

Honourable John A. Lohr
Minister of Municipal Affairs

c: Chief Administrative Officers
Juanita Spencer, Chief Executive Officer, NSFM
David Campbell, Executive Director, AMANS



**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

April 24, 2025

Dear Mayors/Wardens:

Re: Fire Records Management System

I am writing to provide you with an update on an important investment the Government of Nova Scotia is making regarding how the province manages records related to fire services.

The current Fire Records Management System used by the Office of the Fire Marshal was initially implemented over 30 years ago and is nearing the end of its lifecycle. The needs of our fire professionals have evolved, and we are working to implement a modern solution that will more effectively support current and future requirements.

The new Fire Records Management System will be designed to help the Office of the Fire Marshal, fire departments and municipal inspectors better manage, organize, and analyze data related to fire incidents, inspections, compliance, and personnel. This software will ensure that fire professionals have an efficient, reliable way to support fire services in the Province.

The project will start this spring, and it is anticipated that the implementation will take approximately two years to complete once a vendor is selected. There will be opportunities for our municipalities to be engaged in the coming months once a project manager is hired. The project manager will be reaching out to understand municipal needs and to collect information about how the new system can support municipalities and fire departments across the province.

We look forward to making this tool available to municipalities.

Sincerely,

Signed by

Honourable John A. Lohr
Minister of Municipal Affairs

c: Chief Administrative Officers
Juanita Spencer, Chief Executive Officer, NSFM
David Campbell, Executive Director, AMANS

