

Cape Breton Regional Municipality

Council Meeting

AGENDA

TUESDAY, OCTOBER 12, 2021

6:00 P.M.

Centre 200
Main Concourse
481 George Street, Sydney, NS

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Cape Breton Regional Municipality

Council Meeting

Tuesday, October 12, 2021
6:00 p.m.

AGENDA ITEMS

Land Acknowledgement

O'Canada

Roll Call

1. **APPROVAL OF MINUTES:** (Previously Distributed)
 - Council – August 24, 2021
 - Council – September 14, 2021

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

3. **PROCLAMATIONS:**
 - 3.1 **Fire Prevention Week 2021 (for ratification):**
Councillor Ken Tracey (See page 6)

 - 3.2 **National Disability Employment Awareness Month:**
Councillor Cyril MacDonald (See page 7)

 - 3.3 **Pancreatic Cancer Awareness:**
Deputy Mayor Earlene MacMullin (See page 9)

4. **PLANNING ISSUES:**
 - 4.1 **FINAL APPROVAL:** N/A

Continued...

**Council Meeting Agenda
October 12th, 2021 (Cont'd)**

PLANNING ISSUES (Cont'd):

4.2 APPROVAL TO ADVERTISE:

- a) **Case 1084 - Request from Metro Rifle & Pistol Club to Permit an Outdoor Weapon Shooting Range at PID 15198393 (Upper Leitches Creek Road, Upper Leitches Creek, District 3) by Development Agreement:** Kristen Knudskov, Planner
(See page 10)

- 4.3 Request for Easement PID I5705718 – Esplanade - NSCC Pedway:**
Karen Neville, Senior Planner (See page 25)

5. BUSINESS ARISING:

5.1 Fire & Emergency Services Committee – September 15, 2021:

- a) **Sustainability of Fire Services in Cape Breton Regional Municipality – Phase I:** Michael Seth, Fire Chief,
Director of Fire & Emergency Services (See page 27)

6. CORPORATE SERVICES ISSUES:

- 6.1 Request to Deem Property Surplus: PID 15656143 Hwy #125, Edwarsville (District 3):** Sheila Kolanko, Property Manager (See page 54)

- 6.2 Request to Deem Property Surplus: PID 15355969 Hills Road, Albert Bridge (District 8):** Sheila Kolanko, Property Manager (See page 57)

- 6.3 Request to Deem Property Surplus: Portion of PID 15418825 Shaft Street, Glace Bay (District 9):** Sheila Kolanko, Property Manager (See page 60)

- 6.4 Election/Selection of Deputy Mayor:** Deborah Campbell Ryan,
Municipal Clerk (See page 64)

- 6.5 Future Development of CBRM Land on Sydney Waterfront:** Marie Walsh, Chief Administrative Officer (See page 67)

- 6.6 Committee Reports:** Mayor Amanda M. McDougall (See page 68)

**Council Meeting Agenda
October 12th, 2021 (Cont'd)**

7. COUNCIL AGENDA REQUESTS:

7.1 Move Memorial Plaque from Jail Field Playground to Atlantic Street Playground: Councillor Glenn Paruch (See page 69)

7.2 Doubling of Municipal Capacity Grant (Equalization): Mayor Amanda M. McDougall (See page 71)

8. FINANCIAL STATEMENTS: Jennifer Campbell, Chief Financial Officer

8.1 CBRM to August 31, 2021: (See page 72)

For Information Only.

8.2 Port of Sydney Development Corporation to August 31, 2021:
(See page 96)

For Information Only.

9. Review of Action Items from this Meeting: Mayor Amanda M. McDougall

ADJOURNMENT

Proclamation

“Fire Prevention Week 2021”

-
- Whereas:** The Cape Breton Regional Municipality is committed to ensuring the safety and security of all those living in and visiting our municipality; and
- And Whereas:** Fire is a serious public safety concern both locally and nationally, and homes are the locations where people are at greatest risk from fire; and
- And Whereas:** smoke alarms sense smoke well before you can, alerting you to danger in the event of fire in which you may have as little as 2 minutes to escape safely; and
- And Whereas:** working smoke alarms cut the risk of dying in reported home fires in half; and
- And Whereas:** CBRM residents should be sure everyone in the home understands the sounds of the alarms and knows how to respond; and
- And Whereas:** CBRM residents will make sure their smoke and CO alarms meet the needs of all their family members, including those with sensory or physical disabilities; and
- And Whereas:** The Firefighters and First Responders of the Cape Breton Regional Fire and Emergency Service, are dedicated to reducing the occurrence of home fires and home fire injuries through prevention and protection education; and
- And Whereas:** CBRM residents are responsive to public education measures are better able to take personal steps to increase their safety from fire, especially in their homes; and
- And Whereas:** the 2021 Fire Prevention Week™ theme, “Learn the Sounds of Fire Safety™,” effectively serves to remind us it is important to learn the different sounds of smoke and carbon monoxide alarms.
- Therefore, Be It Resolved:** That the Cape Breton Regional Municipality Mayor and Council proclaim October 3rd to 9th, 2021 as Fire Prevention Week throughout the Cape Breton Regional Municipality, and to urge all the people of the CBRM to protect their homes and families by heeding the important safety messages of Fire Prevention Week 2021, and to support the many public safety activities and efforts of the Cape Breton Regional Fire and Emergency Services and its members.

Mayor Amanda MacDougall

October 4th, 2021



PROCLAMATION

National Disability Employment Awareness Month

Whereas: National Disability Employment Awareness Month (NDEAM), is traditionally held in October and is the time of year for acknowledging and celebrating the workplace contributions of people who have a disability, and business successes and benefits stemming from hiring with a focus on diversity and inclusion.

And Whereas: There is a rapid reshaping of workplaces and the workforce that is being driven by the coronavirus pandemic, which has unintentionally addressed myths about disability and access to employment that have lingered for decades: it has removed some perceived barriers and sparked conversation. Nova Scotians who have a disability but who are eager, willing and able to work, have in many cases been more significantly affected by the economic effects on businesses of the pandemic, than workers in the Cape Breton Regional Municipality without disabilities.

And Whereas: It is vital to acknowledge the contributions that individuals who live with a disability make to workplaces, to their communities and to society; and to acknowledge that there is still so much more opportunity.

And Whereas: The collaborative efforts and voices of government, business and service organizations are vital in raising awareness about disability and employment.

And Whereas: Many local businesses may not be thinking about the future as they are wrestling with their immediate business challenges amidst the pandemic as our community gradually reopens. But with several business sectors facing labour shortages over the next decade, and others growing, this hidden talent pool of highly educated and skilled people can help our local businesses not only recover from the pandemic, but also expand their base of qualified candidates so they're prepared for the future.

Continued...

Proclamation National Disability Employment Awareness Month (Continued)

And Whereas: A 2018 Accenture study found businesses that hire inclusively experience 72% more productivity; a 45% increase in workplace safety; 30% higher profit margins; and two times the net income compared to other businesses in the study; therefore we need to encourage more businesses to hire inclusively and experience similar results.

And Whereas: **Light it Up! For NDEAM** is a one-night, national coordinated special lighting event held on the third Thursday in October in recognition of National Disability Employment Awareness Month to help raise business/industry awareness about the “hidden” pool of skilled talent that can help them be more profitable and competitive in the long term.

Be it Therefore Resolved: That Mayor Amanda M. McDougall and Council of the Cape Breton Regional Municipality proclaim October, 2021 as National Disability Employment Awareness Month in the CBRM; support **Light it Up! For NDEAM** by lighting City Hall in purple on October 21st; and promote same through the Municipality’s various social media platforms using hashtags **#LightitUpforNDEAM**, **#LightitUp1021**, **#NDEAM** and **#EngageTeam**.

Councillor Cyril MacDonald

District # 3

October 12th, 2021



PROCLAMATION

Pancreatic Cancer Awareness

- Whereas:** In 2021, an estimated 6,000 people will be diagnosed with pancreatic cancer in Canada and 92% will eventually die from the disease and that by 2025, approximately 5,576,880 new cases will be diagnosed globally;
- And Whereas:** Pancreatic cancer has the lowest survival rate of all major cancers and just 8% of those diagnosed will survive 5 years or longer;
- And Whereas:** Pancreatic cancer is now the third leading cause of cancer-related death in Canada;
- And Whereas:** The good health and well-being of the residents of Cape Breton Regional Municipality are enhanced as a direct result of increased awareness about the risks and symptoms of pancreatic cancer, and research into early detection, causes and effective treatments;
- And Whereas:** November is National Pancreatic Cancer Awareness Month. Citizens are encouraged to help raise awareness about this silent killer by lighting-up landmarks, iconic buildings, homes and businesses in purple to illuminate the disease;
- And Whereas:** A Flag Raising Ceremony will be held on Monday, November 1st at 12:00 noon at CBRM City Hall to raise awareness about Pancreatic Cancer. Families and friends who have been affected by pancreatic cancer are welcome to attend in honour of those we have lost; and to lend our strength to those who carry on the fight.
- Be it Therefore Resolved:** That CBRM Mayor Amanda M. McDougall and Council proclaim November as National Pancreatic Cancer Awareness Month and November 18th, 2021, as World Pancreatic Cancer Day in the Cape Breton Regional Municipality.

Deputy Mayor Earlene MacMullin
CBRM District #2

October 12th, 2021



TO: CBRM Council

FROM: Kristen Knudskov

SUBJECT: Case 1084 Request from Metro Rifle & Pistol Club to Permit an Outdoor Weapon Shooting Range at PID 15198393 (Upper Leitches Creek Road, Upper Leitches Creek, District 3) by Development Agreement

DATE: October 4, 2021

Background

Mike Kelley of the Metro Rifle & Pistol Club has requested that Council of the Cape Breton Regional Municipality (CBRM) permit the development of an outdoor weapon shooting range at PID 15198393 (see Attachment A). The CBRM Municipal Planning Strategy (MPS) Part 5 Policy 15.b allows Council to consider proposals for outdoor shooting ranges by development agreement.

The Metro Rifle & Pistol Club (the Club) is a registered non-profit society that has been dedicated to the training and safe use of recreational target shooting sports since 1978. Prior to that, they were known as the Sydney Rifle Club. In 2009, the indoor facility at Sydport was decommissioned. Club activity moved to the Nova Scotia Department of Natural Resources (DNR) range on Upper Leitches Creek Road. In 2018, the Club purchased PID 15198393, adjacent to the DNR property, for the development of a new shooting range.

The subject property contains 140 acres fronting onto Upper Leitches Creek Road. A copy of the proposed site plan and renderings are provided in Attachment C. The ranges and parking area will be located towards the DNR ranges, to the southwestern side of the property. It will include a covered "no blue sky" style range with berms and baffles, and a trap and skeet field.

The property is in a rural area, surrounded by a mix of low-density residential dwellings, primary industry, and vacant lands. The existing DNR public shooting range abuts the subject site to the southwest. To the northeast, there are several low-density residential dwellings, with #654 abutting the site. Within a 1-kilometer radius of the subject property, there are 24 total residential buildings.

Pursuant to the Firearms Act (S.C. 1995, c. 39), new shooting ranges require review and approval from the Nova Scotia Department of Justice (DOJ). The proposed range design and operations are evaluated against detailed criteria prior to approval.

Discussion

The CBRM MPS states that outdoor weapon shooting ranges are only to be permitted by development agreement. A development agreement is a legally binding contract entered into between the property owner and the municipality that specifically regulates development on a parcel of land.

Part S2(1)3. of the CBRM Land Use Bylaw indicates that outdoor weapon shooting ranges may be considered in zones in effect in rural CBRM. The subject property is currently zoned Rural CBRM (RCB) and therefore is eligible for a development agreement.

Part 5, Policy 15.b states that "Council will only enter into the development agreement if provisions can be included imposing extensive setback and buffering provisions whereby a combination of distance, topography, and vegetation will protect adjoining properties."

An outdoor shooting range has the potential to pose a danger to surrounding development if improperly sited and will inevitably produce noise. As discussed above, shooting ranges are strictly regulated by the Province to ensure public safety. Methods to mitigate noise, however, should be considered by the municipality through land use planning. Noise abatement may be achieved through a variety of methods, including a significant setback distance, topography, vegetation, covered firing lines, barriers and/or berms, or the use of baffles.

A draft Development Agreement is provided in Attachment D. The agreement includes terms which are intended to reduce the noise impact on nearby properties and to reinforce the public safety measures set out by the DOJ. The draft terms include but are not limited to:

- A minimum required setback distance of 1,200 feet from any point of fire to a dwelling (see Attachment B). The setback is reduced to 1,000 feet for weapons which fire only arrows, pellets, or .22 subsonic ammunition;
- An application for a Building & Development Permit must include a plan demonstrating measures to attenuate noise;
- Hours of operation are limited to between 8:00 a.m. and dusk;

Next Steps

The adoption process for a development agreement is similar to that of a zone amendment. If Council wishes to consider the agreement, a public hearing must be held prior to making a decision on the matter.

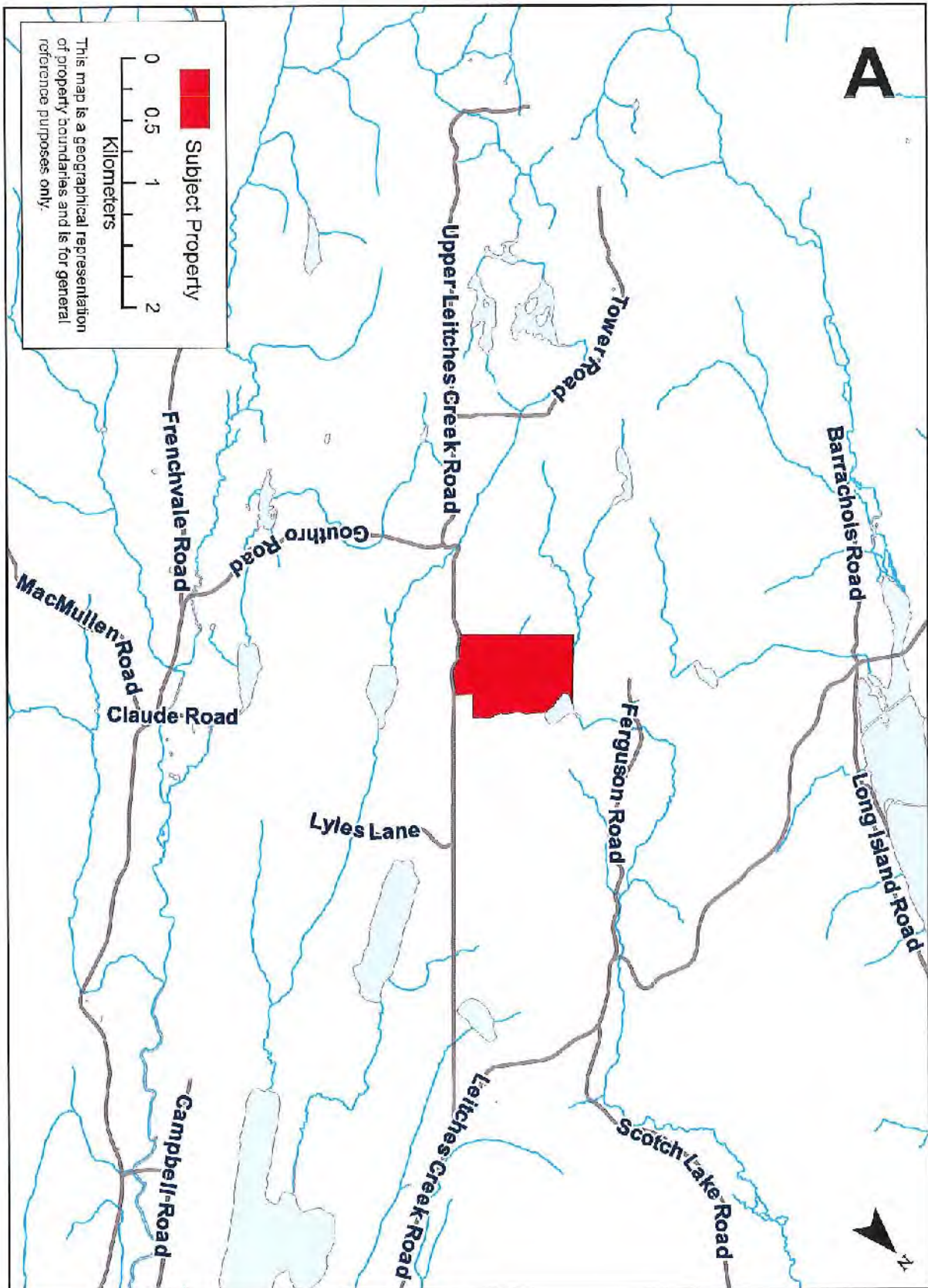
If Council agrees to proceed to a public hearing, notices would be placed in the Cape Breton Post in accordance with requirements of the *Municipal Government Act*. In addition, notice would be posted to the CBRM Facebook page and mailed to assessed property owners within 1 kilometer of the subject property.

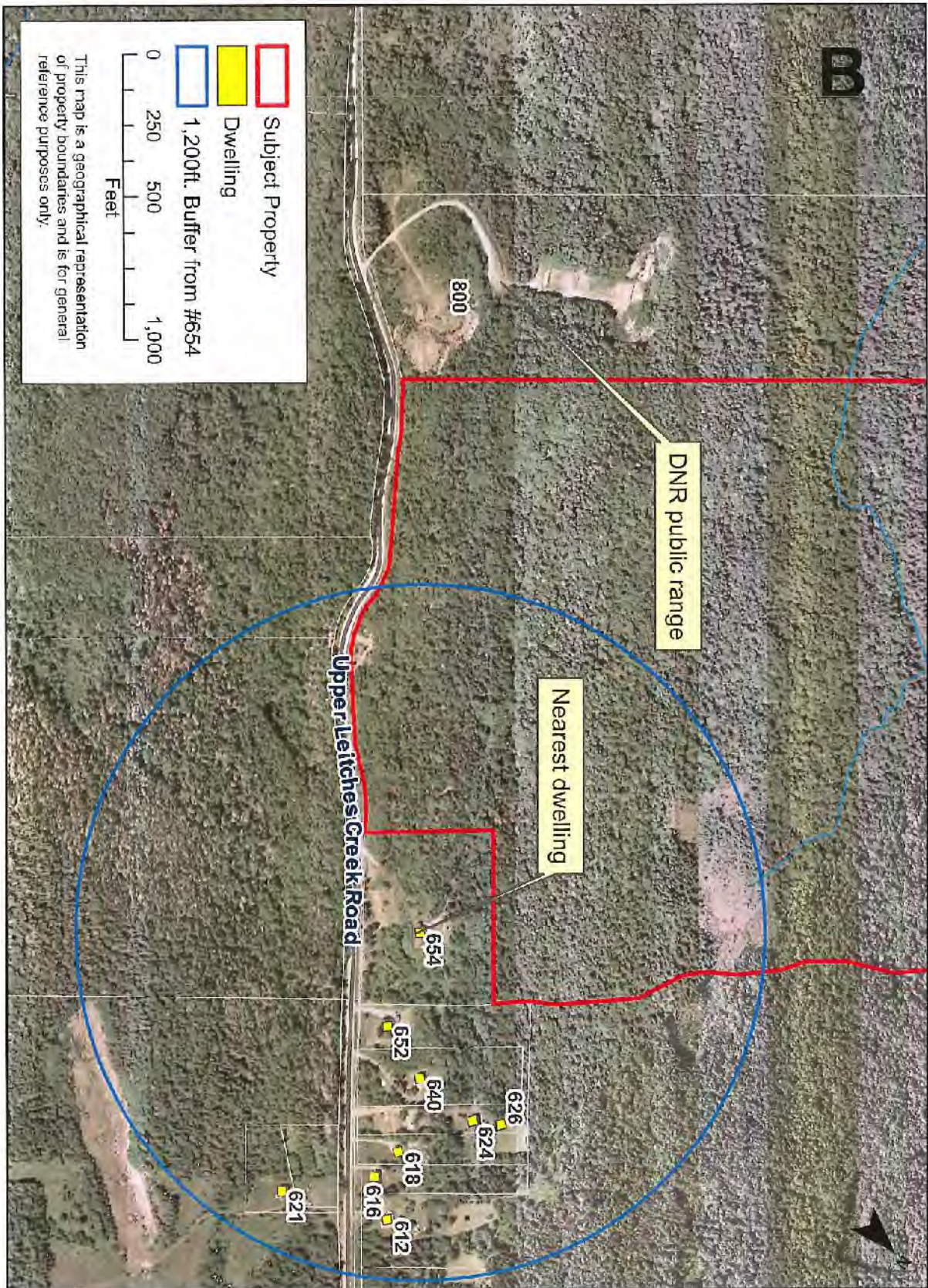
Recommendation

That Council pass a motion to hold a Public Hearing to consider this development agreement application at an upcoming meeting of Council.

Respectfully submitted by:

Kristen Knudskov
Planning and Development Department





Approximate Layout of Range Metro R&P



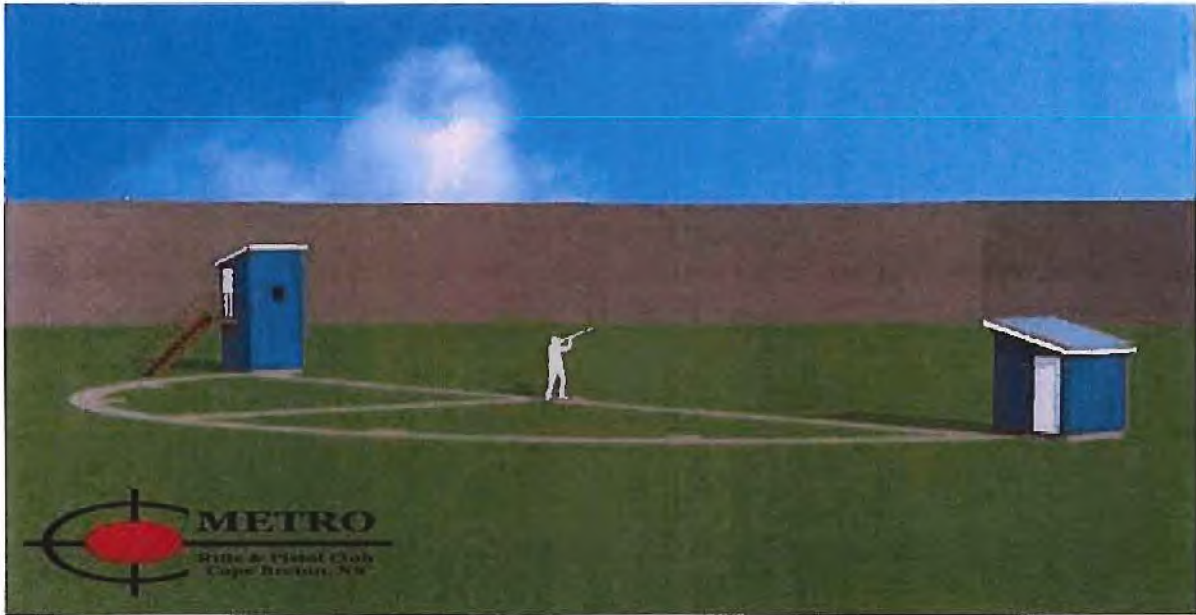
Yellow – Range Outline (Bottom Left 0723336, 5124239)

Blue - Trap and Skeet Field

Grey – Net for Recovering Trap and Skeet Shot

(All Finalized Design Done in Consultation with Chief Firearms Officer)

C



THIS DEVELOPMENT AGREEMENT

Made and entered into this _____ day of _____, 2021.

BETWEEN:

METRO RIFLE & PISTOL CLUB, of Sydney, in the County of Cape Breton, Province of Nova Scotia

hereinafter referred to as the "Owner"

OF THE ONE PART

AND

THE CAPE BRETON REGIONAL MUNICIPALITY, a body corporate and politic, in the County of Cape Breton, Province of Nova Scotia

hereinafter called the "Municipality"

OF THE OTHER PART

WHEREAS Part 5, Policy 15.b of the Cape Breton Regional Municipality's Municipal Planning Strategy enables entering into a Development Agreement to regulate an outdoor weapon shooting range;

AND WHEREAS the Municipality by this Development Agreement, permits the Owner to establish and operate an outdoor weapon shooting range at the property identified as PID 15198393, which lands are shown on Schedule "A," attached, subject to the terms and conditions herein contained;

AND WHEREAS the Owner covenants that it is the Registered Owner of the lands and premises outlined in Schedule "A", attached hereto and more particularly described in a deed to the owners dated the 19th day of December A.D., 2018, and registered in the Land Registration Office at Sydney, Nova Scotia, on the 21st day of December A.D., 2018, as Document Number 113789342.

NOW THEREFORE THIS INDENTURE WITNESSETH that in consideration of the sum of \$1.00 (One Dollar) paid by the Owner to the Municipality, receipt of which is hereby acknowledged, the Owner for and on behalf of themselves, their heirs, executors, administrators, successors, and assigns covenant and agree with the Municipality as follows:

1. To maintain the property identified in the attached Schedule "A", hereinafter described as "the lands and premises" in accordance with the provisions of this Development Agreement.

D

2. An “outdoor weapon shooting range” is an unenclosed place that is designed or intended for the safe discharge, on a regular and structured basis, of firearms for the purpose of target practice or target shooting competitions.
3. A “point of fire” is an area where weapons are discharged.
4. All buildings and/or structures must comply with the CBRM Building By-law and Building Code of Nova Scotia. Buildings which are reasonably considered to be supportive of the outdoor weapon shooting range are permitted and may include covered firing ranges, skeet houses, accessory buildings for storage of maintenance equipment and materials, a clubhouse, or restroom facilities.
5. All buildings on the subject site shall be located behind all points of fire.
6. Activity relating to alcohol service is prohibited. No liquor license of any kind shall be issued for the subject property.
7. All points of fire are to be setback a minimum of 1,200 feet from a dwelling existing prior to the adoption of this agreement. The minimum required setback is reduced to 1,000 feet for firearms discharging only arrows, pellets, or .22 subsonic ammunition.
8. Any development permit application for the outdoor weapon shooting range shall include a plan demonstrating measures to attenuate noise emanating from the site.
9. The hours of operation are to be limited to between 8:00 a.m. and dusk.
10. A minimum of 1 parking space per two firing line or skeet shooting spaces must be provided on-site. Any uses other than an outdoor weapon shooting range, permitted subject to Clause 10, shall be subject to the minimum parking space requirements within the Land Use Bylaw. All on-site parking area must be maintained in accordance with the parking area standards of the Land Use Bylaw.
11. The outdoor weapon shooting range design, construction, and operations are subject to all applicable regulations, permits, licenses, and/or approvals pursuant to the Firearms Act, S.C., 1995, c.9.
12. In the event that the outdoor weapon shooting range ceases operation for any reason, or an application is received for another use on the property, the use shall be governed by the requirements of the Rural CBRM (RCB) Zone and applicable General Provisions of the Land Use Bylaw. In the event that the Land Use Bylaw is amended so as to eliminate the RCB Zone, the requirement of the zone for the property lying immediately to the northeast of the subject property shall apply. Building & Development Permit applications received for uses other than an outdoor weapon shooting range, while the range is in operation, shall be referred to the Nova Scotia Department of Justice.

13. Creation of new lots abutting Upper Leitches Creek Road shall be permitted. The plan of subdivision must include a clearly visible note advising that there is an active outdoor weapon shooting range in the area.
14. Upon the breach by the Operator of any of the provisions of this Development Agreement, the Municipality shall be entitled to specific performance by way of remedial Court Order or, after fifteen (15) days notice in writing to the Owner, at its option, enter on the lands and premises and perform any and all covenants or conditions herein contained. Should the Municipality not choose to exercise its option to remedy, this Development Agreement may be terminated by the Municipality upon written notice to the Owner, or their successors-in-title, at which time all licences or permissions hereby granted by the Municipality to the Owner shall absolutely cease to exist.
15. The costs of any and all legal action, of whatever nature incurred by the Municipality in enforcing compliance of this Development Agreement shall be the sole responsibility of the Owner. The Owner agrees to indemnify the Municipality for any and all legal costs incurred.
16. That all reasonable expenses incurred by the Regional Municipality or its successors, agents, or employees, whether arising out of the entry of the said lands and premises or from the performance of the covenants are the responsibility of the Owner, and the Owner agrees to indemnify the Regional Municipality for any of the said costs incurred.
17. That this Development Agreement shall be registered in the Nova Scotia Land Registry office in the County of Cape Breton and shall form a charge or encumbrance upon the said property described in Schedule "A".
18. If any provisions of this Development Agreement shall be found to be or deemed illegal, invalid, or unenforceable, the remainder of this Development Agreement shall not be affected thereby.

The covenants, agreements, provisions and understandings herein contained on the part of the Owner shall run with the land and shall be binding upon them, their heirs, executors, administrators, successors, assigns, mortgages, lessees, and occupiers of the said land from time to time and shall be and form a charge and/or restrictive covenant upon the said land.

THIS DEVELOPMENT AGREEMENT and everything contained herein shall ensure to the benefit and be binding upon the parties hereto, their heirs, executors, administrators, successors and assigns. The parties hereto declare that the term "Owner" used in this agreement shall be construed to include the plural as well as the singular where the context so requires.

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IN WITNESS WHEREOF the parties hereto have caused this Indenture to be duly executed the day and year first above written.

SIGNED, SEALED and DELIVERED)
In the presence of:)

Witness)

Metro Rifle & Pistol Club

Name:

Title:

Name:

Title:

Cape Breton Regional Municipality

Witness

Amanda M. McDougall
Mayor

Deborah Campbell Ryan
Municipal Clerk

AFFIDAVIT OF AUTHORIZATION

I, _____, of the Cape Breton Regional Municipality,
Province of Nova Scotia, make oath and say that:

- I. I am _____ of the METRO RIFLE AND PISTOL CLUB,
the Corporation. Except as otherwise stated I have personal knowledge of the matters to
which I have sworn in this Affidavit.
- 2. I am authorized to execute this Instrument on behalf of the Corporation and hereby bind
METRO RIFLE AND PISTOL CLUB.
- 3. This acknowledgement is made for the purpose of registering such Instrument pursuant to
s.31(a) of the *Registry Act*, R.S.N.S. 1989, c.392. or s. 79(I) of the Land Registration Act.

SWORN TO Before me at the Sydney)
 County of Cape Breton, Province of)
 Nova Scotia this _____ day of)
 A.D. 2021, before me,)
)
)
)
)
)

 A BARRISTER/COMMISSIONER
 OF THE SUPREME COURT OF
 NOVA SCOTIA

) **Name:**
) **Position:**
)
)

AFFIDAVIT OF AUTHORIZATION

I, Amanda M. McDougall, of the Cape Breton Regional Municipality, Province of Nova Scotia, make oath and say that:

1. I am Mayor of the **Cape Breton Regional Municipality**, the *Corporation*. Except as otherwise stated I have personal knowledge of the matters to which I have sworn in this Affidavit.
2. I am authorized to execute this Instrument on behalf of the Cape Breton Regional Municipality and hereby bind Cape Breton Regional Municipality.
3. This acknowledgement is made for the purpose of registering such Instrument pursuant to s.31(a) of the *Registry Act*, R.S.N.S. 1989, c.392. or s. 79(1) of the Land Registration Act.

SWORN TO Before me at the Sydney)
 County of Cape Breton, Province of)
 Nova Scotia this day of)
 A.D. 2021, before me,)

 A BARRISTER/COMMISSIONER)
 OF THE SUPREME COURT OF)
 NOVA SCOTIA)

) **Name:** Amanda M. McDougall
) **Position:** Mayor



TO: CBRM Council

FROM: Karen Neville

**SUBJECT: Request for Easement
PID 15705718 – Esplanade
NSCC Pedway**

DATE: September 28th, 2021

Introduction

Nova Scotia Community College is seeking CBRM Council approval to enter into an Easement Agreement to enable the construction pedway across the Esplanade (15705718) connecting buildings in the new waterfront campus. In accordance with the *Municipal Government Act*, Council approval is required for any encroachments or easements located upon, under, or over CBRM street right-of-way.

Proposal

The proposed pedway would connect the building located on Charlotte Street (Block A) to the rest of the waterfront campus located on the Esplanade (Block B) [Attachment A]. The preliminary drawings of the pedway have been reviewed by Engineering and Public Works in relation to CBRM's operation and maintenance of the public thoroughfare and in particular, street clearance.

The vehicle clearance between the surface of the roadway asphalt and the finished soffit of the pedway deck is approximately 33 feet (Attachment A). This clearance ensures that the pedway does not obstruct views and vistas along Esplanade corridor at the pedestrian and vehicle levels. The overhead clearance exceeds typical clearances for overpasses on 100 series highways, and presents no issues for commercial truck traffic, emergency vehicles (including firefighting equipment), or other such oversized vehicles. The overall width of the pedway is proposed to be approximately 13 feet, which should allow it to fit comfortably within a 15 feet wide overhead easement crossing the full width of the Esplanade roadway.

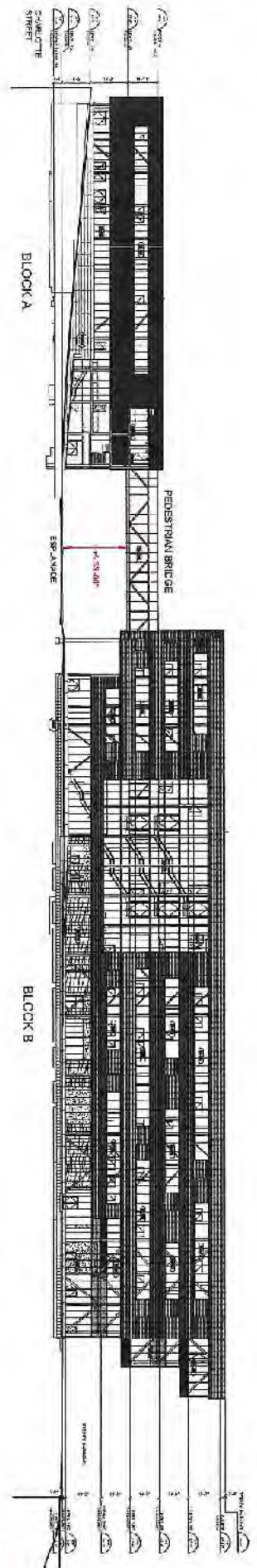
Recommendation

I recommend Council pass a Motion authorizing the Mayor and Clerk to execute an Easement Agreement in favour of Nova Scotia Community College for the installation of a pedway across CBRM property as outlined in Attachment A. All cost and fees associated with the easement shall be the responsibility of applicant.

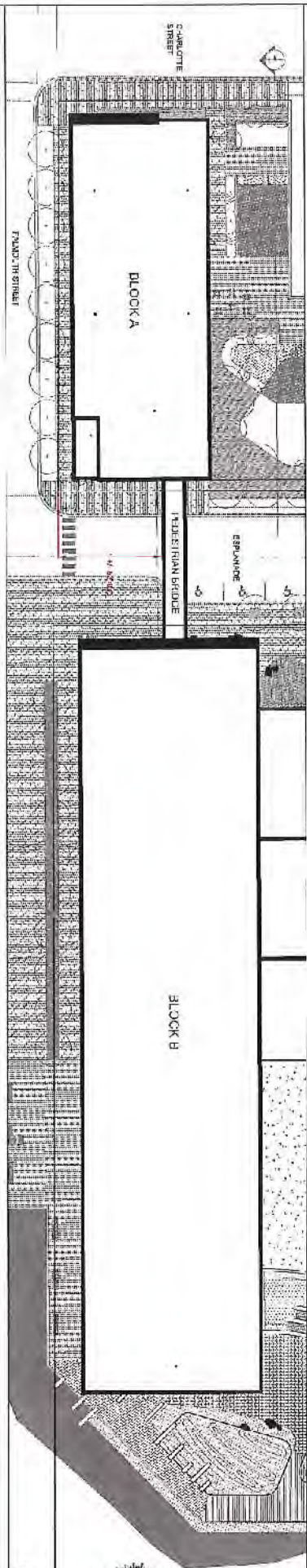
Submitted by:**Originally Signed by**

Karen Neville
Planning and Development Department

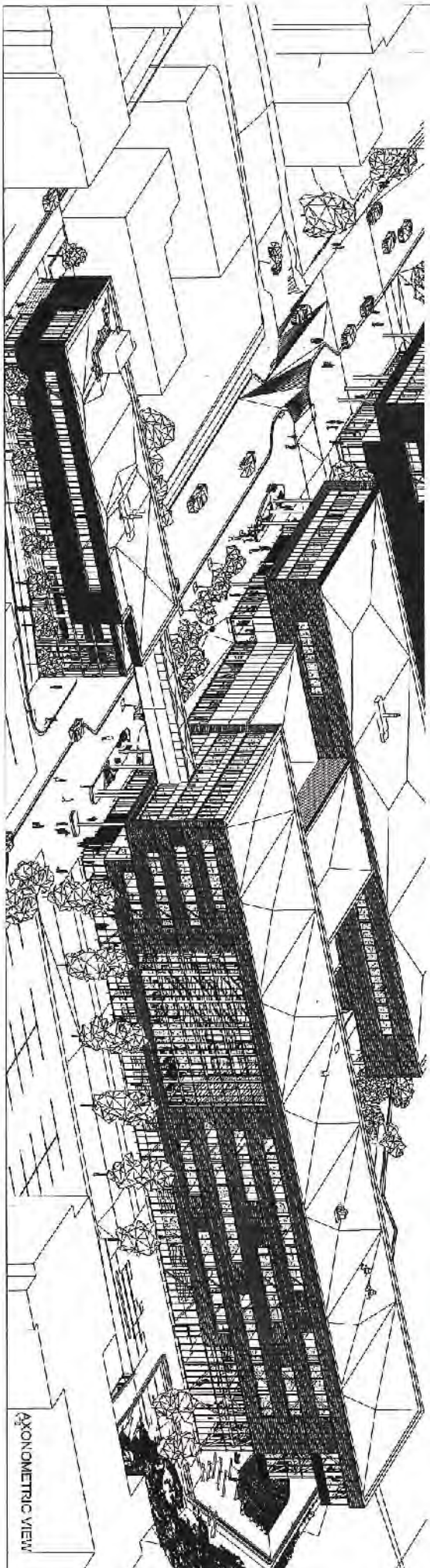
A



NORTH ELEVATION



ROOF PLAN



AXONOMETRIC VIEW

Sustainability of Fire Services in Cape Breton Regional Municipality – Phase 1

Motion:

Moved by Councillor Green, seconded by Councillor Paruch, that a recommendation be made to Council to provide authority and approval to begin the process that includes the need for regulation for the fire services, revenue generation.

Motion Carried.

Motion:

Moved by Councillor Gordon MacDonald, seconded by Councillor Green, that a recommendation be made to Council to provide authority and approval to begin the process that includes the identification of need to enhance fire prevention and training activities for the entire CBRM.

Motion Carried.

Motion:

Moved by Mayor McDougall, seconded by Councillor Gordon MacDonald, that a recommendation be made to Council to provide direction for all volunteer departments to work under the direction of the Chief/Director as it pertains to this initiative. Also, to provide opportunity for a consultation process to obtain all data necessary. The Director/Chief will provide regular reports to Council on progress of data collection and participation.

Motion Carried.

Motion:

Moved by Councillor Paruch, seconded by Councillor Green, that a recommendation be made to Council for consideration in the 2021/22 budget deliberations for the updating of comprehensive records management systems (RMS) and business intelligence software suite that all departments within CBRM must, as a requirement of their registration, ensure information is maintained, available for access by Fire Administration.

Motion Carried.



CBRM

A Community of Communities

Cape Breton Regional Municipality

Michael Seth, BAppBus:ES
Fire Chief/Director
Fire & Emergency Services

320 Esplanade
Sydney, Nova Scotia
B1P 7B9

Tel: 902-563-5132
www.cbrm.ns.ca
e-mail: mseth@cbrm.ns.ca

ISSUE PAPER

DATE: September 9, 2021

TO: Fire & Emergency Services Committee

FROM: Michael Seth, Chief/Director – Fire & Emergency Services

RE: Sustainability of Fire Services in Cape Breton Regional Municipality – Phase 1

Background

In 1995, during the amalgamation and birth of CBRM, all services were amalgamated except for fire services. This has been indicative of the situations as it currently presents itself. Some key recent points of reference to be aware of are:

2012 – Mayors Task Force – recommended “*The CBRM should begin the process to seek an Administrative Order to remove itself from the existing zone restrictions and conduct an independent review of fire services within the context of a successful Administrative Order. This review would undoubtedly also examine the efficacy of having by-law enforcement with Fire rather than Planning.*”

2013 – Shaping our Future in the Cape Breton Regional Municipality
“*Focus on Safe, Secure Communities*”

2016 – Fire Services Organizational Review (Manitou Incorporated), *hereinafter, referred to as “the Manitou Report”*.

High level evaluation has been undertaken to determine the needs of fire protection services going forward. This report will delve into various aspects of the multiphase, multiyear evaluation, recommendation, and implementation strategies to ensure the fire protection services are delivered consistently, effectively, and efficiently.

It is imperative to note that initial recommendations being made are done so using the hypothetical methodology, and much more data and research would be needed to either support or dispute them. They reflect only the necessities of fire protection, and not the social components of fundraising, et al.

Options

Comprehensive fire protection is achieved through the process of utilizing the '3 Lines of Defense':

- Public Education – should be risk-based, determined on the needs of the community for their safety. This data should be centrally maintained. (Example – working smoke alarms, exit planning)
- Code Enforcement – achieved through regulatory-, complaint-, request-based **inspections** to determine how the existing building stock within CBRM may/may not be at risk. (Example – ensuring that all buildings that are required to be inspected through the Fire Safety Act, are completed on a cycle)

Additionally, ensuring that all **fire investigations** for origin and cause are completed in accordance with the Fire Safety Act requirements and records maintained centrally so that key indicators of fire activity can be identified and addressed. (Example – multiple fires occurring from a single identified source, such as defective appliances)

- Emergency Response – development of a risk-based emergency response system for the entirety of the CBRM that utilizes regionalized, resourced **deployment strategies** rather than district-based responses. This would be inclusive of operational maintenance of responses for the health and safety of the responder and the best outcomes for the protection of life and property in the CBRM.

This will allow for a consistent impact of operations, that will be measurable and accountable to the ratepayers within CBRM.

Options:

1. Undertake the methodical evaluation recommendations moving forward as presented by Fire Administration.
2. Status quo – examine tax increases for areas of significant risk evaluation and/or ability to sustain local departments.
3. Status quo – unable to sustain fire services with current budgeting and operation.

Appendix A – Manitou Report Recommendations – Director's Implementation Recommendations

Appendix B – Director's Operational Recommendations

Appendix C – Records Management Modules Requirement

Appendix D – DRAFT – Professional Development Plan

Appendix E – DRAFT – Fees for Services

Recommendation

Committee recommends to Council to provide authority and approval to begin this process

- Includes the need for regulation for the fire services, revenue generation

- Includes the identification of need to enhance fire prevention and training activities for the entire CBRM.
- Direction for all volunteer departments to adhere to the direction of the Chief/Director as it pertains to this initiative and allow for consequences if failure to abide – impact on grant, registration, or other.

Committee to provide recommendation to Council for consideration in the 2021/22 budget deliberations for the updating of comprehensive records management systems (RMS) and business intelligence software suite that all departments within CBRM must, as a requirement of their registration, ensure information is maintained, available for access by Fire Administration.

Original signed by:

Michael Seth, BAppBus:ES
Fire Chief/Director of Fire & Emergency Services

“As a collective, the system remains unintegrated. In reality it does not meet the fundamental requirements to be considered a system, because it is not subject to any overarching direction or capability for unified action. Neither the collective representative system of the Chiefs’ Association nor the limited authority assigned to the Chief-Director are strong enough to overcome the individual interests of the fire departments.”

There is an opportunity to develop a long-term plan that will ensure that CBRM fire services is administered collectively from within CBRM and not through the grant process; however, there are some minor issues with doing this. Notably, the replacement of stations would be a significant expense, as well as initial investment for maintenance of overhead capital funds for equipment like hose, nozzles, appliances, PPE, SCBA, apparatus and uniforms. Additionally, this process to make it acceptable to the volunteers is to create a stipend system to attract personnel and a process to hold them accountable for the stipend income. This will allow for Fire Administration to be able to track personnel and ensure they are operating with safety standards/direction.

Finally, the issue around use of non-CBRM owned assets (stations) would require occupancy agreements with the existing owners or consider purchasing the properties outright.

An audit plan to determine what exists, the applicable standard that it meets, and evaluate the needs of the system wide transition, to determine training, operational, and financial impacts to name a few. There are some progressive departments that maintain a high level of assets that are current, in comparison there are others that are not as financially viable to maintain the level of equipment.

“...the challenges of population decline, economic stress, the need for better management of limited resources, realization of economies in purchasing, and true integration of service delivery, will require a stronger role for the Fire Administration.”

The stronger role of Fire Administration should be done through consultation with Council based on the expectations of service delivery. Adding the responsibility of approximately 750 volunteers and the various communities to the Fire Administration has the potential to be difficult to manage.

Without existing complete data, this is difficult to fully determine what type of impacts would be relevant.

As an ongoing process, the development of a measure is to evaluate economic impact of the fire services in CBRM to be able to show return on investment and other measures that can assist in determination of a new taxation structure CBRM-wide that would allow for the “right-sizing” of the fire services.

“Further, there’s a fundamental shortage of management information necessary to assess the performance of the fire departments within the system. The inability to electronically track training records and attendance at incidents frustrates the ability to make recommendations for amalgamation or closure of existing fire halls. In addition, member rosters are held by individual departments, making analysis of member locations and demographic information impossible. Perhaps most importantly, CBRM does not have

the means to replace the volunteer labor that keeps much of the system running.”

This is a very specific challenge that exists for much of the future of the fire services within CBRM. The lack of data to make informed decisions based on the service level delivery.

Consideration should be placed in the purchase of new, up-to-date software that will be REQUIRED by all departments to utilize with a central repository of data that is accessible by all members of the Fire Administration team. Current providers of basic data sets that support various departments should be evaluated based on the needs of data collection that are outlined in associated Appendix.

“Five factors are working against the fire services as currently configured. In spite of good performance by individual fire departments, from a system-wide perspective, there are:

1. Too many fire halls, especially some that are too close together.
2. Financially, resources are not sufficient to support the service as configured.
3. Volunteer fundraising is becoming harder as there are fewer residents to support services, and the time burden of raising funds competes with training and operational requirements.
4. Membership rolls are not large enough to effectively sustain many of the existing fire departments.
5. Increasing need for accountability and documenting minimum standards and service levels will make it more difficult to find qualified and willing chief officers.”

Refer to the additional recommendations made in associated Appendix.

“The growth of professional standards in the fire service, coupled with the unknown compliance with many of these norms, means that in the near term, costs for fire protection will increase, rather than decrease.”

Develop a recommended plan for professional standards that will be incorporated into bylaw or policy – build on much of the work that has been established and provide a dollar figure amount moving forward. This should show any revenues, staffing needs, and capital that should all be tied back to regulatory measurements. Refer to DRAFT Professional Development Plan in associated Appendix.

“In the next few years, the goal of the fire services should be to gather the necessary documentation for centralized performance monitoring, while making steady progress toward better service integration and standardization across the Municipality.”

This is a high priority to be able to make fully informed decisions about what the fire services should look like within CBRM. Fire Q is a start, but much of the data is dispersed through the various departments and not readily accessible to Fire Admin. This should be centralized, secured, and monitored.

A centralized recruitment capability should be launched to assist departments in making contact with potentially interested future members.

This process is currently under development with the discussion being held with the Cape Breton Regional Fire Chiefs Association on how to develop and implement this program, with associated logistical impacts, financial impacts and departmental operational impacts. COVID-19 has limited the ability to proceed with in-depth planning.

This is limited to the direction of the numerous Chiefs of the volunteer departments and their independent direction for their fire department within CBRM. Fire Admin does not have authority or resources to enact this fully.

The CBRM should provide funding for a recording secretary and establishment of a web page for the Chief’s Association. A web page should be established that would contain copies of minutes and other documents of interest. Social media should be used to facilitate information sharing between fire departments members, Fire Administration, and the public.

Maintenance of a website/webpage for an Association that is not a CBRM entity is unrealistic, and as such should not be developed without strict protocols, permissions, and accessibility to materials contained within. However, the Chiefs Association could and should develop their own web presence with social media accounts and a website to facilitate their business.

To maintain accessible documentations should be done through more of a SharePoint type cloud system. This will allow for the necessary permissions to be granted, the system to be accessed by our own IT staff and be able to provide support with minimal expense.

If the plan to proceed with a robust software suite, this product could be included in this, monitored and maintained corporately.

Evaluate the feasibility of implementing an on-duty platoon in rural areas of CBRM. When personnel are unable to commit, the next closest agency should be dispatched on the initial alarm. This could be pursued after regional or CBRM-wide operating procedures are produced and adopted by the affected organizations.

The implementation of an “on-duty platoon” in rural areas, would be impactful to the tax rates and should be evaluated based on risk, hazards, and historical call data. With the potential to develop a CBRM fire service, the idea of implementing a stipend system or a paid-on-call volunteer system may be feasible. In addition to this, it will allow for senior officers to enact, enforce and direct all firefighting operations throughout the municipality.

	<p><i>The development of CBRM response protocols are in the process of being developed. CBRM-wide operating procedures are being developed currently.</i></p> <p><i>The operating procedures are developed to allow guides to response in various areas, so that there is a mechanism to monitor the performance of the existing fire departments that are being supplemented with grants through the tax roll.</i></p> <p><i>The development of a current operational audit is being explored with the intent to be conducted to ensure that funds for operating equipment are being properly utilized and to ensure that all departments are ensuring safety of their responders is priority.</i></p>
	<p>Use NFPA 1710/1720 to determine minimum staffing levels for structural fire response. Performance criteria may be locally developed, but should be informed by collection and analysis of data on numbers of personnel responding and their time of arrival on the scene of incidents.</p>
	<p><i>This is a current audit process that should be undertaken, however, various areas impacted by these standards are not fully available – due to the lack of standardized equipment, training, response times, and readily available personnel numbers, etc.</i></p> <p><i>CBRM Council – as the authority having jurisdiction – would need to approve a process moving forward with accepting this in a phased approach. This has the ability to allow for authority being given to the Fire Administration to enact these, monitor and develop/implement plans that will permit them to be able to enact various other recommendations outlined in this report.</i></p>
	<p>Begin standardizing specifications for critical equipment including SCBA, turnout gear, hose, and identification. Departments must be required to purchase the approved equipment.</p>
	<p><i>The development of these specifications will be difficult to implement without financial implications. There are so many different types of equipment dispersed throughout the departments there would need to have an associated purchase plan, that includes a directive that all departments shall conform, with the offering of necessary training if any of the departments require change in their current equipment procurement.</i></p>

CBRM Fire Services need to move toward regional credentialing, permitting command officers to serve outside their Department. The integration of services requires that Departments think of themselves as part of CBRM Fire Services, even if they retain their shared identity of their Department. Standardization of procedures, equipment, and personnel qualifications are basic steps that need to be completed as soon as practical.

This will be an ongoing process that will allow for the integration of these many departments and will allow for a CBRM wide response plan that would identify specific area command officers that would be accountable to Fire Administration during the undertaking of this initiative.

They would be engaged through a comprehensive hiring process and compensated in a manner that is suitable for the position ie. Paid on call, stipend, hourly, part time, etc. dependent on the demand for the role(s).

Conduct a needs analysis for all records and relevant criteria to be maintained by each department. The list should encompass, at a minimum, the categories of personnel records, budget, calendar and activities, incident reporting, training and certification, vehicle and equipment inventory and maintenance, and shift scheduling module.

This is identified in the associated Appendix B – Data Collection Modules

Evaluate simple measures for capturing critical 9-1-1 data, including individual unit response times, staffing on each apparatus, and outcomes of incidents (actual situation found). Some of this information is recorded now, but is in a free text format, making it difficult for analysis.

The development of benchmarks (KPI) to measure the service delivery would be imperative to ensure that the financial burden is being properly utilized (ROI). This will then be a driver to determine the socio-economic impacts of the fire services delivery model. However, the data sets that are needed are not readily available for historical analysis.

Centralizing the data collection would be necessary – either hardware purchase, maintenance in servers or contractual cloud-based data management. This would be a discussion with CBRM staff re: necessary safety of personal information of both responders and those that are being assisted within the community.

Evaluate feasibility and challenges to integrating volunteer status monitoring software into system management. Knowing the availability of volunteers and their proximity to alarms can help mobilize mutual aid and keep management informed of areas that may need support. Such data, if collected over time, could inform automatic aid policies and potential staffing decisions for career personnel. Monitoring this information in real time could fall to the 9- 1-1 Centre, the Platoon Chief, and Deputy Chief of Operations.

Fire Q does this currently, however it does not provide a CBRM picture of operation for all volunteer personnel. Some of the information that is outlined here becomes problematic, should we consider amalgamating various stations within CBRM.

A review of available volunteers should be evaluated and a station location study should be undertaken to determine the long term future of fire protection within CBRM.

This would be impacted by the future economic development plans within CBRM.

Evaluate an interim solution to collect incident data for better understanding demands for service and system performance. The Fire Marshal's report may be an interim step. While we recognize the concerns of "downloading" fiscal responsibility by the Council, we believe that MFR is a valuable community service and consistent with their neighbor-helping-neighbor orientation. At a minimum, the fire services in CBRM should respond at Level 2: Notify my department/agency if requested by the responding paramedics. We believe the costs of providing the service, especially when viewed as an increment above current costs being spent (regardless of source), is worthwhile.

There are 2 issues in this recommendation:

- 1. Incident data is necessary for all departments to determine capacity and ability to provide services within proposed applicable NFPA standards. This would be accomplished using a comprehensive RMS. Implementation would either be a slow, gradual implementation (due to differing capacities of knowledge, understanding and equipment available in various departments) or an immediate implementation and develop a go forward plan of data collection and maintenance. This would require input from a work load perspective from IT and determination and distribution of the necessary resources to ensure that this occurs. There would also be an need to consider the regulatory requirements of the Fire Safety Act, and ensure that this is built into the process.***
- 2. MFR would need to be evaluated based on the data that would be available from EHS that will allow for us to determine whether the need to supplement the MFR in various areas. There may not be a need to have a consistent response requirement throughout, however, having different response plans throughout the municipality then differs the 'service levels' that are being provided to the taxpayer.***

The SAA has committed to continued compliance with federal mandates in regard to emergency planning. A significant event on the aerodrome or land-side property would involve response of multiple fire departments. As such, these aspects of the emergency planning must be included and exercised in a robust fashion. These commitments should include training for those personnel reasonably expected to respond to an incident.

This is a significant planning process that will be a part of our Manager of Emergency Management to develop moving forward. This would be impactful for all services of the municipality and much of the province as well, should they be required.

Further to this, specific response plans should be considered for various significant hazards within the community.

Work with the Nova Scotia Fire School to assemble a minimal set of props that would enable CBRM to host their own Firefighter I classes using existing facilities. This is an important step to improve local capacity.

This has been explored with no definitive support from the NS Fire School. They are the holders of the accreditation that certifies the fire personnel taking the training. There are however other entities throughout Canada that could hold this accreditation and may be willing to work with CBRM to further the training program.

Much of the hardware has been strategically procured over the last number of years and an internal volunteer training group has been established.

In the medium term, if a funding model can be developed, the municipality may opt to go forward with construction of a dedicated training facility. Based on our analysis we believe that a basic facility could be constructed, possibly utilizing an existing fire hall and adjacent land.

Much of this has been attained, however, it is located on non-CBRM owned property and that is a bit of a risk that exists.

As outlined further in the recommendations, there may be an opportunity in the future to link this process to a centrally located training facility.

The Municipality should consider implementing a residential sprinkler bylaw for new construction. In addition, a voluntary retrofit program to install sprinklers in rural areas should be evaluated.

This would be a long-term expectation – as I am fully supportive of the residential sprinkler programs, there could be issues around the expense, capacity to install and maintain, etc. because of our geographical location and depressed socioeconomics that exists.

There would be other regulatory impacts that could affect this implementing a bylaw such as this; as it is over and above the requirements of the Building and Fire Codes currently being used.

CBRM should start a dual-specification program, whereby an urban/suburban and a rural specification are developed. This would create a de facto standard for new apparatus in the Municipality. It would also assure that specifications appropriate to rural areas were appropriately considered. Such specifications should be developed for engines and tankers, and new apparatus should be specified to standardize details to allow more standardized training and more common operations.

The ongoing capital asset program is currently being sourced to this; there could be some amendments as service delivery changes through the coming years that could be put in place as current fleet ages.

Three potential examples:

- In areas that necessitate it, the purchase and implementation of the use of a rescue truck could be considered for MFR, auto extrication, specialty services and personnel response; and,***
- Rural engines should be designed with larger pump and tank capacity; using a more cost-effective commercial truck frame; and,***
- Increasing the size of the tankers from 1,500 IG to 3,000 IG – dependent on the ability to access spring roads due to weight, etc.***

Any of these types of amendments should be vetted through the Insurance Bureau of Canada and associated insurance impacts.

A capital replacement plan for fire apparatus should be developed and funded appropriately. Based on a rough analysis, 3-4 major apparatus and 2 support vehicles would need to be purchased annually. Assuming new vehicles were purchased using a CBRM specification or minimum standards, and assuming purchase of some administrative or support vehicles, this would amount to \$1.3 million annually. Over time, the plan may be adjusted to account for a reduced apparatus fleet.

This has already been approved by council and in place. Amendments as service delivery changes occur should be considered.

Additionally, the amount allocated should be amended to account for other capital investments beyond vehicles – such as communications (radios), SCBA, PPE and hoses and appliances. This will allow for standardization of equipment and operating processes.

Based on the evolving model of service delivery, we recommend that fire tax rates be reduced to three rates:

- *Urban.* The urban rate would continue to reflect much of the costs of the all-career Sydney Fire Department.
- *Suburban.* The suburban rate would encompass those departments with composite staff, and those adjacent to Sydney that receive regular response.
- *Rural.* The remaining fire departments within the system.

Long-term, ongoing determination based on service level approvals that based on availability of resources, risk and consequence. This should be evenly dispersed as CBRM begins to develop CBRM-wide deployment strategies and coverage plans.

This should also be done in consultation with the current process of the municipal planning strategy.

Although CBRM has not established service-level standards, we recommend that they do, and offer the following as a starting point.

- Departments that want to offer interior fire suppression services must:
- Provide an average of 5 interior-trained firefighters on reported structural fire incidents on scene within 5 minutes of the first unit arriving on scene.
- Maintain a roster of 10 interior-trained personnel in their department.
- Certify that breathing apparatus are serviced and inspected regularly per manufacturer’s requirements.

Agencies that are unable or unwilling to meet these requirements should be designated as "exterior/defensive" fire services. They should not be dispatched to reported structural fires unless another department that can provide the service is sent on the initial alarm. Such departments do not need elaborate firefighting equipment, and should have apparatus to support the missions they have, including exposure protection, brush fires, and outside fires.

Specific service level standards should be adopted that address the risks in the areas the fire protection is being delivered. Built in with CBRM deployment strategies, will allow for multiple stations to respond with varying levels of training and capabilities based on their specific resources – such as personnel – career or volunteer availability.

Hire two new civilian positions. Both positions could be titled as *Management Analysts. These two positions would be devoted to volunteer liaison, apparatus specification development, and providing direct support to training efforts.

As the progression of the service occurs then this should be considered. These roles would be necessary to be able to conduct review of the data to ensure that operational compliance is in place that will allow for a safer community and decrease liability.

It is important to note that as we progress to the modernization of the CBRM fire services, that additional staff will be needed to be considered as much of the duties and responsibilities of the volunteer fire departments are essentially “downloaded” to fire administration.

Fire Administration, CAO and Human Resources (and potentially all of Senior Management); prior to presenting the plan to the staff.

A great deal of knowledge about the system and its administration is resident in the Administrative Assistant. It is important that a transition process be developed to capture that knowledge held by the current Administrative Assistant.

This is no longer an issue as the position has been replaced due to retirement.

Revise current legislative and grant management policies to explicitly ensure funds provided by the CBRM to each department are linked to equipment that is relevant to the scope of service provided.

Develop a procurement plan that would standardize the equipment that would be deployed into all of the CBRM fire services should this be done through amalgamation, or through the continued grant process.

Any equipment that is procured and/or donated for the services should only be done with Fire Administration approval and direction based on the type of equipment, etc.

Recommendation #1 – Governance & Administration

In accordance with the Fire Safety Act, the following should be considered, developed, and implemented in accordance with the development of bylaws in Municipal Government Act.

“Municipal by-laws

5 (1) *Subject to subsection (2), nothing in this Act prevents a municipality from making and enforcing by-laws relating to matters dealt with by this Act, the regulations or the Fire Code, including by-laws that impose or prescribe higher or more stringent standards or requirements than those provided for by this Act, the regulations or the Fire Code.”*

Bylaw – Establishing and Regulating the Fire Service in Cape Breton Regional Municipality

Bylaw – Establishing and Regulation the Emergency Management Services in Cape Breton Regional Municipality (update)

Bylaw – Fees for Services

Bylaw – Appointments by Council for Key Positions

- This would identify the roles, responsibilities and authorities of the Director/Fire Chief, Deputy Fire Chiefs, Platoon Chiefs, Manager of Emergency Management.

Recommendation #2 – Operational & Financial Accountability/Efficiency

*It should be noted that these items are **hypothetical based on observation, basic analysis, and linked to applicable standards and industry best practices**. The importance to have a centralized data collection records management system is primary to conducting much of this in-depth analysis. This would be a multi-year planning and implementation process with numerous issues arising if not properly analyzed, assessed, and vetted competently. With proper data, Senior Staff and Council will be able to make an educated, informed decisions based on each of these recommendations. Throughout, consideration in updating and improving the fire taxation structure can be done in accordance with identified service levels, united services, and enhanced capacity.*

1. Development of a comprehensive audit of financial needs and operational capacity for **all** departments within CBRM should be undertaken.
2. Evaluate the effects of assumption of the former towns of Glace Bay, North Sydney, Sydney Mines, New Waterford, Dominion, Louisbourg and HazMat Team.
 - a. This will allow to consolidate operational expenditures, to realize financial efficiencies, while allowing the ability to standardize operational requirements and assets
 - b. The assets are already owned by CBRM for this merger
 - c. In concert with further recommendation #2-5 consideration of evaluating response needs from Reserve Mines Volunteer Fire Department should be considered and allow for a combination response from Glace Bay and Grand Lake Road to provide adequate coverage.

Appendix B – Director’s Operational Recommendations

3. Construction of a new fire station to service the Donkin, Port Morien, Tower Road and Birch Grove communities. This will allow for operational efficiency to provide adequate emergency response to all areas, while reducing the expenditures from approximately \$200,000 annually to \$100,000 with the intent to consolidate operational expenditures, find financial efficiencies, and standardizing operational requirements and assets.
 - a. This would be capital investment expensive at first but should show long term operational and financial efficiencies. (+\$2M amortized capital investment)
 - b. Right-sizing of the fleet would occur, with apparatus that can be cascaded through the system, changing the long-term impacts on capital replacement; further, allowing for older vehicles to be removed from service and sold with the finances being recovered into the initial capital investment. (~\$100K from sale of excess apparatus)
 - c. The new station would be subject to volunteer stipends under this new direction.
 - d. The decision to consolidate these stations is based on the following factors:
 - i. Population
 - ii. Population Density
 - iii. Dwelling Count
 - iv. Historical Call Data
 - v. National Fire Protection Association’s Standard 1720 - Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (2020)

4. Construction of a new fire station to service the Sydney River, Coxheath, Westmount and Howie Center would allow for much of the same efficiencies that are identified in the previous recommendation. (+\$2M amortized capital investment)
 - a. The impacts to this plan would be to evaluate the need to staff this station with full time firefighters under the current applicable collective agreement. This staffing would be considered as this area is one of the highest assessed values in the municipality. An estimated \$1.2M impact for staffing.
 - b. Volunteer supports would still be required, and stipends would be affixed to this as well.
 - c. Right-sizing of the fleet would occur, with apparatus that can be cascaded through the system, changing the long-term impacts on capital replacement; further, allowing for older vehicles to be removed from service and sold with the finances being recovered into the initial capital investment. (~\$100K from sale of excess apparatus)
 - d. The decision to consolidate these stations is based on the following factors:
 - i. Population
 - ii. Population Density
 - iii. Dwelling Count
 - iv. Historical Call Data
 - v. National Fire Protection Association’s Standard 1720 - Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (2020)

Appendix B – Director’s Operational Recommendations

5. Consolidating operations of Northside East Bay and East Bay into a single station, that would be staffed by volunteers, operated by CBRM and stipends provided.
 - a. Right-sizing of the fleet would occur, with apparatus that can be cascaded through the system, changing the long-term impacts on capital replacement; further, allowing for older vehicles to be removed from service and sold with the finances being recovered into the initial capital investment. (~\$50K from sale of excess apparatus)
 - b. Since neither location is owned by CBRM, consideration of rental agreement should be factored into the budgeting of this station.

6. Moving full time emergency response staff from station 2 on Victoria Road to be stationed at Grand Lake Road will allow for more adequate response capacity in a high assessed area, and provide rapid response along Highway 125, SPAR road to Whitney Pier. It will allow for an evaluation of service provision from Mira Road Volunteer Fire Department as a component of this process. This will put career staff in a high commercial risk area, closer to high-risk occupancies of Cape Breton University and J.A. Douglas McCurdy Sydney Airport.
 - a. This would be a composite station with volunteer support, stipends, etc.
 - b. Consideration for rental agreements for the station.
 - c. Communications re: capacity to respond to Whitney Pier through SPAR road – exhibited through GIS analysis should be explored to determine appropriate station location, staffing, etc.

7. Moving Fleet Mechanics, Fire Prevention, Training and Emergency Management to station #2 on Victoria Road. (~\$75K annual rental payment for Townsend Street would be eliminated)
 - a. This would allow for a reduction in expenses at Grand Lake Road as well, with the reallocation of the training facility.
 - b. This would allow for future development of a local training tower, and equipment that can be maintained in a static, central location
 - c. This location can also be developed to maintain a centralized location of equipment, procurement, and distribution to stations.

8. Ongoing **evaluation** should be done to determine the necessity of maintaining all services within the North Sydney, Sydney Mines, Georges River and Florence areas.
 - a. Any decision as it pertains to these stations would be based on the following factors:
 - i. Population
 - ii. Population Density
 - iii. Dwelling Count
 - iv. Historical Call Data
 - v. National Fire Protection Association’s Standard 1720 - Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (2020)

Appendix B – Director’s Operational Recommendations

9. Ongoing **evaluation** should be done to determine the necessity of maintaining all services within the Glace Bay, Dominion, New Waterford, New Victoria, Scotchtown and South Bar areas.
 - a. Determination of appropriate firefighting staffing levels should be done based on risk profile and community consultation.
 - b. Any decision as it pertains to these stations would be based on the following factors:
 - i. Population
 - ii. Population Density
 - iii. Dwelling Count
 - iv. Historical Call Data
 - v. National Fire Protection Association’s Standard 1720 - Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (2020)

10. All remaining stations would then be brought in under CBRM, consideration for stipends, and rental of fire station(s) would be impacted.

Records Management Modules Requirement

Standard Incident Reporting

- Must ensure that it is compatible with regulatory reporting requirements of the Province of Nova Scotia
- Must be able to be user configurable to capture specific data during specific times – such as response outcomes versus initial notification type; arrival on MFR calls in comparison with EHS; use of smoke alarms in every call situation to determine a baseline of smoke alarm usage

Occupancy

- Must be able to import data sets that already exist within CBRM for occupancy types, inspection reports, deficiencies to allow for the ease of use for preplanning, fire protection systems, hazards, fire safety plans, contact info, etc.

Training

- Maintain an individual training file for every fire department member that can be maintained in accordance with various regulatory impacts – such as collective agreement requirements, council level of service requirements, NFPA standards, etc.
- This could be used/accessed from an HR perspective to ensure that staff are compliant with necessary internal training requirements.

Administration

- IT can manage the software using various areas for them within this module

Maintenance

- Develop a process of equipment identification, location, service usage, and ongoing maintenance requirements.
- This will allow for a CBRM-wide implementation plan based on the approved equipment lists for services that are identified for each area/station.
- Conduct apparatus inspections, generate maintenance requests, workorders, and planning for equipment, apparatus replacement (budget management)

Analytics

- Assess response times, staffing levels by setting benchmarks
- Compare response times by area, station, incident type
- Evaluate individual station, or shift performance
- Monitor deployment strategies to make informed operational decisions
- Track compliance with regulatory requirements
- Support budget requests, business cases, informed decision making

Reports

- The creation of reports that would represent the above analytics for ongoing, real time informed, decision making

Appendix C – Records Management Modules Requirement

- Communicate to the public on annual basis on the performance of the fire services in CBRM
- Development of a community risk reduction plan
- Future development of accreditation planning

Hydrants

- Consolidated listing, mapping and updated hydrant information that can be linked to real time response mapping, preplanning, etc.
- Import from existing data being maintained

Shifts

- Ability to manage shifts that will link personnel to various incidents that they respond to
- This could be beneficial for WCB claims, etc.
- Assist in filling vacancies, allow for management to have a real-time monitor of staffing

Events

- Linked to community risk reduction strategy, and community involvement
- Monitor such things as a safety standby (fireworks), special events (shopping mall events, school events, etc.) and public outreach (community programs, public relations events, etc.)

Demographics

- Import data that will feed into reports, incidents, and analytics of coverage area
- Compare against similarly sized agencies around the country
- Make data available to share for comparison
- Compare resource allocations between departments of similar size
- Tracking vital statistics of the department's resources
- Defend business cases, budget requests.

Daybook

- A tracking mechanism that will allow for accountability of each platoon, station, shift to show what they do
- Provide alerts into a central repository for all members of the fire services that can be tracked, monitored, and updated in real time
- Review of reports – fire incident and patient care – to ensure that we are being regulatory compliant, service delivery outcomes are realized and effective

Daily Roster

- You are able to monitor this for personnel interaction, sick and vacation time usage, response and training information
- Can be used in career, volunteer and composite settings
- Helps assign and track personnel and apparatus at multiple stations

Appendix C – Records Management Modules Requirement

Calendar

- Works in conjunction with daybook aspect of records, track many different types of events over a range of dates
 - Shifts – who is on what shift and when
 - Training – past and upcoming training classes
 - Events – anything scheduled at the station that members need to be aware of
 - Inspections – linked to occupancy module to show scheduled inspections
 - Custom – develop customized calendar events

Profile Management

- Every member will have a profile that will show their rank, basic contact information profile history, statistics of participation, training, etc.
- Security levels monitored and implemented to protect personal information
- Change password for system access

Messages

- Unlike standard email systems, the Message Center is a spam-free, internal communication tool. Complete familiar tasks like forwarding and replying to messages, composing new messages, and sorting your inbox.
- Personnel can send information to individuals or broadcast critical notices to all users. These messages will then appear on everyone's Daybook page when they login.

Library

- Repository to store files – PDF, videos that personnel can view based on their permissions setting, typically this would be all allowed, public information so that all users can access
 - Training plans, incident scene photos, standard operating guidelines, policy, regulatory compliance and audit information, standardized forms for various aspects of operations – leave, WCB, HR linked forms, etc.

Inventory

- Tracking consumables – latex gloves, batteries, etc. to develop a procurement plan based on historical usage
- Track items based on station assignment, apparatus, personnel or vendor
- Generate purchase orders (this can be linked to current financial management programs, processes)

Payroll

- Internal, centralized paysheet generating and submission to payroll
- Tracking by hours – for career staff – incidents, training, events, etc.
- Tracking by hours – for volunteer staff – incidents, training, events, etc. – so that necessary reports and letters can be provided for income tax and licensing purposes that they would have access to

Appendix D – DRAFT Professional Development Plan



Pre-Requisite for Probationary	Probationary Firefighter	Firefighter	Station Captain/Assistant	Company	DOC Candidate Pool	Deputy District/Platoon Chief	District/Platoon Chief	
<ul style="list-style-type: none"> 10 Years of Age G License CPR/AED Medical Clearances Physical Testing Police Check Grade 12 or Equivalent 	<ul style="list-style-type: none"> NFPA 1001 Firefighter I NFPA 1002 Hazard Awareness NFPA 472 Hazmat Core Ops DFC Leg/Adm DF License DFC Driver Training Practical in Seat Complete Safety Certificate Corporate HES Statement Written HES Awareness Violence in the Workplace WFOA Working at Heights HES Policies Section 21 Guidelines Job Shadow Firefighters 	<ul style="list-style-type: none"> NFPA 1001 Firefighter II NFPA 1002 Pump Ops NFPA 1006 Technical Rescue Auto Ex, Rope, or Water Forfeit Entry Firefighter Survival RIT IMS 1001 Fire to IMS Maintain Safety Certificate Station Level Training Base Hospital Medical Training AED CPR Coaching from Captain Maintain attendance calls and training Job Shadow Captain 	<ul style="list-style-type: none"> Name of Qualified Captain 1 2 3 4 5 6 7 	<ul style="list-style-type: none"> NFPA 1021 Fire Officer I NFPA 1041 Fire Instructor I NFPA 1031 Fire Inspector I DFC DMS Part 2 and Part 6 NFPA 1521 Safety Officer IMS 200 Basic IMS Maintain Safety Certificate Base Hospital Medical Training AED CPR Supervisor HES Awareness Coach/Peer Support from Captain's and Deputy District Chief Coach and develop Firefighters, Captains Maintain attendance calls and training 	<ul style="list-style-type: none"> Based on Operational Needs Test and Interview 	<ul style="list-style-type: none"> NFPA 1021 Fire Officer II NFPA 1041 Instructor II Maintain Safety Certificate Manager/Supervisor Certificate IMS 300 Intermediate Training Syllabus Base Hospital Medical Training AED CPR Coaching from District Chief Peer support from District Chief Coach and develop Captains Deliver and coordinate training in station 	<ul style="list-style-type: none"> Based on Operational Needs Test and Interview 	<ul style="list-style-type: none"> NFPA 1021 Fire Officer II Maintain Safety Certificate IMS 400 Advanced Maintain Manager/Supervisor Certificate Emergency Management Series Base Hospital Medical Training AED CPR Peer support from Deputy Chief Coach and develop Captains and Acting District Chiefs



Developing goals and plan documented and tracked through Performance Review

Access to PD and subject matter experts for skill and knowledge development

Professional Development is the planned, progressive life-long process of education, training, self-development, and experience.

Proposed Fees for Services

Fire Response – Incident Reports

Description	Taxes	Amount
Copies of reports provided to owners or insurance companies upon request	Extra	\$125.00

Fire Code Compliance – Record Search & Response Letter

Description	Taxes	Amount
Search and letter response detailing requested information such as outstanding fire code violations, outstanding work order and retrofit compliance	Extra	\$125.00

Routine Fire Code Inspection & Report

Description	Taxes	Amount
Inspection for compliance upon request, including but not limited to: day care facilities, restaurant, liquor license, and industrial compliance and office buildings.		
Inspection (1-hour minimum)	Extra	\$75.00 per hour
Report	Extra	\$125.00

Liquor License Letter

Description	Taxes	Amount
Agency letter for Liquor License Permit	Extra	\$125.00

Wood Stove Inspection & Documentation

Description	Taxes	Amount
Non-WETT Certified Inspection required for insurance	Extra	\$125.00

Open Air Burning Permit

Description	Taxes	Amount
Non recreational/single occasion	Exempt	\$125.00
Industrial/Commercial/Institutional	Exempt	\$250.00 per permit
Special event permit	Exempt	\$125.00

Open Air Burning Response – Fire Department Vehicle

Description	Taxes	Amount
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

Motor Vehicle Accident Response – Provincial Highway

Description	Taxes	Amount
Chargeable to Department of Transportation & Infrastructure Renewal (TIR) for all provincial highway accident responses		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

Motor Vehicle Accident Response – Non-Resident of CBRM

Description	Taxes	Amount
Chargeable to the registered owner of the vehicle for all non-resident vehicle fires, auto extrication or other vehicle related fire department services		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

False Alarm Response – Malicious

Description	Taxes	Amount
This fee is chargeable to the owner of the property at which the alarm was activated, for each fire service vehicle that is dispatched in response to the alarm, where it is determined by the fire service, that the alarm was intentionally activated, by any person upon the property, with malice, which is defined to include, but not be limited to, operating a manual pull station, directing smoke or heat toward a detection device for the only purpose of activating the device, or filing a false report		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

False Alarm Response – Notification Failure

Description	Taxes	Amount
This fee is chargeable to the owner of the property at which the alarm was activated, for each occurrence where fire service vehicles are dispatched, where it is determined by the Fire service, that the alarm was due to a failure to notify the Fire Dept. or the Alarm Company while conducting tests or repair on the alarm system		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

False Alarm Response – Accidental

Description	Taxes	Amount
This fee is chargeable to the owner of the property at which the alarm was activated, for every second and subsequent occurrence within a 30-day period and to every third or subsequent occurrence in a 12-month period, where Fire service vehicles are dispatched, and it is determined by the Fire service, that the alarm was due to a properly functioning		

alarm system detecting a situation that is was designed for, except if the detection is a result of failed notification of testing and repairs to the system or of a condition not within the control of the owner, including but not limited to changes in atmospheric conditions, excessive vibrations, power failure or drops in water pressure		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

Fire Prevention Fire Extinguisher Training

Description	Taxes	Amount
Training provided using the fire extinguisher training unit for the private sector which eliminates the need to take operational extinguishers out of service, eliminates cleanup, saves the client money in refill charges, provides a vital service and interaction (5 student minimum)	Extra	\$20.00 per student

Additional/Exceptional Fire Department Expenses

Description	Taxes	Amount
The owner of a property shall be responsible for the actual costs required to retain a private contractor or rent special equipment in order to preserve property or evidence or eliminate an emergency or risk. Examples include, but are not limited to; dry sprinkler powder aerosol devises (DSPA), renting heavy machinery such as excavators, contracting security services to protect property or contracting the cleanup of hazardous materials or dangerous goods	Extra	Actual Costs

MGO (Marihuana Grow Operations)/Clandestine Drug Lab Response

Description	Taxes	Amount
The owner of the property shall be responsible for the actual costs required to retain a private contractor or rent special equipment in order to safely and appropriately respond and mitigate an emergency involving a marihuana grow operation or clandestine drug lab.	Extra	Actual Costs

Motor Vehicle Accident Response – Non-Resident of CBRM

Description	Taxes	Amount
Chargeable to the registered owner of the vehicle for all non-resident vehicle fires, auto extrication or other vehicle related fire department services		
Minimum charge up to 1st hour per Fire Dept. vehicle	Exempt	\$450.00
Each additional ½ hour per Fire Dept. vehicle	Exempt	\$225.00

Fireworks Permit Review

Description	Taxes	Amount
The owner of the property shall be responsible for the expenses incurred conduct a review of any commercial fireworks requests submitted to the Fire Department. Site inspections will be an additional charge.	Extra	\$150.00
Inspection (1-hour minimum)	Exempt	\$450.00



ISSUE PAPER

TO: Mayor and Council
FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST TO DEEM PROPERTY SURPLUS
PID 15656143
Hwy #12S, Edwardsville (District 3)

DATE: October 12th, 2021

REQUEST:

CBRM received a letter of interest from the RDL Construction Limited (herein called “the applicant”) asking CBRM to consider selling CBRM property lying adjacent to the applicant’s existing property. The CBRM property is outlined in blue on the attached map and identified as PID 15656143 (. Attachment A). The applicant’s property is identified as PID 15638554, PID 15639651, PID 15638547 and PID 15638539 and outlined in yellow on the attached map (‘Attachment “A”).

INFORMATION:

The subject property is currently deemed essential land to be used as a Buffer green belt to Riverside Development Industrial Site. The applicant wishes to purchase this property; add it to their existing properties as identified herein for the installation of a moderate solar farm to generate electricity for their structures located on adjacent property. They intend to use portion of the property for a water retention pond which would collect run off from their existing property and be reused for the commercial development. The CBRM property contains approximately 2.74 acres and currently assessed at \$6,200.

REVIEW/EVALUATION:

An internal staff review was conducted, and staff found no reason not to consider selling this property. Development of the subject property would be subject to compliance with applicable provisions of the Land Use By-law and the issuance of a Building Permit.

RECOMMENDATION:

Staff's recommendation to council is to pass a motion declaring the subject property (PID 15656143), surplus to the needs of the municipality and sold at market value to the applicant. All costs will be the responsibility of the applicant and the sale subject to compliance with Land Use By-law and other applicable legislation and government regulations.

Respectively Submitted by:

Original Signed By

**Sheila Kolanko
Property Manager**

ATTACHMENT "A"





CBRM

A Community of Communities

ISSUE PAPER

TO: Mayor and Council
FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST TO DEEM PROPERTY SURPLUS
PID 15355969
Hills Road, Albert Bridge (District 8)

DATE: October 12th, 2021

REQUEST:

CBRM received a letter of interest from Danielle Currie, registered owner of 176 Hills Road, Albert Bridge (herein called “the applicant”) asking CBRM to consider selling CBRM property lying adjacent to the applicant’s existing property. The CBRM property is outlined in blue on the attached map and identified as PID 15355969 (. (Attachment A). The applicant’s property is identified as PID 15288434 and outlined in yellow on the attached map (“Attachment “A”).

INFORMATION:

The subject property is currently listed in CBRM’s Property Inventory as deemed essential land for protection to the Sydney-Middle Lake watershed. The applicant wishes to purchase this property to enlarge her outdoor green space. The property contains approximately 1.7 acres and currently assessed at \$9000.

REVIEW/EVALUATION:

An internal staff review was carried out and it was determined that the property was not required for the wellfield given the distance outside of the zone of contribution. Staff found no reason not to consider selling this property. Development of the said property would be subject to compliance with applicable provisions of the Land Use By-law and the issuance of a Building Permit.

RECOMMENDATION:

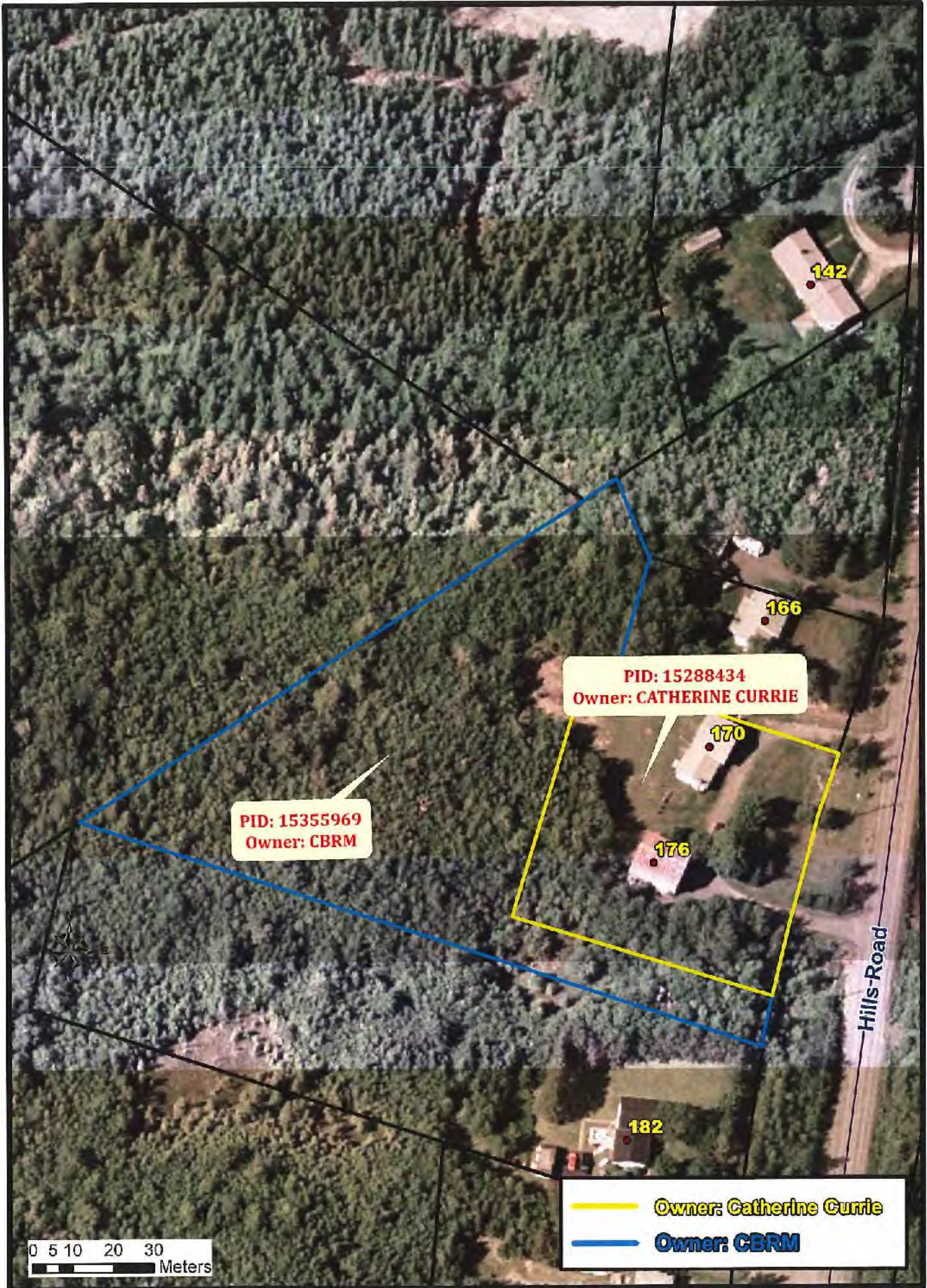
Staff's recommendation to council is to pass a motion declaring PID 15355969, surplus to the needs of the municipality and be sold at market value to the applicant. All costs will be the responsibility of the applicant and subject to compliance with Land Use By-law and other applicable legislation and government regulations.

Respectively Submitted by:

ORIGINAL SIGNED BY

**Sheila Kolanko
Property Manager**

ATTACHMENT "A"





CBRM

A Community of Communities

ISSUE PAPER

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST TO DEEM PROPERTY SURPLUS
Portion of PID 1541882S
Shaft Street, Glace Bay (District 9)

DATE: October 12th, 2021

REQUEST:

CBRM received a letter of interest asking the municipality to consider selling a portion of CBRM property (herein called the “subject property”) located in Glace Bay. The subject property is depicted in blue on the attached map (Attachment “A”) and is a portion of the CBRM parcel identified as PID 15418825 and outlined and crosshatched in red on said map (Attachment “B”).

INFORMATION:

Clarence and Kimberly Gibson (herein called “the applicants”) are the registered owners of 210 Shaft Street, Glace Bay. Their property lies adjacent to the subject property and is identified as PID 15418791 (outlined in yellow on attached map in Attachment “A”). The applicants (and predecessors in title) installed a fence, built a baby barn, garage and is using portion of the CBRM property for their access. The section being used and occupied contains approximately 1935 square feet (outlined in blue on the attached map).

The CBRM property contains 2.62 acres as showed outlined in red on the attached map. It is currently deemed essential for municipal sewer and water lines. It is also required for drainage for the entrance roadway to the soccer field and other property developments in the area.

The applicants are asking CBRM to consider selling that section of CBRM property they are currently occupying and maintaining.

An internal staff review determined that while CBRM requires a large portion of this property for municipality purposes, staff found no reason not to consider conveying the small section to the applicants to resolve the encroachment issue.

Staff determined that the subject property containing 1935 square footage outlined in blue on the attached map (Attachment "A") is not required for municipal purposes and as such, can be deemed surplus for sale. Any proposed sale would be subject to lot consolidation with existing lands of the applicants and compliance with Land Use By-law and all other applicable legislation and government regulations.

RECOMMENDATION:

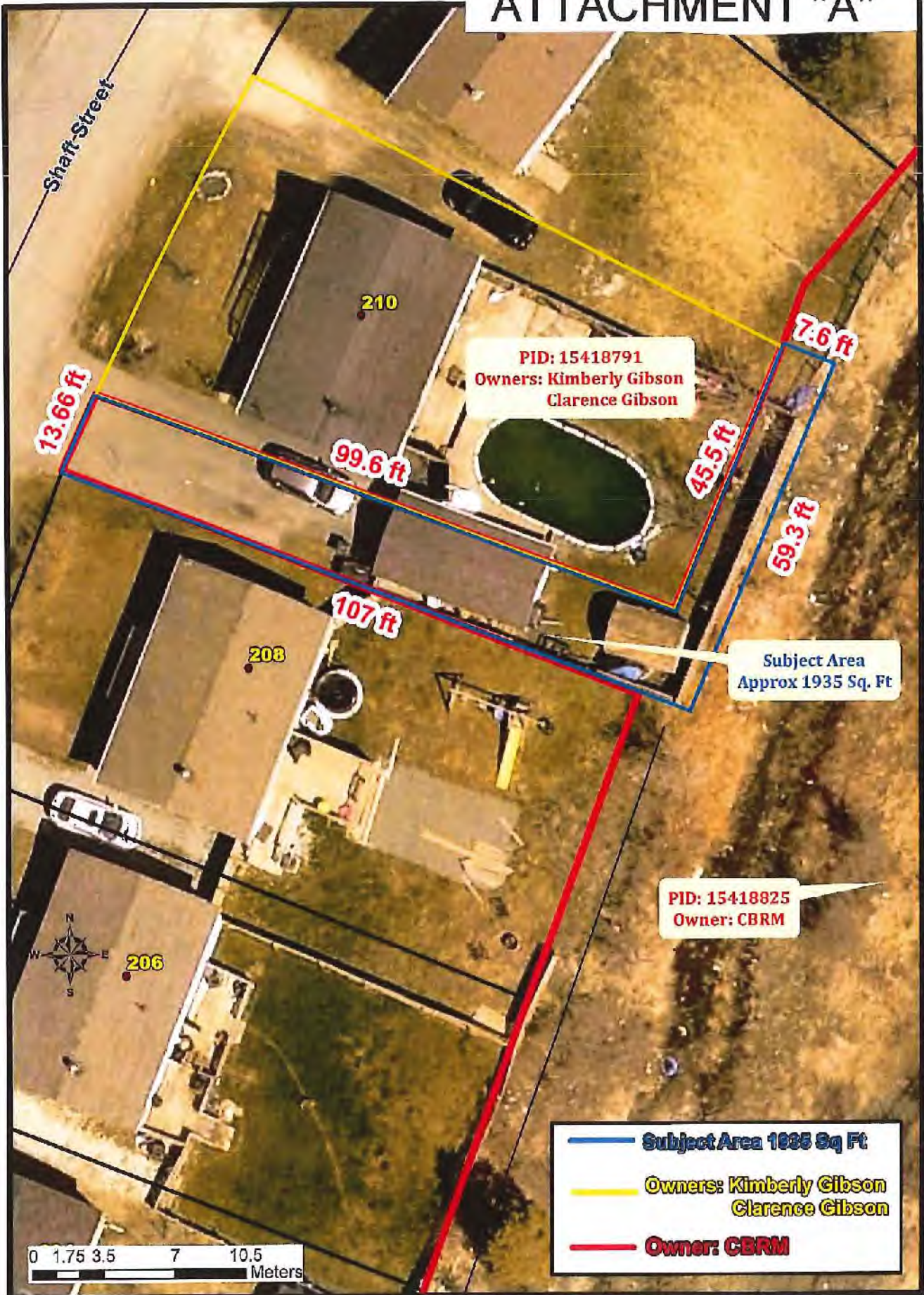
It is my recommendation to council to pass a motion declaring that portion of PID 15418825, as shown outlined in blue on the attached map herein (Attachment "A"), surplus to the needs of the municipality and be sold at market value to the applicants. All costs will be the responsibilities of the proposed purchaser and the sale subject to lot consolidation and compliance with Land Use By-law and other applicable legislation and government regulations.

Respectively Submitted by:

Original Signed By

Sheila Kolanko
Property Manager

ATTACHMENT "A"



ATTACHMENT "B"



CBRM

M·E·M·O

320 Esplanade

Sydney, Nova Scotia, B1P 7B9

902-563-5010

To: Mayor Amanda M. McDougall and Regional Councillors

From: Deborah Campbell Ryan, Municipal Clerk

Date: October 4, 2019

Subject: Election/Selection of Deputy Mayor

Each year, the CBRM Council elects/selects a Deputy Mayor for a one-year term commencing November 1st.

As per the Deputy Mayor Policy (copy attached), all Councillors are eligible to run for the office on an annual basis, however the Deputy Mayor shall serve no more than two consecutive years. As you are aware, Councillor Earlene MacMullin will complete her first year term as Deputy Mayor on October 31, 2021.

This issue is on the agenda for the October 12, 2021 meeting of Council, at which time the Mayor will call for nominations from the floor.

Yours truly,

Original signed by:

Deborah Campbell Ryan
Municipal Clerk

Attachment

Policy Respecting the Deputy Mayor

STATEMENT OF POLICY:

- It is the policy of the Cape Breton Regional Municipality (CBRM) to select a Deputy Mayor on an annual basis.

1.0 TERM OF OFFICE:

- The term of office for the Deputy Mayor shall be for one year running from November 1st to October 31st and all Council members are eligible to run for the office on an annual basis. The Deputy Mayor shall serve no more than two consecutive years (for clarity, an example in a four year term, a Councillor could serve as Deputy Mayor in year one and two, but would be ineligible for the third consecutive year, and would be eligible again thereafter.)

2.0 REMUNERATION:

- The remuneration for the office of Deputy Mayor shall be \$5,000 per year.

3.0 ROLES AND RESPONSIBILITIES:

The Deputy Mayor, in addition to filling in when the Mayor is absent or incapacitated, shall:

- ◆ Be apprised of ongoing labour relations issues;
- ◆ May be Chairman of the Audit Committee;
- ◆ Be responsible for bringing the annual budget forward for Council perusal;
- ◆ Chair special committees as assigned by the Mayor or Council and report findings back to Council;

- ◆ Assume other duties assigned by the Mayor or Council.

Approved by Council: January 20, 1998
Amended by Council: March 11, 2005



M·E·M·O

To: Mayor Amanda M. McDougall & Council
From: Marie Walsh, CPA, CGA - Chief Administrative Officer
Date: October 5, 2021
Subject: Future Development of CBRM Land on Sydney Waterfront

As Council are aware, staff have received a new proposal from Harbour Royale Development Limited (HRDL) that replaces the recently expired agreement. The expired agreement had included a waterfront library for CBRM and was rejected by Council.

HRDL has spent considerable time and money on the original proposal and is asking Council to allow them the opportunity to put forward an alternate proposal that does not include a municipal library.

Today staff are looking for direction on whether Council are willing to consider this proposal; go out for a new request for proposal for the waterfront development, or do nothing at this time.

Thank you.

Yours truly,

Original signed by:

Marie Walsh, CPA, CGA
Chief Administrative Officer

MEMO

Cape Breton Regional Municipality

To: CBRM Council and Staff
From: Mayor Amanda M. McDougall
Date: October 4th, 2021
Re: ***Committee Reports***

Members of CBRM Council,

By way of this memo, I would like to invite discussion around how we share and report on the work many of us are doing through the committees we have been appointed to.

I would like to suggest that we offer time at Regional Council meetings for Council members can provide a report on the committee work they have participated on since the previous meeting. Understanding that some committees may not meet as frequently as others, it will be the responsibility of each member of Council to provide to the Clerks office a summary of their report to be distributed with the agenda package prior to Regional Council.

This is an opportunity to educate your Council colleagues, CBRM staff and the public on what work is being done at the committee level and how perhaps we can offer each other support in these important roles.

I look forward to hearing how Council would like to proceed with committee reports and am more eager to learn more about the wonderful work coming out of our various committees.

In kindness,

ORIGINAL SIGNED BY

Amanda M. McDougall
Mayor – Cape Breton Regional Municipality





City Hall
 320 Esplanade
 Sydney, NS B1P 7B9

Item No.

Council 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)	<input type="checkbox"/> Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	<input type="checkbox"/> Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion
Date of Council Meeting: October 12, 2021		
Subject: Move memorial plaque from Jail Field Playground to Atlantic Street Playground		
Motion for Council to Consider:		
<i>Request staff investigate the relocation of the memorial plaque from Jail Field Playground to Atlantic Street Playground and if feasible, complete relocation.</i>		
Reason:		
<p>The Joseph family is very well respected in the Cape Breton Regional Municipality. The loss of their son, brother, nephew, grandchild due to childhood cancer was incredibly painful and a devastating loss. The family turned their pain into a legacy for David and built a playground that so many children in the CBRM were able to enjoy. The playground and memorial plaque were erected in the late 1990s in his honour. Today, the Joseph family are growing older, some moving outside the city, and is becoming more challenging to spend time at the playground. David's parents are now living closer to the Atlantic Street area and relocating the memorial plaque to a playground the CBRM maintains, specifically the Atlantic Street playground, would continue to acknowledge David's legacy.</p>		
Outcome Sought:		
<p>Have staff review the ability to relocate the David's memorial plaque to Atlantic Street Playground and if appropriate, complete the relocation.</p>		
<i>Councillor</i>	<i>District</i>	

<i>Date:</i>	<i>Received by Clerk's Department (date):</i>

Issue has been discussed with Director of Responsible Department



City Hall
 320 Esplanade
 Sydney, NS B1P 7B9

Item No.

Councillor Agenda Request Form – Staff Report	
<input type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	<input type="checkbox"/> Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)
<input type="checkbox"/> Request from the Floor: (New Business) - Announcement - Referral - Submit Petition - Notice of Motion	
Date of Council/Committee Meeting: October 12, 2021	
Subject: Doubling of Municipal Capacity Grant (Equalization)	
Motion for Council to Consider: That staff be requested to bring back an Issue Paper with recommendations on planning and investing the Municipal Capacity Grant for our community.	
Reason: I would like to invite discussion on the recent news that the Nova Scotia Government under Premier Houston have committed to doubling the Municipal Capacity Grant (also known as Equalization) for one year while the grand formula is redefined.	
We were all very please to see Premier Houston act immediately on his promise to double the Municipal Capacity Grant, but now as a Council we need to do some smart planning and investing of this money for our community. This money is guaranteed for one year only and we do not know what a new formula will entail, so detailed planning on how we use this money is necessary.	
I invite insight and discussion from my colleagues on Council and the expertise of staff to weigh in on the usage of money.	
Outcome Sought: That staff be requested to bring back an Issue Paper with recommendations on planning and investing the Municipal Capacity Grant for our community.	
<i>Mayor Amanda M. McDougall</i>	
<i>October 4, 2021</i>	<i>Received by Clerk's Department (date):</i>

Issue has been discussed with Director of Responsible Department

Statement of Revenue

Summary

Revenue	Year To Date Assigned	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Total Taxes	49,526,905	47,906,412	\$ 1,620,493	\$ 114,975,389	\$ 65,448,484
Total Federal Government	1,375,561	1,375,561	(0)	3,301,346	1,925,785
Total Federal Government Agencies	317,806	317,806	-	762,734	444,928
Total Provincial Government	893,410	893,410	-	2,144,184	1,250,774
Total Provincial Government Agencies	1,408,512	1,412,718	(4,206)	3,390,524	1,982,012
Total Services to Other Local Government	398,619	398,619	-	956,685	558,066
Total Transit	173,907	231,250	(57,343)	1,255,000	1,081,093
Total Environmental Development Services	88,894	102,583	(13,689)	246,200	157,306
Total Licenses & Permits	54,439	62,917	(8,477)	151,000	96,561
Total Fines & Fees	253,349	356,279	(102,931)	855,070	336,534
Total Rentals	244,241	244,240	0	586,177	341,936
Total Concessions & Franchises	22,282	22,333	(51)	1,017,000	265,187
Total Interest on Taxes	640,023	631,250	8,773	1,515,000	874,977
Total Finance Revenue	15,761	9,375	6,386	22,500	6,740
Total Solid Waste Revenue	1,274,692	1,239,583	35,109	2,450,000	1,175,308
Total Recreation & Cultural Service Programs	82,530	164,417	(81,887)	1,071,000	1,983,188
Total Water Utility Charges	2,063,129	2,063,129	-	4,951,510	2,888,381
Total Unconditional Transfers	6,600,024	6,598,266	1,758	15,835,838	9,235,814
Total Conditional Transfers	16,237	16,237	-	125,000	108,763
Total Extraordinary Revenue	-	729,167	(729,167)	1,750,000	1,750,000
Year To Date Assigned	\$ 66,450,319	\$ 64,775,552	\$ 674,767	\$ 157,362,157	\$ 91,911,338

Reviewed

Departmental

Summary

Statement of Expenditures

August 31, 2021

Expenditures	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Legislative	\$ 493,345	\$ 629,746	\$ 136,401	\$ 1,505,992	\$ 1,012,647
Administration	165,707	193,118	27,411	459,094	293,387
Finance	944,711	1,042,088	97,378	2,654,307	1,709,596
Legal	1,727,737	1,797,120	69,383	2,206,286	478,549
Human Resources	462,584	570,625	108,040	1,353,103	890,519
Technology & Communications	1,281,232	1,599,383	318,151	3,710,255	2,429,024
Municipal Clerk	165,238	186,166	20,928	523,783	358,545
Fiscal Services	9,459,632	9,605,175	145,543	32,662,089	23,202,457
Police Services	10,425,748	11,264,191	838,443	26,836,654	16,410,906
Fire Services (Incl EMO)	7,558,527	7,835,101	276,573	18,260,025	10,701,498
Engineering & Public Works	20,278,393	20,078,525	(199,868)	50,899,990	30,621,597
Planning	1,290,772	1,436,971	146,198	3,392,070	2,101,298
Facilities C200 & Arenas	1,060,216	1,450,509	390,293	3,724,475	2,664,259
Parks & Grounds	1,357,444	1,416,724	59,280	2,976,699	1,619,255
Buildings	1,184,222	1,445,237	263,282	3,441,674	2,257,452
Recreation	973,736	1,084,524	110,787	2,755,661	1,680,419
Total expended to date	\$ 58,829,244	\$ 61,635,201	\$ 2,808,224	\$ 157,362,157	\$ 98,431,407

Departmental

Reviewed

Statement of Expenditures

Legislative

Legislative	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 377,707	\$ 437,538	\$ 59,830	\$ 1,049,929	\$ 672,222
6010 BENEFITS	59,421	77,992	18,571	184,344	124,923
6030 TRAVEL/CONFERENCES	12,485	32,904	20,419	78,969	66,484
6040 PROF MEM/DUES & FEES	21,224	33,333	12,109	80,000	58,776
6050 OFFICE SUPPLIES	947	5,167	4,219	12,400	11,453
6060 OFFICE EQUIPMENT	2,979	2,978	(0)	5,000	2,021
6080 ADVERTISING	2,483	6,042	3,559	14,500	12,017
6100 COURIER	-	104	104	250	250
6110 TELEPHONE/FAX	4,837	10,375	5,538	24,900	20,063
6120 PUBL./SUBSCRIPTIONS	861	980	119	2,100	1,239
6130 COMPUTER HARDWARE	134	2,750	2,616	6,600	6,466
6150 MEETING EXPENSES	6,337	10,417	4,080	25,000	18,663
6170 PROMOTION	3,931	9,167	5,236	22,000	18,069

Total expended to date \$ 493,345 \$ 629,746 \$ 136,401 \$ 1,505,992 \$ 1,012,647

Departmental

Finance

Administration (CAO)

Statement of Expenditures

August 31, 2021

CAO	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 121,210	\$ 116,523	\$ (4,687)	\$ 279,612	\$ 158,402
6010 BENEFITS	17,678	20,564	2,886	48,607	30,929
6020 TRAINING/EDUCATION	-	1,375	1,375	3,300	3,300
6030 TRAVEL/CONFERENCES	3,563	3,583	20	5,000	1,437
6040 PROF MEM/DUES & FEES	636	750	114	1,800	1,164
6050 OFFICE SUPPLIES	172	1,167	995	2,800	2,628
6080 ADVERTISING	-	-	-	-	-
6110 TELEPHONE/FAX	789	1,250	461	3,000	2,211
6120 PUBL./SUBSCRIPTIONS	-	198	198	475	475
6130 COMPUTER HARDWARE	-	-	-	-	-
6150 MEETING EXPENSES	1,120	1,875	755	4,500	3,380
6170 PROMOTION	97	2,083	1,986	5,000	4,903
8010 OPERATIONAL MAT/SUPP	-	-	-	-	-
8100 PROFESSIONAL SERVICE	20,442	43,750	23,308	105,000	84,558
Total expended to date	\$ 165,707	\$ 193,118	\$ 27,411	\$ 459,094	\$ 293,387

Departmental

Finance

Statement of Expenditures

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Finance					
6000 WAGES/SALARIES	\$ 741,141	\$ 826,260	\$ 85,120	\$ 1,955,897	\$ 1,214,756
6010 BENEFITS	163,109	161,102	(2,008)	380,785	217,676
6020 TRAINING/EDUCATION	4,250	6,458	2,208	15,500	11,250
6030 TRAVEL/CONFERENCES	583	2,917	2,334	7,000	6,417
6040 PROF MEM/DUES & FEES	2,805	2,806	0	5,325	2,520
6050 OFFICE SUPPLIES	1,404	6,042	4,638	14,500	13,096
6060 OFFICE EQUIPMENT	1,342	4,375	3,033	10,500	9,158
6080 ADVERTISING	11,390	17,771	6,381	42,650	31,260
6090 POSTAGE	81,676	81,677	1	181,000	99,324
6100 COURIER	10,229	13,896	3,667	33,350	23,121
6110 TELEPHONE/FAX	8,114	6,708	(1,406)	16,100	7,986
6130 COMPUTER HARDWARE	140	140	(1)	13,050	12,910
6140 COMPUTER SOFTWARE	-	0	0	50,000	50,000
6180 COST RECOVERY	(117,525)	(135,417)	(17,892)	(325,000)	(207,475)
8010 OPERATIONAL MAT/SUPP	1,240	1,875	635	4,500	3,260
8100 PROFESSIONAL SERVICE	11,041	21,667	10,626	52,000	40,959
8110 CONTRACTS/AGREEMENTS	18,845	18,417	(429)	44,200	25,355
8120 LEASES	4,927	5,396	469	12,950	8,023
8180 TAX EXEMPT/WRITE OFF	-	-	-	140,000	140,000
Total expended to date	\$ 944,711	\$ 1,042,088	\$ 97,378	\$ 2,654,307	\$ 1,709,596

Departmental

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Legal					
6000 WAGES/SALARIES	\$ 167,759	\$ 176,437	\$ 8,679	\$ 417,034	\$ 249,275
6010 BENEFITS	37,662	36,434	(1,229)	86,117	48,455
6020 TRAINING/EDUCATION	-	2,708	2,708	6,500	6,500
6030 TRAVEL/CONFERENCES	288	1,875	1,588	4,500	4,213
6040 PROF MEM/DUES & FEES	9,655	9,655	0	13,500	3,845
6050 OFFICE SUPPLIES	979	1,458	479	3,500	2,521
6060 OFFICE EQUIPMENT	719	1,750	1,031	4,200	3,481
6070 PHOTOCOPIER LEASE	722	1,458	736	3,500	2,778
6080 ADVERTISING	466	1,250	784	3,000	2,534
6100 COURIER	51	333	283	800	749
6110 TELEPHONE/FAX	1,380	1,417	36	3,400	2,020
6120 PUBL./STATUTES	7,552	7,567	15	13,000	5,448
6130 COMPUTER HARDWARE	43	1,458	1,416	3,500	3,457
6140 COMPUTER SOFTWARE	-	-	-	-	-
6150 MEETING EXPENSE	-	208	208	500	500
6160 LIABILITY INSURANCE	1,489,790	1,488,735	(1,055)	1,488,735	(1,055)
8100 PROFESSIONAL SERVICE	11,272	64,375	53,103	154,500	143,228
Total expended to date	\$ 1,727,737	\$ 1,797,120	\$ 69,383	\$ 2,206,286	\$ 478,549

Departmental

Finance

Statement of Expenditures

Human Resources

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Human Resources					
6000 WAGES/SALARIES	\$ 346,533	\$ 370,598	\$ 24,065	\$ 875,958	\$ 529,425
6010 BENEFITS	86,693	80,298	(6,395)	189,795	103,102
6020 TRAINING/EDUCATION	509	4,104	3,595	9,850	9,341
6030 TRAVEL/CONFERENCES	515	7,292	6,777	17,500	16,985
6040 PROF MEM/DUES & FEES	631	833	202	2,000	1,369
6050 OFFICE SUPPLIES	3,327	6,250	2,923	15,000	11,673
6060 OFFICE EQUIPMENT	780	1,042	262	2,500	1,720
6080 ADVERTISING	-	1,250	1,250	3,000	3,000
6100 COURIER	-	-	-	-	-
6110 TELEPHONE/FAX	4,651	4,167	(485)	10,000	5,349
6120 PUBL./SUBSCRIPTIONS	-	1,250	1,250	3,000	3,000
6130 COMPUTER HARDWARE	-	2,500	2,500	6,000	6,000
6140 COMPUTER SOFTWARE	-	208	208	500	500
6150 MEETING EXPENSE	379	1,875	1,496	4,500	4,121
8010 OPERATIONAL MAT/SUPP	-	-	-	-	-
8100 PROFESSIONAL SERVICE	17,431	85,833	68,403	206,000	188,569
8110 CONTRACTS/AGREEMENTS	1,136	3,125	1,989	7,500	6,364
Total expended to date	\$ 462,584	\$ 570,625	\$ 108,040	\$ 1,353,103	\$ 890,519

Departmental

Finance

Technology Including
911 Comm Centre

Statement of Expenditures

August 31, 2021

Technology/Communications	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 689,147	\$ 925,146	\$ 235,998	\$ 2,186,707	\$ 1,497,560
6010 BENEFITS	147,231	190,065	42,834	449,246	302,015
6020 TRAINING/EDUCATION	64	9,167	9,103	22,000	21,936
6030 TRAVEL/CONFERENCES	4,433	4,427	(6)	10,625	6,192
6040 PROF MEM/DUES & FEES	1,725	1,450	(275)	1,450	(275)
6050 OFFICE SUPPLIES	4,060	2,417	(1,643)	5,800	1,740
6060 OFFICE EQUIPMENT	2,715	5,417	2,702	13,000	10,285
6080 ADVERTISING	356	1,250	894	3,000	2,644
6100 COURIER	-	-	-	-	-
6110 TELEPHONE/FAX	49,858	61,333	11,475	147,200	97,342
6120 PUBL./SUBSCRIPTIONS	-	-	-	-	-
6130 COMPUTER HARDWARE	68,883	70,600	1,717	138,000	69,117
6140 COMPUTER SOFTWARE	260,070	260,174	104	375,177	115,107
6150 MEETING EXPENSE	34	417	382	1,000	966
7010 ELECTRICAL	560	4,021	3,461	9,650	9,090
7060 BLDG/FACILITY RENOV	4,797	-	(4,797)	-	(4,797)
7070 BLDG/FACILITY RENTAL	22,418	27,042	4,623	64,900	42,482
8010 OPERATIONAL MAT/SUPP	-	-	-	-	-
8040 COMM EQUIPMENT LINES	214	3,125	2,911	7,500	7,286
8100 PROFESSIONAL SERVICES	2,710	6,250	3,540	15,000	12,290
8110 CONTRACTS/AGREEMENTS	21,958	25,833	3,876	62,000	40,042
8120 LEASES SAP	-	0	0	95,000	95,000
8130 LICENSES/PERMITS	-	1,250	1,250	103,000	103,000
Total expended to date	\$ 1,281,232	\$ 1,599,383	\$ 318,151	\$ 3,710,255	\$ 2,429,024

Departmental

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Municipal Clerk					
6000 WAGES/SALARIES	\$ 114,443	\$ 120,707	\$ 6,264	\$ 285,307	\$ 170,864
6010 BENEFITS	28,340	26,105	(2,235)	61,701	33,361
6020 TRAINING/EDUCATION	-	1,146	1,146	2,750	2,750
6030 TRAVEL/CONFERENCES	-	1,042	1,042	2,500	2,500
6040 PROF MEM/DUES & FEES	636	725	89	725	89
6050 OFFICE SUPPLIES	444	1,250	806	3,000	2,556
6060 OFFICE EQUIPMENT	-	1,667	1,667	4,000	4,000
6070 PHOTOCOPY SUPPLIES	4,610	10,000	5,390	24,000	19,390
6080 ADVERTISING	-	313	313	750	750
6100 COURIER	98	313	215	750	652
6110 TELEPHONE/FAX	1,016	1,250	234	3,000	1,984
6120 PUBL./SUBSCRIPTIONS	1,574	1,500	(74)	1,800	226
6130 COMPUTER HARDWARE	4,041	4,108	68	6,500	2,459
6140 COMPUTER SOFTWARE	9,964	10,000	37	12,500	2,536
6150 MEETING EXPENSES	73	6,042	5,969	14,500	14,427
8110 CONTRACTS/AGREEMENTS	-	-	-	100,000	100,000
Total expended to date	\$ 165,238	\$ 186,166	\$ 20,928	\$ 523,783	\$ 358,545

Departmental

Finance

Fiscal Services	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
9010 INT SHRT TERM BORROW	\$ 171,222	\$ 242,886	\$ 71,664	\$ 582,927	\$ 411,705
9020 INT ON DEBT	572,117	572,227	110	1,328,944	756,827
9051 PRINC ON DEBT	-	-	-	8,756,070	8,756,070
9052 DEBT/CAP BOND DISC	-	-	-	98,000	98,000
9090 BANK CHARGES	21,781	25,000	3,219	60,000	38,219
9200 ALLOWANCE FOR UNCOL. TAXES	-	-	-	800,000	800,000
9420 APPROP TO CAPITAL FUND	37,500	37,500	-	90,000	52,500
9430 APPROP TO B.I.D.C.	73,433	73,433	(0)	176,239	102,806
9600 PROV. CORRECTIONS	444,450	446,028	1,578	1,070,466	626,016
9610 CB REG. HOUSING	898,813	967,786	68,973	2,322,687	1,423,874
9620 REGIONAL LIBRARY	293,250	293,250	-	703,800	410,550
9630 CB/VIC. SCHOOL BOARD	6,367,537	6,367,537	0	15,282,089	8,914,552
9640 PROPERTY ASSESSMENT	579,528	579,528	-	1,390,867	811,339
Total expended to date	\$ 9,459,632	\$ 9,605,175	\$ 145,543	\$ 32,662,089	\$ 23,202,457

Departmental

Finance

Police Services	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 WAGES & BENEFITS NET OF COST RECOVERY	\$ 9,364,181	\$ 9,983,374	\$ 619,193	\$ 23,594,829	\$ 14,230,648
6020 TRAINING/EDUCATION	(989)	41,667	42,656	100,000	100,989
6030 TRAVEL/CONFERENCES	1,939	29,167	27,228	70,000	68,061
6040 PROF MEM/DUES & FEES	2,012	2,100	88	2,500	488
6050 OFFICE SUPPLIES	13,072	16,667	3,595	40,000	26,928
6060 OFFICE EQUIPMENT	20,511	18,750	(1,761)	45,000	24,489
6070 PHOTOCOPY SUPPLIES	3,845	7,500	3,855	18,000	14,355
6080 ADVERTISING	-	2,083	2,083	5,000	5,000
6090 POSTAGE & 6'100 COURIER	5,065	6,250	1,185	15,000	9,935
6110 TELEPHONE/FAX	85,828	93,750	7,922	225,000	139,172
6120 PUBL./SUBSCRIPTIONS	68	2,500	2,432	6,000	5,932
6130 COMPUTER HARDWARE	56,015	64,583	8,568	155,000	98,985
6140 COMPUTER SOFTWARE	6,092	54,167	48,074	130,000	123,908
6150 MEETING EXPENSES	3,713	4,792	1,079	11,500	7,787
6170 PROMOTION	(422)	4,583	5,006	11,000	11,422
7000 HEAT	3,247	10,417	7,170	25,000	21,753
7010 ELECTRICAL	39,360	45,979	6,619	110,350	70,990
7020 WATER	3,899	4,167	268	10,000	6,101
7030 BLDG/FACILITY MAINT	30,012	34,583	4,572	83,000	52,988
7040 BLDG/FACILITY REPAIR	452	6,250	5,798	15,000	14,548
7050 BLDG/FACILITY RENOV	2,133	6,250	4,117	15,000	12,867
7070 BLDG/FACILITY RENTAL	24,744	25,000	256	25,000	256
7110 SECURITY	-	833	833	2,000	2,000
7500 VEH/EQUIP MAINT	1,647	20,008	18,362	48,020	46,373
7505 GASOLINE & DIESEL	160,992	168,750	7,758	405,000	244,008
7510 VEH/EQUIP REPAIRS	130,587	119,882	(10,705)	287,717	157,130
7530 VEH/EQUIP REPLACEMENT	94,834	101,667	6,833	580,000	485,166
7540 VEH/EQUIP RENTAL	-	833	833	2,000	2,000
7550 VEH/EQUIP TOWING	652	2,083	1,432	5,000	4,348
8000 OPERATIONAL EQUIP	50,053	56,250	6,197	135,000	84,947
8010 OPERATIONAL MAT/SUPP	65,663	56,250	(9,413)	135,000	69,337
8020 MAINTENANCE EQUIP	7,658	7,570	(88)	7,570	(88)
8090 UNIFORMS/CLOTHING	108,516	107,917	(599)	175,000	66,484
8100 PROFESSIONAL SERVICE	38,501	56,250	17,749	135,000	96,499
8110 CONTRACTS/AGREEMENTS	13,211	11,667	(1,544)	28,000	14,789
8125 MAJOR INVESTIGATIONS	68,574	68,820	246	129,168	60,594
8150 GRANTS/SUBS TO ORG	20,287	20,833	546	50,000	29,713
Total expended to date	10,425,748	11,264,191	838,443	\$ 26,836,854	\$ 16,410,906

Departmental

Finance

Statement of Expenditures

Fire Services Including EMO	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 2,556,146	\$ 2,596,556	\$ 40,410	\$ 6,161,170	\$ 3,605,024
6010 BENEFITS	554,208	533,052	(21,156)	1,264,960	710,742
6011 MISC. BENEFITS	3,346	11,206	7,860	26,892	23,547
6020 TRAINING/EDUCATION	7,617	68,798	61,181	165,115	157,498
6030 TRAVEL/CONFERENCES	1,398	17,750	16,352	42,600	41,202
6040 PROF MEM/DUES & FEES	7,025	8,300	4	12,082	5,057
6050 OFFICE SUPPLIES	8,296	5,396	(2,900)	12,100	3,805
6060 OFFICE EQUIPMENT	3,750	2,229	(1,521)	12,950	9,200
6080 ADVERTISING	331	1,899	1,568	5,350	5,019
6110 TELEPHONE/FAX	16,924	16,712	(212)	40,108	23,184
6120 PUBL/SUBSCRIPTIONS	-	1,125	1,125	2,700	2,700
6130 COMPUTER HARDWARE	1,271	4,795	3,524	11,507	10,236
6140 COMPUTER SOFTWARE	-	1,003	1,003	2,406	2,406
6150 MEETING EXPENSES	-	1,710	6	4,104	2,400
6170 PROMOTION	3,489	9,958	6,469	23,900	20,411
7000 HEAT	22,133	40,563	18,430	97,351	75,218
7010 ELECTRICAL	18,501	26,889	8,388	64,535	46,034
7020 WATER	14,798	12,886	(1,912)	29,727	14,929
7030 BLDG/FACILITY MAINT	27,633	27,700	66	53,729	26,096
7040 BLDG/FACILITY REPAIR	5,960	9,272	3,312	22,253	16,293
7060 BLDG/FACILITY RENOV	-	2,083	2,083	5,000	5,000
7500 VEH/EQUIP MAINT.	113,868	114,500	632	192,550	78,682
7505 GASOLINE/DIESEL	18,487	23,875	5,387	57,300	38,813
7510 VEH/EQUIP REPAIRS	5,284	4,000	(1,284)	4,000	(1,284)
7530 VEH/EQUIP REPLACEMENT	1,328	36,458	35,130	87,500	86,172
7550 VEH/EQUIP TOWING	-	-	-	-	-
7560 VEH/EQUIP GEN SUPPLY	8,004	8,000	(4)	16,000	7,996
8000 OPERATIONAL EQUIP	104,243	168,432	64,189	404,238	299,995
8010 OPERATIONAL MATS/SUPP	31,188	44,113	12,924	105,870	74,682
8020 MAINTENANCE EQUIP	-	21,382	21,382	51,316	51,316
8040 COMM EQUIPMENT LINES	1,825	1,825	-	4,380	2,555
8090 UNIFORMS/CLOTHING	29,176	33,240	4,064	79,777	50,601
8100 PROFESSIONAL SERVICE	1,605	3,558	1,952	8,538	6,933
8110 CONTRACTS/AGREEMENTS	34,953	37,766	2,813	90,638	55,665
8120 LEASES	54,504	46,176	(8,328)	110,821	56,317
8130 LICENSES/PERMITS	17,446	5,187	(12,259)	5,187	(12,259)
8150 GRANTS/SUBS TO ORG	933,591	933,591	0	1,904,987	971,406
8195 WATER SUPPLY & HYDR	2,948,496	2,948,493	(3)	7,076,384	4,127,888
Total expended to date	\$ 7,558,527	\$ 7,835,101	\$ 276,573	\$ 18,260,025	\$ 10,701,498

Departmental

Finance

Municipal Services Agreement

Statement of Revenue

August 31, 2021

Fire Services Revenue	Year to date Assigned	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
4776 PROV NS FIRE PROTECTION GRANT	\$ 51,848	\$ 51,848	\$ -	\$ 155,545	\$ 103,697
4776 MEMBERTOU MUNICIPAL SERVICES AGRMNT	267,047	267,047	-	801,140	534,093
Total Revenue to date	\$ 318,895	\$ 318,895	\$ -	\$ 956,685	\$ 637,790

Departmental

Finance

Engineering Public Works Actuals to August 31, 2021

REVENUE	Actual & Committed		Budget		Variance		Total Annual		Annual Budget		% of Annual Budget
	Y-T-D Aug 31, 2021	Y-T-D Aug 31, 2021	Y-T-D Aug 31, 2021	Y-T-D Aug 31, 2021	Y-T-D Aug 31, 2021	Y-T-D Aug 31, 2021	Budget	Budget	Remaining	Remaining	
TRANSIT	\$173,907	\$231,250	\$57,343	\$1,255,000	-1,081,093	13.86%					
SOLIDWASTE TIP FEES	930,771	864,583	66,187	2,075,000	-1,144,229	44.86%					
SOLIDWASTE COST RECOVERIES	343,921	375,000	-31,079	375,000	-31,079	91.71%					
SEWER PERMIT FEES	38,745	41,667	-2,922	100,000	-61,255	38.74%					
WATER UTILITY ADMIN FEE	2,063,129	2,063,129	0	4,951,510	-2,888,381	41.67%					
TOTAL PW REVENUES	3,550,473	3,575,629	-25,156	8,756,510	-\$5,206,037	40.55%					
EXPENDITURES											
ADMINISTRATION	1,647,369	1,675,386	28,017	4,510,585	2,863,136	36.52%					
ENGINEERING	320,398	323,905	3,508	773,086	452,688	41.44%					
CENTRAL DIVISION	3,235,634	2,866,892	-368,742	7,621,751	4,386,117	42.45%					
EAST DIVISION	2,678,532	2,690,991	12,459	6,981,988	4,303,456	38.36%					
NORTH DIVISION	1,247,567	1,253,983	6,416	3,294,402	2,046,835	37.87%					
SOLID WASTE	6,154,005	6,148,593	-5,412	14,518,711	8,364,706	42.39%					
MECHANICAL FLEET	1,372,415	1,380,374	7,959	3,648,634	2,276,219	37.61%					
TRANSIT	2,584,810	2,606,527	21,717	6,276,317	3,691,507	41.15%					
QUALITY CONTROL	1,037,663	1,111,872	74,209	3,274,586	2,236,933	31.69%					
TOTAL PW EXPENDITURES	\$ 20,278,393	\$ 20,078,525	-\$ 199,868	\$ 50,899,990	\$30,621,597	39.84%					

Signature: _____

Director of Engineering & Public Works

Chief Financial Officer

Statement of Expenditures

Planning

Planning Department	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 556,250	\$ 626,265	\$ 70,015	\$ 1,480,264	\$ 924,014
6010 BENEFITS	130,034	135,285	5,251	319,764	189,730
6020 TRAINING/EDUCATION	1,006	7,292	6,285	17,500	16,494
6030 TRAVEL/CONFERENCES	2,169	5,166	2,997	11,000	8,831
6040 PROF MEM/DUES & FEES	2,079	3,959	1,880	8,800	6,721
6050 OFFICE SUPPLIES	5,740	7,292	1,552	17,500	11,760
6060 OFFICE EQUIPMENT	3,669	6,042	2,373	14,500	10,831
6080 ADVERTISING	5,910	8,958	3,049	21,500	15,590
6110 TELEPHONE/FAX	5,650	8,125	2,475	19,500	13,850
6120 PUBL./SUBSCRIPTIONS	-	333	333	800	800
6130 COMPUTER HARDWARE	7,410	7,292	(119)	10,500	3,090
6140 COMPUTER SOFTWARE	-	6,042	6,042	14,500	14,500
6150 MEETING EXPENSE	-	813	813	1,950	1,950
6170 PROMOTION	23,067	26,667	3,599	40,000	16,933
7130 DEMOLITIONS	-	-	-	120,000	120,000
8000 OPERATIONAL EQUIPMENT	1,326	13,750	12,424	33,000	31,674
8010 OPERATIONAL MAT/SUPP	1,515	1,667	151	4,000	2,485
8090 UNIFORMS / CLOTHING	3,451	4,333	882	8,000	4,549
8100 PROFESSIONAL SERVICE	56,396	59,010	2,614	131,000	74,604
8110 CONTRACTS/AGREEMENTS	158,000	180,413	22,413	432,992	274,992
8130 LICENSES/PERMITS	78,431	79,000	569	79,000	569
8135 REGULATORY FEES	32,233	32,833	600	41,000	8,767
8150 GRANTS /SUBS TO ORG	216,435	216,435	(0)	565,000	348,565
Total expended to date	\$ 1,290,772	1,436,971	\$ 146,198	\$ 3,392,070	\$ 2,101,298

Departmental

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 469,546	\$ 660,394	\$ 190,847	\$ 1,560,930	\$ 1,091,384
6010 BENEFITS	105,625	126,308	20,682	298,545	192,920
6020 TRAINING	69	1,458	1,389	3,500	3,431
6030 TRAVEL/CONFERENCES	796	2,500	1,704	6,000	5,204
6040 PROF MEM/DUES & FEES	1,127	1,250	123	3,000	1,873
6050 OFFICE SUPPLIES	1,115	2,500	1,385	6,000	4,885
6060 OFFICE EQUIPMENT	-	833	833	2,000	2,000
6080 ADVERTISING	-	2,500	2,500	6,000	6,000
6100 COURIER	-	417	417	1,000	1,000
6110 TELEPHONE/FAX	8,802	8,542	(261)	20,500	11,698
6130 COMPUTER HARDWARE	3,123	3,250	127	3,000	(123)
6140 COMPUTER SOFTWARE	408	1,042	634	2,500	2,092
6150 MEETING EXPENSES	708	417	(292)	1,000	292
7000 HEAT	14,916	27,500	12,584	66,000	51,084
7010 ELECTRICAL	154,537	229,167	74,630	550,000	395,463
7020 WATER	15,734	17,708	1,974	42,500	26,766
7030 BLDG/FACILITY MAINT	12,016	35,417	23,401	85,000	72,984
7040 BLDG/FACILITY REPAIR	46,653	45,000	(1,654)	55,000	8,347
7060 BLDG/FACILITY REOV					
7070 BLDG/FACILITY RENTAL	29,768	33,750	3,982	81,000	51,232
7080 PLANT MAINTENANCE	36,591	45,833	9,243	110,000	73,410
7110 SECURITY	9,059	10,000	941	10,500	1,441
7510 VEH/EQUIP REPAIRS					
7540 VEH/EQUIP RENTAL					
8000 OPERATIONAL EQUIPMENT	12,776	2,500	(10,276)	2,500	(10,276)
8010 OPERATIONAL MAT/SUPP	42,682	89,583	46,901	215,000	172,318
8050 COST OF SALES	55,759	58,958	3,199	507,500	451,741
8090 UNIFORMS/CLOTHING	502	3,750	3,248	9,000	8,498
8100 PROFESSIONAL SERVICE	19,383	19,101	(283)	26,500	7,117
8110 CONTRACTS/AGREEMENTS	18,520	20,833	2,314	50,000	31,480
Total expended to date	\$ 1,060,216	\$ 1,450,509	\$ 390,293	\$ 3,724,475	\$ 2,664,259

Departmental

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 5001 Ice Rentals	\$ 45,323	\$ 45,000	\$ 323	\$ 630,000	\$ 584,677
GL 5002 Public Skating	801	417	384	1,000	199
GL 5004 Arena Rental	5,000	5,000	-	30,000	25,000
GL 5005 Gym Rental	-	8,333	(8,333)	20,000	20,000
GL 5006 Canteen Sales	12,438	12,667	(228)	500,000	487,562
GL 5009 Major Events	-	-	-	60,000	60,000
GL 5010 Other Revenue	9,843	9,666	177	517,000	507,157
GL 5033 Program Equipment	-	-	-	25,000	25,000
GL 5034 Facility Rentals	7,407	79,167	(71,760)	237,500	230,093
Total Revenue To Date	\$ 80,812	\$ 160,250	\$ (79,438)	\$ 2,020,500	\$ 1,939,688

Departmental

Finance

**Parks and Grounds
Operations**

Statement of Expenditures

August 31, 2021

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Parks & Grounds					
6000 WAGES/SALARIES	\$ 635,671	\$ 680,901	\$ 45,230	\$ 1,609,402	\$ 973,731
6010 BENEFITS	152,725	150,657	(2,069)	356,097	203,372
6011 MISC BENEFITS	6,330	1,042	(5,288)	2,500	(3,830)
6020 TRAINING/EDUCATION	570	2,708	2,138	6,500	5,930
6030 TRAVEL/CONFERENCES	3,847	5,313	1,465	12,750	8,903
6040 PROF MEM/DUES & FEES	-	83	83	200	200
6050 OFFICE SUPPLIES	196	625	429	1,500	1,304
6060 OFFICE EQUIPMENT	-	417	417	1,000	1,000
6080 ADVERTISING	-	-	-	-	-
6110 TELEPHONE/FAX	3,653	3,542	(112)	8,500	4,847
6130 COMPUTER HARDWARE	-	104	104	250	250
7000 HEAT	1,078	2,250	1,172	5,400	4,322
7010 ELECTRICAL	20,478	32,292	11,814	77,500	57,022
7020 WATER	6,274	10,417	4,143	25,000	18,726
7030 BLDG/FACILITY MAINT	2,682	2,083	(598)	5,000	2,319
7040 BLDG/VACILITY REPAIR	-	-	-	-	-
7060 BLDG/FACILITY RENOV	-	-	-	-	-
7080 PLANT MAINTENANCE	-	-	-	8,500	8,500
7110 SECURITY	-	3,542	3,542	-	-
7510 VEH/EQUIP REPAIRS	15	458	444	1,100	1,085
7530 VEH/EQUIP REPLACEMENT	-	10,417	10,417	25,000	25,000
7540 VEH/EQUIP RENTAL	1,962	6,250	4,288	15,000	13,038
8000 OPERATIONAL EQUIP	48,819	28,000	(20,819)	28,000	(20,819)
8010 OPERATIONAL MAT/SUPP	221,682	225,000	3,318	350,000	128,318
8020 MAINTENANCE EQUIP	34,934	35,000	66	40,000	5,066
8040 COMM EQUIP LINES (GPS)	4,454	4,167	(287)	10,000	5,546
8080 STREET LIGHTS	433	2,292	1,859	5,500	5,067
8090 UNIFORMS/CLOTHING	2,720	5,000	2,280	12,000	9,280
8100 PROFESSIONAL SERV	45	2,083	2,038	5,000	4,955
8110 CONTRACTS & AGRMNT	208,875	202,083	(6,791)	365,000	156,125
Total expended to date	\$ 1,357,444	\$ 1,416,724	\$ 59,280	\$ 2,976,699	\$ 1,619,255

Departmental

Finance

	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
Buildings					
6000 WAGES/SALARIES	\$ 549,665	\$ 593,914	\$ 44,249	\$ 1,403,798	\$ 854,133
6010 BENEFITS	134,349	134,148	(201)	317,076	182,727
6020 TRAINING/EDUCATION	2,843	1,771	(1,072)	4,250	1,407
6030 TRAVEL/CONFERENCES	(370)	521	891	1,250	1,620
6040 PROF MEM/DUES & FEES	-	-	-	-	-
6050 OFFICE SUPPLIES	139	417	278	1,000	861
6060 OFFICE EQUIPMENT	1,154	1,042	(112)	2,500	1,346
6110 TELEPHONE/FAX	7,725	3,842	(3,883)	8,800	1,075
6130 COMPUTER HARDWARE	-	1,250	1,250	3,000	3,000
6140 COMPUTER SOFTWARE	-	2,708	2,708	6,500	6,500
7000 HEAT	20,654	41,667	21,013	100,000	79,346
7010 ELECTRICAL	168,491	211,458	45,234	507,500	339,009
7020 WATER	10,332	11,875	1,543	28,500	18,168
7030 BLDG/FACILITY MAINT	5,589	17,708	12,119	42,500	36,911
7040 BLDG/VACILITY REPAIR	-	41,667	41,667	100,000	78,931
7060 BLDG/FACILITY RENOV	82,392	84,583	2,191	203,000	120,608
7070 BLDG/FACILITY RENTAL	-	6,458	6,458	15,500	15,500
7080 PLANT MAINTENANCE	-	1,458	(754)	3,500	1,288
7100 MAINT. TOOLS/EQUIP	2,212	51,667	2,773	124,000	75,106
7110 SECURITY	48,894	15,208	1,595	36,500	22,887
7120 PROPERTY TAXES	13,613	1,042	775	2,500	2,233
7540 VEH/EQUIP RENTAL	267	1,042	1,042	2,500	2,500
8000 OPERATIONAL EQUIP	27,372	50,208	22,837	120,500	93,129
8010 OPERATIONAL MAT/SUPP	95	1,250	1,155	3,000	2,905
8020 MAINTENANCE EQUIP	1,252	1,667	414	4,000	2,748
8040 COMM EQUIP LINES (GPS)	2,989	2,708	(281)	6,500	3,511
8090 UNIFORMS/CLOTHING	15,539	33,333	17,795	80,000	64,461
8100 PROFESSIONAL SERVICE	42,958	104,167	61,209	250,000	207,042
8110 CONTRACTS/AGREEMENTS	-	1,042	1,042	2,500	2,500
8120 LEASES	-	417	417	1,000	1,000
8130 LICENSES/PERMITS	25,000	25,000	-	60,000	35,000
8150 GRANTS/SUBS TO ORG	-	-	-	-	-
Total expended to date	\$ 1,184,222	\$ 1,445,237	\$ 263,282	\$ 3,441,674	\$ 2,257,452

Departmental

Finance

Recreation Cultural Services

Statement of Expenditures

August 31, 20201

Recreation/Cultural Services	Year to date Expended	5 Month Budget	5 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 Wages & Benefits Including Summer Students	\$ 549,511	\$ 510,470	\$ (39,041)	\$ 1,206,566	\$ 555,549
6020 TRAINING/EDUCATION	17	6,667	6,649	16,000	15,983
6030 TRAVEL/CONFERENCES	5,363	10,417	5,053	25,000	19,637
6040 PROF MEM/DUES & FEES	1,107	1,458	351	3,500	2,393
6050 OFFICE SUPPLIES	1,567	2,500	933	6,000	4,433
6060 OFFICE EQUIPMENT	1,541	3,333	1,792	8,000	6,459
6080 ADVERTISING	6,727	29,167	22,439	70,000	63,273
6110 TELEPHONE/FAX	3,651	4,583	932	11,000	7,349
6120 PUBL./SUBSCRIPTIONS	54	83	29	200	146
6130 COMPUTER HARD/SOFTWARE	3,123	2,917	(206)	7,000	3,877
7070 BLDG/FACILITY RENTAL	14,900	6,389	(8,511)	15,333	433
8000 OPERATIONAL MAT/SUPPLY	58,882	72,917	14,035	175,000	116,118
8025 COMMUNITY EVENTS	33,252	139,583	106,331	335,000	301,748
8150 SCHOLARSHIPS	20,000	20,000	0	20,000	-
8160 SPECIAL EVENTS & FESTIVALS	33,714	33,713	(1)	356,562	322,848
8170 OPERATING GRANTS POLICY	240,326	240,327	1	500,500	260,174
Total expended to date	\$ 973,736	\$ 1,084,524	\$ 110,787	\$ 2,755,661	\$ 1,680,419

Departmental

Finance

Recreation/Cultural Services			Variance	Remaining
5031 PROGRAM REVENUE	\$ 24,000	\$ 24,000	\$ -	\$ 6,000
5034 FACILITY RENTALS	-	2,500	(2,500)	7,500
Total Revenue To Date	\$ 24,000	\$ 26,500	\$ (2,500)	\$ 13,500

Departmental

Finance

Capa Breton Regional Municipality Water Utility
Statement of Operations - period ending August 31st, 2021

	Actual August 31st, 2021	Budget August 31st, 2021	Variance August 31st, 2021	Total Annual Budget 2021-2022
Revenue				
Operating:				
Metered Sales	8,122,351	8,007,758	114,593	19,218,618.97
Public Fire Protection	2,948,496	2,948,496	-	7,076,391.00
Interest on Overdue Accounts	246,640	145,833	100,807	350,000.00
Other Operating Revenue	248,643	27,500	221,143	66,000.00
	<u>11,566,130</u>	<u>11,129,587</u>	<u>436,542</u>	<u>26,711,010</u>
Expenditures				
Operating Expenses				
Source of Supply	203,130	221,725	18,595	532,140.18
Power and Pumping	683,620	817,768	134,147	1,962,642.17
Water Treatment	1,633,223	2,020,852	387,629	4,850,044.00
Transmission & Distribution	1,944,104	2,026,253	82,149	4,863,008.15
Administration & General	2,176,404	1,386,803	(789,601)	3,328,327.00
Depreciation	1,604,167	1,604,167	-	3,850,000.00
Taxes	828,415	841,792	13,377	2,020,300
	<u>9,073,063</u>	<u>8,919,359</u>	<u>(153,704)</u>	<u>21,406,462</u>
Operating Profit/(Loss)	2,493,067	2,210,229	282,838	5,304,548

Cape Breton Regional Municipality Water Utility
Statement of Operations - period ending August 31st, 2021

	Actual August 31st, 2021	Budget August 31st, 2021	Variance August 31st, 2021	Total Annual Budget 2021-2022
Non Operating Revenue				
Debt Charge Income	-	-	-	-
Interest Income	-	-	-	-
Amortization of Deferred Capital contribution	117,155	117,155	0	281,171
Total Non Operating Revenue	117,155	117,155	0	281,171
Non Operating Expenses				
Short term interest charges	84,179	84,179	0	202,030.00
Debt Charges				
Principal	1,485,208	1,485,208	0	3,564,500.00
Interest	516,313	444,101	(72,212)	1,065,842.00
Amortization of Debt Discount	13,560	13,333	(227)	32,000.00
Capital Expenditures out of operations	520,833	520,833	(0)	1,250,000.00
Total Non Operating Expenses	2,620,094	2,547,655	(72,439)	6,114,372
Non- Operating Profit/(Loss)	(2,502,940)	(2,430,500)	(72,439)	(5,833,201)
TOTAL UTILITY REVENUES (OPERATING & NON-OPERATING)	11,683,285	11,246,742	436,543	26,992,181
TOTAL UTILITY EXPENSES (OPERATING & NON-OPERATING)	11,693,157	11,467,014	(226,143)	27,520,834
CBRM WATER UTILITY PROFIT/(LOSS)	(9,873)	(220,272)	210,399	(528,653)

Prepared by Amanda R. Carroll
Review by _____
Date _____

Port of Sydney Development Corporation
August 31, 2021 Income Statement

	This Year Actual	This Year Budget	Variance to Budget	Annual Budget
Wharfage and Berthage	165,129.36	135,079.60	30,049.76	360,941.00
Event Revenue	17,833.66	30,950.00	(13,116.34)	48,400.00
Miscellaneous Revenue	4,493.16	950.00	3,543.16	4,850.00
Storage and Rental	66,087.79	67,378.61	(1,290.82)	133,817.00
Passenger tax	0.00	0.00	0.00	0.00
Security/Traffic Control	25,921.71	21,894.25	4,027.46	57,465.00
Government Grants	41,824.17	10,000.00	31,824.17	20,000.00
Craft Market Revenue	0.00	0.00	0.00	0.00
	<u>321,289.85</u>	<u>266,252.46</u>	<u>55,037.39</u>	<u>625,473.00</u>
Wages	203,865.85	218,268.28	(14,402.63)	515,906.89
Benefits	40,320.70	42,683.01	(2,362.31)	100,887.11
Professional Fees	73,220.00	9,050.00	64,170.00	35,200.00
Advertising & Promotions	3,592.11	3,960.00	(367.89)	10,610.00
Cruise Activities	(1,705.88)	4,250.00	(5,955.88)	17,650.00
Dues & Membership Fees	3,586.45	23,474.00	(19,887.55)	39,226.00
Event Expense	89.76	0.00	89.76	2,600.00
Insurance	20,383.11	17,000.00	3,383.11	53,300.00
Interest & Bank Charges	1,621.53	1,520.00	101.53	3,270.00
Office & Admin	1,510.83	3,338.00	(1,827.17)	7,787.00
Office Rent	21,800.00	21,800.00	0.00	52,320.00
Miscellaneous	905.00	1,750.00	(845.00)	4,200.00
Repairs & Maintenance	38,514.34	52,114.00	(13,599.66)	124,331.00
Repairs -JHCP	5,245.80	10,000.00	(4,754.20)	10,000.00
Travel	3,170.30	2,000.00	1,170.30	4,000.00
Utilities	37,035.90	59,950.00	(22,914.10)	157,880.00
Bad Debts	1,610.00	500.00	1,110.00	1,000.00
Security Expense	16,429.70	18,994.00	(2,564.30)	43,326.00
Leasehold Improvements	0.00	10,000.00	(10,000.00)	10,000.00
	<u>471,195.30</u>	<u>500,651.29</u>	<u>(29,455.99)</u>	<u>1,193,494.00</u>
	(149,905.45)	(234,398.83)	84,493.38	(568,021.00)
Less Amortization	(166,666.65)	(166,666.65)	0.00	(400,000.00)
	<u>(316,572.10)</u>	<u>(401,065.48)</u>	<u>84,493.38</u>	<u>(968,021.00)</u>

