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320 Esplanade
Sydney, Nova Scotia
B1P 7B9

CBRM

A Community of Communities

Cape Breton Regional Municipality

DRAFT

CBRM Budget 2023-2024

Summary Document

(Media Copy)

April 4-6, 2023



GEN
CAP
2023

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

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

Page 3

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

Federation of Canadian Municipalities (FCM)
Canada Infrastructure Report Card



CAP
2023



Existing Municipal Assets

•CBRM Owned & Maintained Roads

- Paved 458km
- Unpaved 89km

•NSTIR Owned & Maintained Roads

- Paved 974km
- Unpaved 386km

•Miscellaneous Ownership (Private, Unlisted, etc.)

- Paved 28km
- Unpaved 106km

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•Watermains

- 750km (includes valves, ~2900 hydrants, etc.)

•Sanitary Sewer Mains

- 900 to 1000km (includes manholes, lift stations, etc.)

•Sidewalks

- 365km (~100km along NSTIR Owned Roads)



Municipal Infrastructure Needs Analysis

Capital Need has been calculated based on following:

- 70% of existing road and underground infrastructure is replaced over the next 50 years; and,
- remaining 30% to be replaced over the following 50 years

Yearly Capital Need 2009 to 2059 - \$38,400,000*

Yearly Capital Need 2059 - future - \$16,500,000*

* - costs in 2008 dollars



GEN
CAP



Municipal Infrastructure Needs Analysis

Without an additional funding source, over the next 50 years, the current Capital need will cause a yearly Municipal Infrastructure Deficit, as follows:

• Yearly Capital Need 2009 to 2059	\$38,400,000*
• CBRM Yearly Capital Investment	\$9,000,000*
• Proposed Water Infrastructure Capital	\$9,000,000*
• Yearly Municipal Infrastructure Investment Deficit	\$21,400,000*

* - costs in 2008 dollars



Sydney Harbour West Wastewater Collection & Treatment

Carry - Over

This project includes upgrades to the existing sewer collection system and the installation of a new trunk sewer, three new lift stations, wastewater treatment plant and a new outfall. Entering year four (fiscal 2022-23), the focus of the project this year will be the completion of the treatment plant, lift stations and outfall, and two new pump stations. Upgrades to existing lift stations will also occur and a tender call for the new outfall will be posted. This project is equally funded between the Province of Nova Scotia, Infrastructure Canada and CBRM. The funding program is the **Build Canada Fund – Provincial Territorial Infrastructure Component – National Regional Projects**. Should the project require the acquisition of land/or the creation of easements (example Nova Scotia Power), the process will be in compliance with the Municipal Government Act.

2018-19 Actual Expenditure	\$303,862
2019-20 Actual Expenditure	\$1,525,517
2020-21 Actual Expenditure	\$4,313,549
2021-22 Actual Expenditure	\$9,493,757
2022-23 Projected Expenditure	\$13,454,135
2023-24 Total Estimated Expenditure	\$14,081,954

Funding Source	Amount	Percentage	Current Fiscal Breakdown Amount
Federal	\$19,335,708	33	\$4,693,995
Provincial	\$19,335,708	33	\$4,693,995
CBRM	\$19,335,708	33	\$4,693,995



Program Total \$14,081,954



Wastewater Treatment Infrastructure Project (ICIP)

Carry - Over

There are three core components to the Wastewater component to the CBRM Application under the 'Investing in Canada Infrastructure Program' (ICIP).

- a) design and construct the two high risk wastewater systems in Glace Bay and Port Morien,
- b) replace the Battery Point UV Disinfection System - COMPLETE
- c) installation of UV disinfection systems at four existing wastewater lagoons - COMPLETE

Federal Wastewater System Effluent Regulations (WSER) have been enforced since 2012. There is now an immediate need to address high-risk wastewater systems which have a compliance deadline of December 31st 2020. This deadline has passed, however CBRM must continue working towards the completion of these systems

The total estimated project cost is \$97.5M and is expected to be completely delivered by March 2026. Infrastructure Canada and the Province of Nova Scotia have agreed to fund 100% of the total project cost, however the purchase of lands an ineligible expense under the funding guidelines, therefore CBRM will incur some expenses this fiscal year as noted in the table below. Should the project require the acquisition of land and /or the creation of easements (example: Nova Scotia Power), the process will be compliance with the Municipal Government Act.

2019-20 Actual Expenditure -	\$0
2020-21 Actual Expenditure -	\$4,712,339
2021-22 Actual Expenditure -	\$5,887,357
2022-23 Projected Expenditure -	\$8,538,125
2023-24 Total Estimated Expenditure -	\$20,290,830

Funding Source	Amount	Percentage	Current Fiscal Breakdown Amount
Canada	\$39,158,230	40	\$8,116,332
NS	\$58,737,344	60	\$12,174,498
CBRM	-	-	-



Program Total \$20,290,830



Washbrook -- Floodwater Intensity Mitigation Project

On - going Program

The purpose of this funding is to construct the **Gilhomes Lake Flow Control Structure** and **Pond 5 Flow Control Structures** which are part of CBCLs recommended flood reduction option number 15 established through the 2017 Wash Brook Flood Containment and Intensity Mitigation Project.

2019-20 actual expenditure	\$89,728
2020-21 actual expenditure	\$276,393
2021-22 actual expenditure	\$136,722
2022-23 projected expenditure	\$1,280,632
2023-24 estimated expenditure	\$950,526

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Funding Source	Amount	Percentage	Current Fiscal Breakdown Amount
Public Safety CA (DFA)	\$2,824,640	96	\$912,505
Federal	\$109,360	4	\$38,021
CBRM	-	-	-



CAP

Program Total \$950,526



Charlotte Street Revitalization (ACOA/Develop NS) Year 2 of 3

In 2017, CBRM Council, endorsed in principle a concept plan for revitalizing downtown Sydney prepared by the consulting firm Ekistics. The Plan recognized that in the near future Charlotte Street would require major infrastructure upgrades including new sub grade, asphalt, sidewalk/curb repairs, and a new water line. Ekistics recommended that in addition to these basic upgrades CBRM also reconfigure the street to create a more attractive, pedestrian friendly environment.

The streetscape elements will involve plaza width sidewalks (accent coloring), decorative light standards, garbage/recycle receptacles, bike racks, park benches, shrubbery planters, trees in Silvas cells & intersection bump-outs. Waterline replacement also forms a component of the project.

Project budget is **\$9,000,000**. The Atlantic Canada Opportunities Agency has approved \$3,000,000 (\$1,000,000 annually over 3 years) through its "**Coal Transition Fund**" program & the Provincial Government has also approved a \$3,000,000 Grant (\$1,000,000 annually over 3 years) being administered through "Develop Nova Scotia". The final \$3,000,000 (\$1,000,000 annually) will form a component of the CBRM 2022, 2023 & 2024 Capital Budget ask.

The project construction schedule is based on a phased approach over 3 construction seasons beginning in April 2022. Phase 2 (2023) involves Pitt Street to Wentworth Street road segments



Total Funding Breakdown			Current Fiscal Breakdown	
Funding Source	Amount	Percentage	Amount	
Federal	3,000,000	33	1,000,000	
Provincial	3,000,000	33	1,000,000	
CBRM General Capital	2,100,000	23	1,100,000	
CBRM Water Utility Capital	900,000	11	500,000	



Total \$3,700,000

Local Roads Paving - 2023

'Local Streets' have been, and we suspect will continue to be, CBRM's most pressing need in the foreseeable future as it pertains to roadwork.

CBRM has 171 local streets identified for rehabilitation at a cost of \$32.88 million. We are operating under the basic principal of "*worst first*" in formulating a cost effective and pragmatic work plan for the 2023 construction season.

Proposed Funding would allow for the rehabilitation of 40 Local Streets this construction season.

Central Division

Atlantic Street (Hospital to Terrace) c/w Waterline
Newbury Street (George to Rockdale) c/w Waterline
Gerard's Lane (George to end)
Charlotte Street (Nepean to Dorchester)
Seymour Street (Lorne to St. Peters)
Beverly Street (George to end)
Cavan Street (Victoria to Robert)
Robert Street Ph 2 (James to Ferris)
Garden Street (Cabot to Atlantic)
Loyola Drive (Ashby to Dalhousie)
Dalhousie Drive (Ashby to Loyola)
Railroad Street (Tupper to Laurier)
James Street (Victoria to Griffen)
Silverwood Drive (Calderwood to end)
Grandview Street (Rockdale to Champlain)
Kinsman Drive (Kings Rd to end)

North Division

Alexander Street (Fraser to Churchill) c/w Waterline
Simpson's Lane (Florence)
Beech Street (Queen to Vale)
Oram street (Notre Dame to McInnis)
Riggs Avenue (Meech to end)
Huron Street (Beech to King)



Local Roads Paving - 2023

East Division

MacLeod Street (Mahon to Maple - New Waterford)
 LeDrew Street (King to Stanley - New Waterford)
 Kent Street Ph 1 (Main to Tanner - Louisbourg)
 Union Street (MacLeod to Emerald - New Waterford)
 Union Street (Commercial to Turnbull - Dominion)
 Kent Street Ph 2 (Tanner to end - Louisbourg)
 Maple Street (MacLeod to Emerald - New Waterford)
 Spencer Street (Main to end - Louisbourg)
 Corbett Street (Commercial to existing new - Dominion)
 Lower Mitchell Avenue (Dominion Beach)

ICIP Wastewater with Road Component

Fletcher Street (Union to York - Glace Bay) c/w Waterline
 Upper North Street (Sterling to Vivian - Glace Bay)
 Graham Street (King Edward to end - Glace Bay)
 Pleasant Street (Curry to Beacon - Glace Bay)
 Hill Street (Sterling east to end - Glace Bay)
 West Avenue (Connaught to 11th - Glace Bay)
 Upper McLean Street (Park to Ward - Glace Bay)
 Cottage Street (McKeen to Main - Glace Bay)
 Hamlen Street (Union to Yorke - Glace Bay)
 Kelvin Street (Union to Yorke - Glace Bay)
 Reidville Street (Sterling to Ocean - Glace Bay)



CAP

Total \$6,000,000



Collector Roads Paving - 2023

Collector Roads are the "spine" of the community which sustains our commercial, commuter, emergency response, tourist and social activity traffic needs. CBRM's transportation road network includes major traffic routes (Primary and Secondary) designed to carry traffic through our larger urban centers & includes all the main arteries of CBRM's transportation infrastructure.

The intent of this paving program is to extend the "service - life" of our road assets by employing both pavement preservation and full re-build construction methods.

CBRM has 72 Collector Roads identified for rehabilitation on our current list at a cost of \$23.8 million. We are operating under the principal of "worst -first" in formulating a cost effective and pragmatic work plan for 2023.

The 2023 program, will allow for the rehabilitation of 5 Collector Roads.

Page 1

- Virginia Road (Sydney) - Road recap paving (Broadway to Grant)
- Prince Street (Sydney) - Road recap paving (Ingilis to Disco)
- Queen Street (North Sydney) - Road recap paving (Crescent to Musgrave)
- Main Street (Louisbourg) - Road recap paving (Minto to Wolf) Pending NSTIR Cost Share
- Willson Avenue Ph 1 (New Waterford) - Road reconstruction c/w waterline (Eighth to Gibbon)



Total \$2,000,000



Sidewalk Renewals - 2023

Central Division

Welton Street - SS (Dairy Queen to Dundee)
Fulton Avenue - SS (Midgley to Melrose)
Kenwood Drive - NS (Conn to Elkin)

East Division

Catherine Street – NS (May to Park)
Tobitt Street - NS (Baron to Quarry)
Howe Street - NS (Sterling to west end)
Eighth Street – WS (Duggan to Wilson)
Hay Street – SS (Sterling to Vivian)

North Division

Pleasant Street (Overpass) – NS (Blowers to Dinault)
Park Road - WS (TL Sullivan to TCH)



Total \$600,000



Active Transportation - 2023

AT Projects

Tometary Drive – Villas to Electro	Howie Centre
Kevin Quinlan – Walmart bus shelter to Island	Grand Lake Road
Washbrook Greenway Trail Phase 1	Sydney
Coal Town Trail – Main St. to Park St.	Glace Bay
Rotary Drive – South Bentick to Civic 297	Sydney
Rotary Drive – Civic 297 to County Line	Sydney
Memorial Dr. - High School to Eveleigh	Sydney Mines
Memorial Dr. - Eveleigh to Tobin Avenue	Sydney Mines
	
ATP Project Designs (Conceptual)	
Huron Street Bike Boulevard	Sydney Mines
Victoria Road Bike Lane	Sydney
Main Street Bike Lane	Sydney Mines

*Priority given to funded projects



Total \$1,000,000

CBRMOTION

Louisbourg Fortress Downtown Development Phase 1- 2023

Recognizing the Fortress of Louisbourg (FOL) as a key tourism destination within the community of Louisbourg, the FOL Market Analysis report reveals census data of tourists who visited the Fortress in 2018 and the Fortress of Louisbourg Visitor Information Program, Draft Report released in October 2019 reviews visitor experiences from 740 people who visited the Fortress in summer 2019. CBRM and Develop Nova Scotia and key stakeholders are working together on plans moving forward.

Street Network

All traffic accessing the Louisbourg Centre and waterfront area will enter from Main Street via Harboursfront Crescent and exit through either Harboursfront Crescent or Mitchell Street. This is intended to promote waterfront access for both motorists and pedestrians, and to indicate the importance of the area and encourage motorists to make a turn. Harboursfront Crescent would be widened due to the heavier traffic volumes and presence of buses. A sidewalk would be provided on the west side of Harboursfront Crescent so pedestrians have a continuous corridor from Main Street to the boardwalk. Although Harboursfront Crescent would be signed as the main access point, Mitchell Street would provide a secondary access to the site for passenger vehicles. This widening will require property acquisition and utility pole relocations.

Funding Source	Amount	Percentage
Federal	\$520,000	39
Provincial	\$430,000	32
CBRM	\$300,000	22
CBRM Operating**	\$100,000	7

** \$100,000 funded out of Operating Reserve from sale of Town Hall.



CAP
2023-2025

Total \$1,350,000



J Class Roads (Initial Paving)

Since the early 2000's, CBRM has entered into a 50-50 cost share agreement with the province of Nova Scotia for the initial paving of "J-Class" roads that reside within CBRM. The CBRM selects and prioritizes the roads to be paved in the program. The road selection is based upon consultation with the District Councillor on a cycling basis, through each district which incorporates 'J-Class' roads.

CBRM is currently working from Council approved 2019 (Phase 6) list.

District 12	Rhodena Drive (Victoria Mines) Kilkenny Lake Road (Victoria Mines)	Completed 2021 Completed 2020
District 3	MaeDonald Road (Seotch Lake)	Completed 2020
District 4	Summerhill Drive (Deerfield)	Completed 2022
Page 1	Trunk 4 Loop (Sydney River)	Completed 2021
	Bobson Road (Westmount)	Completed 2020
District 7	Marbern Street (Howie Center)	Completed 2022
	Lauren Lane (Howie Center)	Completed 2020
	Seaview Drive (Gabarus)	0.25 km
District 11	Gay Street (New Victoria)	Completed 2021
District 8	Franklyn Road (Catalone)	0.26 km
	Seaview Lane (Little Lorraine)	0.25 km
	Rosewood Heights (Mira)	0.40 km

Provincial - \$150,000 CBRM - \$150,000



CBRM
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Total \$300,000



J Class Roads (Initial Paving) – Phase 7

District 3	Watson Road (Point Edward)	.32 km
	Burton Drive (Blackett's Lake)	.25 km
	Fairholm Close (George's River)	.35 km
District 7	Marydale Drive (Grand Mira South)	.63 km
	Juniper Road (Grand Mira South)	.19 km
	Woodland Drive (Prime Brook)	.23 km
District 11	Livingston Road (Lingan)	.11 km
District 8	Kennedy's Lane (Little Lorraine)	.24 km
	MacPherson Drive (Trout Brook Rd, Mira)	.39 km
District 7	MacLellan Avenue (Sydney Forks)	.14 km
	Sarah Drive (Howie Centre)	.13 km
	Alder Road (Dutch Brook)	.45 km
	Walker's Lane (Caribou Marsh)	.15 km
	Gairloch Drive (Sydney Forks)	.16 km
	Shelling Drive (Marian Bridge)	1.91 km

To complete the 'J Class' Roads list for CBRM would involve a
\$2.3 million Cost Shared with Province

Provincial - \$1,150,000

CBRM - \$1,150,000



CAP
Capital Area Planning Commission



Infrastructure Investment Program – 2023

(Inflow & Infiltration Reduction)

On – going Program

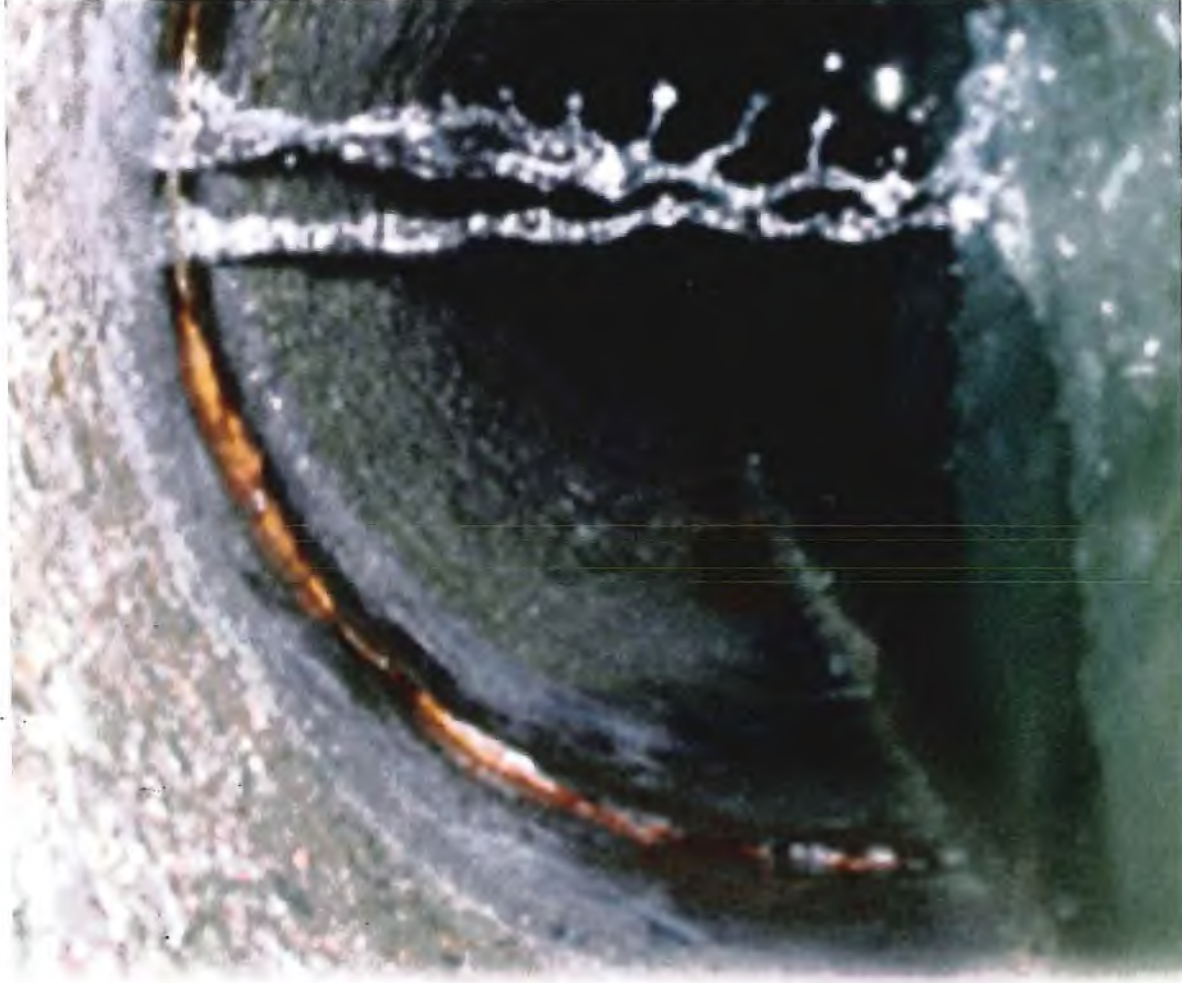
This is an annual program funded by the Canada Community-Building Fund which has a broad range of eligible categories of municipal infrastructure investments. For example, wastewater is a common category that involves work to improving the condition and function of underground assets as well as inflow and infiltration reduction measures. Capacity-building is a category that fits well with CBRMs asset management initiatives like asset register building, condition assessments and software expenses. Disaster mitigation is another applicable category that will aid CBRM with infrastructure improvements designed to reduce long-term impacts and risks associated with natural disasters.

to maximize productivity, this funding in part or in full, could be used to leverage provincial funding if a suitable program becomes available throughout the fiscal year.

Funding Source	Amount	Percentage
Federal (Gas Tax)	\$450,000	100
NS	-	-
CBRM	-	-



Total \$450,000



Parks & Grounds - 2023

<u>Wentworth Park (Carry Over)</u> Railing & Gazebo Replacement	\$260,000
<u>Various Upgrades</u> Repairs - Central, East, North – worst first	\$700,000
<u>Pump Track Project</u> Design & Construction – Location TBD	\$200,000
<u>Renwick Brook Pedestrian Bridge(s)</u> Replacement at Commercial Street Replacement at May Street	\$750,000



Total \$1,910,000



Buildings Upgrades- 2023

<u>City Hall</u> Energy Plan AHU+, Energy partnership	\$1,000,000
<u>General Building Repairs:</u> HVAC, Elevators, Exterior repairs etc.	\$600,000
<u>Police HQ Roof/Entrance</u> Repairs to Front Entrance & roof	\$300,000
<u>Energy Upgrades – various Sites</u> Efficiency Nova Scotia Partnership	\$200,000



Total \$2,100,000



Green & Inclusive Community Buildings - 2023

Funding Source	Amount	Percentage
Federal	\$2,000,000	40
NS	\$1,650,000	33
CBRM (Operating Reserve)	\$1,350,000	27



CAP
2023

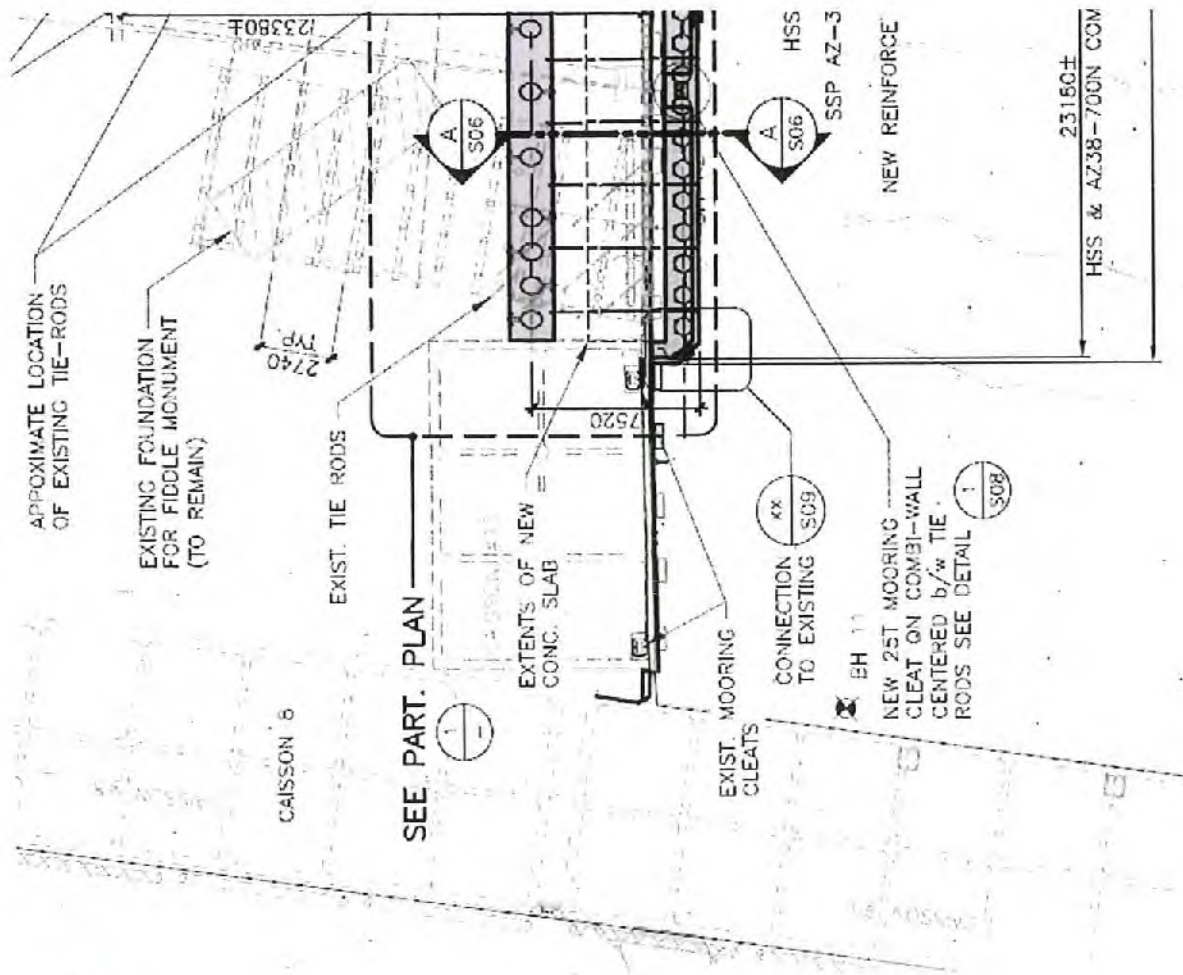
Total \$5,000,000

Port of Sydney – South Dock Repairs - 2023

Funding Source	Amount
Federal	\$1,018,000
Prov. of Nova Scotia	\$1,018,000
Port of Sydney	\$509,000



Total \$2,545,000



Transit (Rolling Stock) - 2023

Provincial Grant \$475,000
 CBRM \$875,000



Total \$1,350,000



Transit Electrification Year 2 of 2 Study Phase (ICIP) - 2023

Carry - Over

CBRM has been working together with Nova Scotia Department of Energy and with the Department of Municipal Affairs with respect to the move to Electrification of CBRM Transit and development of the CBRM Transit service.

The electrification of CBRM's transit service is being undertaken in a phased approach. This first phase is a 'study phase' and includes the completion of Transit Service Calibration and Route Optimization studies, a comprehensive EV plan based on the routes identified as the best initial options for EV Buses, as well as a future transit EV conversion plan. The first year of work on this phase included a review of Transit CB funding model, levels of service review, fare structure review, review of current and future ridership growth, stakeholder consultations, organizational review and some site concept design work for a new Transit Fleet Maintenance Facility.

Work this year will focus mainly on completing the preliminary design of the Transit Hub and Zero Emissions Transit Fleet Maintenance Facility.

Funding Source	Amount	Percentage	Current Fiscal Breakdown Amount
Federal	\$360,000	40	\$180,000
Provincial	\$300,000	33	\$150,000
CBRM	\$240,000	27	\$120,000



Total \$450,000



Fleet - 2023

Public Works Division

Central

East - Glace Bay

North

East - New Waterford

TP Parks & Grounds Division

Central

East - Glace Bay

North

East - New Waterford

Item	Cost
1/2 Ton Truck (2)	\$100,000
1/2 Ton truck (2)	\$100,000
3/4 Ton Crew Cab Truck (1)	\$80,000
1 Ton Dump (2)	\$200,000
5 Ton Dump (1)	\$140,000
1 Ton Dump (1)	\$100,000
Sidewalk Plow (1)	\$140,000
1 Tons Crew Cab -8ft box (1)	\$90,000

Item	Cost
3/4 Ton Truck (2)	\$180,000
1/2 Ton Truck (2)	\$100,000
Tractor	\$120,000
Tractor	\$80,000
Tractor	\$80,000
1 Ton 4x4 c/w Plow & Salter	\$100,000
1/2 Ton Truck	\$50,000
3/4 Ton 4x4 Crew Cab	\$90,000

Total \$1,500,000



GREEN
CAP
2023



Fire Services- 2023

Hazmat Chassis
Tanker (Gabarus)

\$400,000
\$200,000



CAP

Total \$600,000



IT/Tech Projects - 2023

Tech Upgrades - Police Server Replacement

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Total \$340,000







CAPE BRETON
REGIONAL MUNICIPALITY

Debt Schedule

Current long term debt as of March 31, 2023	\$	52,543,641
Short term borrowing (2021/22 capital projects)		8,887,057
Short term borrowing (2022/23 capital projects)		8,500,000
Debt to be retired in 2023/24		(8,886,065)
Capital borrowing required for proposed budget*		8,839,633
Balance of total debt as of March 2024 (estimate)	\$	<u>69,884,266</u>

New
Borrowing
within
Council
Policy
Limit

* Excluding debt to be transferred to New Wastewater Utility



CAPE BRETON
REGIONAL MUNICIPALITY

Recommendation:

Capital Budget 2023/24

Motion to approve:

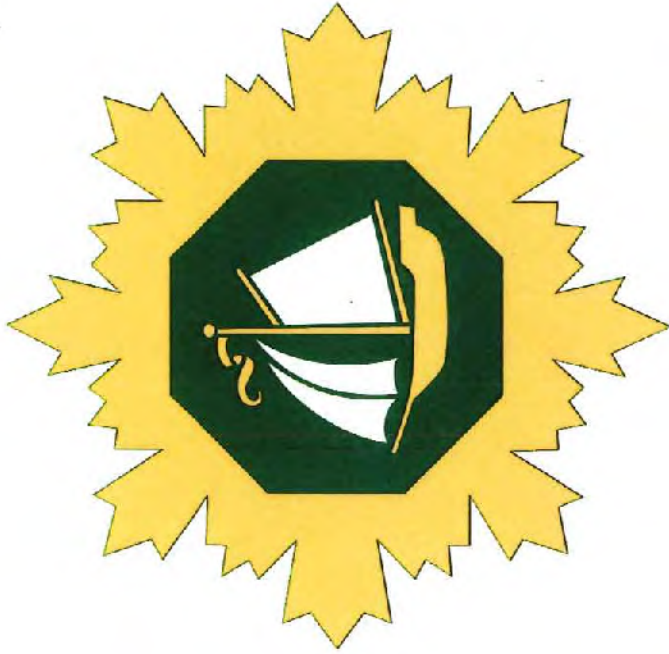
Capital Budget for 2023/24 totaling **\$66,518,641**

Associated required borrowing resolutions for **\$8,839,633**

Associated required borrowing resolutions for **\$4,693,985**
(Wastewater)

Transfer from Capital reserve **\$1,600,000**

Transfer from Operating Reserve **\$340,000**



CAPE BRETON

REGIONAL MUNICIPALITY

Budget Deliberations

2023-24 – Operating Fund



CAPE BRETON
REGIONAL MUNICIPALITY

Budget Highlights

- ▶ **Draft Expenditures increase - 7.0%** (0.7% lower than CPI for 2023)
- ▶ **Draft Revenues increase - 5.3%**
- ▶ **Current Budget Shortfall - (\$4,225,545)**
- ▶ CPI, fuel and other supply issues continue to impact areas of fuel, electricity, contracted services, other agreements tied to CPI, and materials and supplies. Revenue growth has not kept pace with these drastic increases.
- ▶ Grants in lieu of taxes from Provincial and Federal governments as well as provincial unconditional transfers do not keep pace with increases in mandatory provincial transfers for education, housing, and corrections.
- ▶ Base rate subsidy of transit service increasing as transit costs escalate, warranting a review of our transit rate structure.
- ▶ Sydney Harbour West WWTP onboarding adds \$700,000 in operating costs
- ▶ Changes to salaries and benefits related to collective agreement increases and mandatory increases to employee benefit rates (CPP & WBC).
 - ▶ One time offset for PSSP Pension Holiday (\$437K)
- ▶ Lack of sustained increase in Municipal Capacity Grant funding requires reconsideration of last year's 5% rate reduction, reduction in services, or a combination of both.



Proposed Operating Budget

Expenditures by Department

CAPE BRETON REGIONAL MUNICIPALITY		Expenditure Summary			
2023-24		Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) % Change
Department					
ENGINEERING & PUBLIC WORKS					
PW Administration	4,380,386	4,418,960	4,557,342	138,382	3.1%
Engineering	736,635	787,625	809,030	21,406	2.7%
PW Operations	23,942,691	19,198,883	19,689,431	490,749	2.6%
Solid Waste	16,996,059	14,431,318	15,867,558	1,436,240	10.0%
Fleet	5,393,843	4,172,888	4,909,477	736,589	17.7%
Transit	7,713,896	6,855,814	8,555,619	1,699,806	24.8%
Waste Water	3,283,201	3,081,764	3,776,878	715,113	23.4%
	\$ 62,446,711	\$ 52,927,051	\$ 58,165,336	\$ 5,238,284	9.9%
PARKS & BUILDINGS					
BUILDINGS & LIBRARIES	3,545,291	3,489,843	3,611,363	121,520	3.5%
PARKS & GROUNDS	3,604,400	3,210,874	3,318,875	108,001	3.4%
FACILITIES / ARENAS	3,821,179	3,496,799	4,409,505	912,706	26.1%
RECREATION	2,716,437	2,853,260	3,056,495	203,236	7.1%
POLICE SERVICES	26,201,503	27,870,130	30,500,486	2,630,357	9.4%
CONDITIONAL TRANSFERS	21,244,240	21,287,010	22,392,085	1,105,075	5.2%
FISCAL SERVICES	11,065,933	11,076,394	11,490,464	414,070	3.7%
FIRE SERVICES	19,206,918	18,642,740	18,875,742	233,002	1.2%
FINANCE	3,213,751	3,413,905	3,419,887	5,982	0.2%
TECHNOLOGY					
311/911 COMMUNICATIONS CENTRE	2,608,015	2,464,202	2,545,098	80,896	3.3%
TECHNOLOGY & COMMUNICATIONS	1,453,628	1,519,840	1,548,937	29,097	1.9%
MUNICIPAL CLERK	558,597	571,000	576,707	5,706	1.0%
ADMINISTRATION	460,104	481,819	462,452	(19,367)	-4.0%
PLANNING, INSPECTIONS AND BY-LAWS	3,531,081	3,560,909	3,589,859	28,950	0.8%
HUMAN RESOURCES / OH&S	1,270,312	1,393,597	1,487,476	93,878	6.7%
LEGAL	2,233,254	2,353,597	2,511,440	157,844	6.7%
LEGISLATIVE	1,568,956	1,611,016	1,629,933	18,917	1.2%
TOTAL EXPENDITURES	\$ 170,750,308	\$ 162,223,985	\$ 173,592,140	\$ 11,368,155	7.0%

7.0%



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Engineering & Public Works \$58,165,336

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
ENGINEERING & PUBLIC WORKS					
PW Administration	4,380,386	4,418,960	4,557,342	138,382	3.1%
Engineering	736,635	787,625	809,030	21,406	2.7%
PW Operations	23,942,691	19,198,683	19,689,431	490,749	2.6%
Solid Waste	16,996,059	14,431,318	15,867,558	1,436,240	10.0%
Fleet	5,393,843	4,172,888	4,909,477	736,589	17.7%
Transit	7,713,896	6,855,814	8,555,619	1,699,806	24.8%
Waste Water	3,283,201	3,061,764	3,776,878	715,113	23.4%
	\$ 62,446,711	\$ 52,927,051	\$ 58,165,336	\$ 5,238,284	9.9%

Overall increase **\$5,238,284 (9.9%)**

- ▶ **\$929,525** increase related to salaries and benefits, (\$1,091,375 offset by one time pension holiday allocation)
- ▶ 1 FTEs added for Transit (supervisor)
- ▶ 1 FTE added for Wastewater to support new plants
- ▶ Contracts/agreements for asphalt repairs, solid waste and bio-solid disposal tied to CPI **\$1.3M**
- ▶ Fleet and Transit operating costs (repairs, maintenance and fuel) increased **\$1.15M**
- ▶ Transit includes new test routes costing **\$700,000**, subject to transit rate implementation or other funding source
- ▶ Wastewater treatment cost increases **\$600K** with full operation of Sydney Harbour West WWTP
- ▶ Increase in leased equipment costs **\$163K**
- ▶ 1 in 10 year easement cost funded by operating reserve transfer **\$100k**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Parks, Buildings & Libraries \$6,930,238

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) % Change	
PARKS & BUILDINGS	3,545,291	3,489,843	3,611,363	121,520	3.5%
BUILDINGS & LIBRARIES	3,604,400	3,210,874	3,318,875	108,001	3.4%
PARKS & GROUNDS					

- ▶ Overall increase **\$229,521 (3.4%)**
- ▶ Collective agreement/MERC increases **\$70K**
- ▶ Increase in utility costs **\$85K**
- ▶ Increase for aging equipment replacement **\$32.5K**
- ▶ Price increases on professional and contracted services, materials and supplies **\$40K**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Facilities \$4,409,505

Expenditure Summary		Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24		3,821,179	3,496,799	4,409,505	912,706	26.1%
FACILITIES / ARENAS						

- ▶ Overall Increase **\$912,706** (26.1%)
- ▶ Net increase in wages/salaries/benefits (**\$393K**)
 - ▶ New/reinstatement of admin position to support growing operations
 - ▶ 4 FTEs for Emera Centre Northside
- ▶ **\$346K** Emera Centre operating costs - New
- ▶ Increase in cost of sales to reflect increase in concession revenue **\$105K**
- ▶ Increase in utilities and other operating costs **\$60K**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Recreation \$3,056,495

Expenditure Summary	Projected	Approved	Proposed	% Change
	Operating Results 2022-23	Budget 2022-23	Budget 2023-24	
RECREATION	2,716,437	2,853,260	3,056,495	7.1%

Overall increase **\$203,236 (7.1%)**

- ▶ Increase of community events for Women's Worlds Curling bid fee **\$166K**
 - ▶ One time cost to be funded by operating reserve
- ▶ Increase summer student wages **\$20K** due to increase in minimum wage
- ▶ Contractual increases to salaries and benefits **\$19K** (net of pension holiday allocation)



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Police \$30,500,486

Expenditure Summary	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24					
POLICE SERVICES	26,201,503	27,870,130	30,500,486	2,630,357	9.4%

Overall increase **\$2,630,357 (9.4%)**

- ▶ **\$2.4M** related to Salaries/Wages
- ▶ Bargaining unit increases, net of cost recovery and pension holiday allocation
- ▶ Termination of RCMP Integrated Traffic Unit secondment **\$348K**
- ▶ Recruitment pilot **\$122K** (funded through operating reserve)
- ▶ 1 FTE added for Business Manager (recommended by Police Review/Study) **\$104K**
 - ▶ Funded by new fee structure implementation and staff sergeant salary (**\$118K**)
- ▶ Increase in vehicle related expenses (fuel/maintenance) **\$107K**
- ▶ Reinstate pre-covid training budget **\$70K**
- ▶ Increase in computer hardware/software/licensing contracts for CPI **\$19K**

Budget
approved by
Board of Police
Commissioners
March 29, 2023



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Conditional Transfers \$22,392,085

Fiscal \$11,490,464

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) Change	% Change
CONDITIONAL TRANSFERS	21,244,240	21,287,010	22,392,085	1,105,075	5.2%
FISCAL SERVICES	11,065,933	11,076,394	11,490,464	414,070	3.7%

Conditional Transfers

- ▶ Overall increase **\$1.1M** (5.8%)
 - ▶ Increases in Provincial formula estimates based on CBRM's Uniform Assessment

Fiscal

- ▶ Overall increase **\$414K** (3.7%)
 - ▶ Increase in debt servicing costs **\$514K**
 - ▶ Decrease in allowance for uncollected taxes (**\$100K**) (assumes additional resource approved to support collection efforts)



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Fire & Emergency Services \$18,875,742

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
FIRE SERVICES	19,206,918	18,642,740	18,875,742	233,002	1.2%

- Overall increase **\$233,002** (1.3%)
- Contractual increases in salaries and benefits **\$197K**
- Volunteer Fire Grant adjustment **\$30K**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Finance \$3,419,887

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) % Change	
FINANCE	3,213,751	3,413,905	3,419,887	5,982	0.2%

Finance

- ▶ Overall increase of **\$5,982** (0.2%)
- ▶ Salaries and benefits increase of **\$132K**
 - ▶ net of contractual increases, changes in retiree benefits, and pension holiday allocation, and includes 1 new FTE for tax collections
 - ▶ Added resource in collection funded by decrease in AFUT.
- ▶ Decrease in Low-income property tax rebate (**\$120K**) based on 2022-23 uptake



Expenditures by Department

Technology & Communications \$4,094,035

CAPE BRETON
REGIONAL MUNICIPALITY

Expenditure Summary		Projected	Approved	Proposed	Budget Increase	%
2023-24		Operating Results 2022-23	Budget 2022-23	Budget 2023-24	(Decrease)	Change
TECHNOLOGY						
311/911 COMMUNICATIONS CENTRE		2,608,015	2,464,202	2,545,098	80,896	3.3%
TECHNOLOGY & COMMUNICATIONS		1,453,628	1,519,840	1,548,937	29,097	1.9%

311/911 Communications Centre \$2,545,098

- ▶ Overall budget increase of **\$80,896** (3.3%)
- ▶ Salaries and benefits, related to contractual increases **\$70K**
- ▶ **\$19K** Increase in computer software due to aging equipment and anticipated increases in licensing fees
- ▶ Facility rental decrease (**\$15K**) as a result of relocation of 311 operations

Technology \$1,548,937

- ▶ Overall budget increase of **\$29,097** (1.9%)
- ▶ Salaries and benefits, related to contractual increases **\$12K**
- ▶ **\$14K** increase in licenses/contracted services
- ▶ Reinstate pre-covid travel **\$3K**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Municipal Clerk \$576,707

Expenditure Summary	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24	558,597	571,000	576,707	5,706	1.0%
MUNICIPAL CLERK					

- ▶ Overall increase **\$5,706** (1.0%)
- ▶ Contractual increase in salaries and benefits of **\$7K**
- ▶ Decrease in office equipment **\$2K**
- ▶ One time implementation/licensing fees for new meeting management software **\$30K** included in 6140
 - ▶ Funded by operating reserve transfer
 - ▶ Ongoing licensing will be added to next year's budget when costs are known



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Administration \$462,452

Expenditure Summary	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24					
ADMINISTRATION	460,104	481,819	462,452	(19,367)	-4.0%

- ▶ Overall net budget decrease **(\$19,367)** (4.0%)
- ▶ **\$5K** related to contractual increases in salaries and benefits
- ▶ Reinstatement of pre-Covid travel/conferences **\$5K**
- ▶ **(\$30K)** decrease in professional services



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Planning & Economic Development \$3,589,859

Expenditure Summary	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24					
PLANNING, INSPECTIONS AND BY-LAWS	3,531,081	3,560,909	3,589,859	28,950	0.8%

Overall increase **\$28,950 (0.8%)**

Salaries and benefits contractual increase of **\$121K**

- Includes the addition of 1 FTE for bylaw enforcement
 - Partially offset by increased licensing/fine revenues

Decrease in one-time professional services costs included in last year's budget (CBRM Forward and AT Plan) **(\$165K)**

- Corresponding reduction in operating reserve transfer to fund one-time costs

Contracts and agreements increased **\$85K** based on renewed contract for the enforcement of dog bylaw

Training/Travel increase to reinstate pre-covid levels and training for additional staff **\$16K**

- Reduce Savoy grant to reflect original motion of Council **(\$25K)**



CAPE BRETON
REGIONAL MUNICIPALITY

Economic Development

2023-24 Grants to Organizations

Economic Development Funding (REN)	\$300,000
Destination Cape Breton Association	\$ 80,000
Savoy Theatre*	<u>\$ 75,000</u>
Total Grants to Organizations	<u><u>\$455,000</u></u>

*Savoy reverted to original Council motion



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Human Resources/OH&S \$1,487,476

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) Change	% Change
HUMAN RESOURCES / OH&S	1,270,312	1,393,597	1,487,476	93,878	6.7%

- ▶ Overall increase **\$93,878 (6.7%)**
- ▶ Salaries and wages increase **\$128K** includes 1 new FTE for labour relations management
 - ▶ Anticipated offset in reduced overtime (corporately)
- ▶ Decrease in professional services budget (**\$36K**) based on historic actuals



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Legal \$2,511,440

Expenditure Summary		Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)	% Change
2023-24		2,233,254	2,353,597	2,511,440	157,844	6.7%
LEGAL						

- ▲ Overall increase **\$157,844 (6.7%)**
- ▲ Net increase in salaries and benefits **\$10K**
- ▲ CPI increase in insurance premiums **\$200K**
- ▲ Decrease in professional services based on historic actuals **(\$54K)**



CAPE BRETON
REGIONAL MUNICIPALITY

Expenditures by Department

Legislative \$1,629,933

Expenditure Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease) Change	
					%
LEGISLATIVE	1,568,956	1,611,016	1,629,933	18,917	1.2%

- ▲ Overall increase **\$18,917 (1.2%)**
- ▲ Contractual increases to salaries and benefits **\$27K**
 - ▲ L'nu advisor position reprofiled to communications at equivalent salary
- ▲ Decrease in Mayor and Council travel/conferences **(\$11K)**
- ▲ Increase in promotion to reflect higher pricing **\$3K**



CAPE BRETON
REGIONAL MUNICIPALITY

Proposed Operating Budget

Expenditure by Type

Expenditure Summary 2023-24	Projected Expenditures 2022-23	Budget 2022-23	Budget 2023-24	Budget Increase (Decrease)
WAGES, BENEFITS, EMPLOYMENT RELATED COSTS	\$ 73,832,696	\$ 73,744,845	\$ 78,598,160	\$ 4,853,315
CONTRACTS & PROFESSIONAL SERVICES	\$ 34,128,238	\$ 33,302,618	\$ 34,835,053	\$ 1,532,435
VEHICLES	\$ 7,531,371	\$ 5,778,000	\$ 7,204,763	\$ 1,426,763
FIONA	\$ 3,395,973	\$ -	\$ -	\$ -
STREET LIGHTS	\$ 2,350,000	\$ 2,350,000	\$ 2,395,000	\$ 45,000
BUILDINGS	\$ 5,282,724	\$ 5,174,624	\$ 6,021,669	\$ 847,045
OPERATIONAL MATERIALS, SUPPLIES & EQUIPMENT	\$ 9,527,468	\$ 9,510,494	\$ 10,654,946	\$ 1,144,452
DEBT SERVING AND RELATED COSTS	\$ 11,065,933	\$ 11,076,394	\$ 11,490,464	\$ 414,070
MANDATED COSTS AND PROVINCIAL TRANSFERS	\$ 21,244,240	\$ 21,287,011	\$ 22,392,085	\$ 1,105,075
TOTAL EXPENDITURES	\$ 168,358,643	\$ 162,223,985	\$ 173,592,140	\$ 11,368,155



CAPE BRETON
REGIONAL MUNICIPALITY

Proposed Operating Budget

Budgeted Revenues

Revenue Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)
TAXES	\$ 118,869,058	\$ 117,421,345	\$ 126,363,371	\$ 8,942,026
GRANTS IN LIEU OF TAXES	\$ 9,381,031	\$ 9,204,942	\$ 9,570,098	\$ 365,156
PROV. TRANS OPERATING GRANT	\$ 15,335,838	\$ 15,335,838	\$ 15,335,838	-
PROV. TRANS HST PAYMENT	\$ 516,141	\$ 500,000	\$ 500,000	-
MUNICIPAL SERVICES FUNDING	\$ 1,252,586	\$ 1,232,331	\$ 1,457,469	\$ 225,138
ADMINISTRATIVE	\$ 2,455,159	\$ 1,545,000	\$ 1,550,000	\$ 5,000
POLICE	\$ 292,052	\$ 330,000	\$ 425,000	\$ 95,000
TRANSIT	\$ 2,459,809	\$ 2,100,000	\$ 2,107,000	\$ 7,000
ENVIRONMENTAL SERVICES	\$ 2,925,000	\$ 2,925,000	\$ 3,110,000	\$ 185,000
BUILDING RENTALS	\$ 587,477	\$ 586,177	\$ 523,277	\$ (62,900)
WATER UTILITY TRANSFER	\$ 4,951,510	\$ 4,951,510	\$ 5,050,540	\$ 99,030
BY-LAW ENFORCEMENT	\$ 114,699	\$ 331,000	\$ 248,500	\$ (82,500)
PLANNING / DEVELOPMENT	\$ 268,100	\$ 250,500	\$ 250,500	-
RECREATION & FACILITIES	\$ 1,976,757	\$ 1,820,500	\$ 2,457,000	\$ 636,500
TRANSFER FROM OPERATING RESERVE	\$ 3,689,842	\$ 3,689,842	\$ 418,000	\$ (3,271,842)
EXTRAORDINARY REVENUES (DFAA)	\$ 5,675,250	\$ -	\$ -	-
TOTAL BUDGETED REVENUE	\$ 170,750,309	\$ 162,223,985	\$ 169,366,594	\$ 7,142,609

Current Budget Shortfall \$4.23M



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Taxes \$126,363,371

	Forecasted Revenue	Annual Budget	Annual Budget	Budgeted Increase (Decrease)	% Change
	2022-23	2022-23	2023-24		
Residential Taxes	79,368,998	79,368,998	86,762,602	7,393,604	9.3%
Commercial Taxes	31,871,482	31,871,482	32,887,906	1,016,424	3.2%
Based on special agreement	220,070	220,070	222,000	1,930	0.9%
Resource Property taxation	1,442,190	1,442,190	1,494,452	52,262	3.6%
Recreational Property Taxes	20,308	20,308	21,321	1,013	5.0%
Forest Property	37,297	37,297	37,091	(207)	-0.6%
MTT Based on Special Calc.	437,392	461,000	438,000	(23,000)	-5.0%
Deed Transfer Tax	5,471,321	4,000,000	4,500,000	500,000	12.5%
Total Taxes	118,869,058	117,421,345	126,363,371	8,942,026	7.6%

TAXES

- ▶ Tax Revenues driven by assessment changes including:
 - ▶ Increase in taxable residential assessment - 10.37% (CAP CPI increase 7.7%)
 - ▶ Increase in taxable commercial assessment - 5.01%.
- ▶ Hydrant rate reduction (\$.02)
- ▶ Minimum tax levy increased to \$575 (increase of \$75)
- ▶ Increase in Deed Transfer Tax revenue **\$500K**



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Grants in Lieu, Provincial Grants & Municipal Services Funding

Revenue Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)
GRANTS IN LIEU OF TAXES	\$ 9,381,031	\$ 9,204,942	\$ 9,570,098	\$ 365,156
PROV. TRANS OPERATING GRANT	\$ 15,335,838	\$ 15,335,838	\$ 15,335,838	-
PROV. TRANS HST PAYMENT	\$ 516,141	\$ 500,000	\$ 500,000	-
MUNICIPAL SERVICES FUNDING	\$ 1,252,586	\$ 1,232,331	\$ 1,457,469	\$ 225,138

▶ **Grants in lieu of taxes - \$9,570,098** (increase - \$365,156)

▶ Federal: \$3,869,240 (increase - (\$ 58,847)

▶ Provincial: \$2,451,858 (increase - (\$ 98,309)

▶ NS Power: \$3,249,000 (increase - (\$208,000)

▶ **Provincial Grants** - No anticipated changes for 2023-24

▶ **Municipal Services Funding - \$1,457,469**

▶ Increase related to service agreements / recoveries (non-CBRM)



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Fines & Fees for Service

Revenue Summary 2023-24	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)
POLICE	\$ 292,052	\$ 330,000	\$ 425,000	\$ 95,000
TRANSIT	\$ 2,459,809	\$ 2,100,000	\$ 2,107,000	\$ 7,000
ENVIRONMENTAL SERVICES	\$ 2,925,000	\$ 2,925,000	\$ 3,110,000	\$ 185,000
BY-LAW ENFORCEMENT	\$ 114,699	\$ 331,000	\$ 248,500	\$ (82,500)
PLANNING / DEVELOPMENT	\$ 268,100	\$ 250,500	\$ 250,500	-
RECREATION & FACILITIES	\$ 1,976,757	\$ 1,820,500	\$ 2,457,000	\$ 636,500

- ▶ Police revenues reflect new fee for service rates
- ▶ Transit revenues assume no change in rates
 - ▶ Assuming 25% transit cost is handi trans, transit is underfunded \$500,000 before service expansions
- ▶ Solid Waste revenues increase based on CPI as per bylaw
- ▶ Bylaw enforcement revenue reflects Charlotte St. closure
- ▶ Recreation and Facilities revenue increase reflective of Emera Centre operations added for 2023-24 (offset by operating costs)



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Administrative

Revenue Summary 2023-24

	Projected Operating Results 2022-23	Approved Budget 2022-23	Proposed Budget 2023-24	Budget Increase (Decrease)
ADMINISTRATIVE	\$ 2,455,159 \$	1,545,000 \$	1,550,000 \$	5,000
BUILDING RENTALS	\$ 587,477 \$	586,177 \$	523,277 \$	(62,900)
WATER UTILITY TRANSFER	\$ 4,951,510 \$	4,951,510 \$	5,050,540 \$	99,030
TRANSFER FROM OPERATING RESERVE	\$ 3,689,842 \$	3,689,842 \$	418,000 \$	(3,271,842)
EXTRAORDINARY REVENUES (DFAA)	\$ 5,675,250 \$	- \$	- \$	-

- ▶ Building Rentals decrease due to reduced lease space available
- ▶ Water Utility Transfer increase related to updated collective agreements
- ▶ Transfer from Operating Reserve
 - ▶ Funding for one-time expenditures (details on next slide)



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Transfer from Operating Reserve

To help alleviate budget pressure, departmental budgets were reviewed for one-time costs to be funded by prior years' surpluses (operating reserve).

▲	\$166,000	Women's Worlds Curling event - bid fee (Recreation)
▲	\$100,000	1 in 10 year easement charge (EPW-WW)
▲	\$122,000	Police recruitment pilot* (Police)
▲	\$30,000	Meeting management software (implementation costs only) (Clerk)
▲	\$418,000	TOTAL TRANSFER FROM OPERATING RESERVE

*Police recruitment pilot recommended for a one-year term and subject to re-evaluation for 2024-25 budget.



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Balancing Options

Drivers for shortfall:

- ▶ \$3.5M of revenues for 2022-23 funded by one-time top up funds which are not available this year
- ▶ Provincial costs continue to rise despite no additional Municipal Capacity Grant funding to support current service levels.
- ▶ Limited ability to raise additional revenues needed from non-tax revenue
- ▶ CPI's affect on fuel, energy, contracted services, materials and supplies
- ▶ Increased demand for service, including Emera Centre Northside operations and Transit.
- ▶ Sydney Harbour West WWTP onboarding
- ▶ Police recruitment efforts and staffing challenges add a \$500K cost pressure, over an above contractual increases.



CAPE BRETON
REGIONAL MUNICIPALITY

Revenue Budget Highlights

Balancing Options

Initial departmental budgets and revenue estimates resulted in a preliminary budget shortfall of \$7.7M.

Steps taken to this point include:

- ▶ Requested new positions re-evaluated
- ▶ One-time costs identified for need / funding options
- ▶ Requested increases re-evaluated based on projections
- ▶ Additional revenue opportunities identified / estimates re-evaluated
- ▶ Additional cost reductions / efficiencies identified
- ▶ PSSP Pension holiday identified and factored into department budgets (one-time savings)



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Balancing options for remaining \$4.2M shortfall:

- ▶ Increase commercial and/or residential rates
- ▶ Right-size transit rates to property fund service through area rate
- ▶ Tipping fee structure at landfill
- ▶ Cut back on non-mandated services where feasible
- ▶ Defer new staffing requests



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Revenue considerations

- ▶ \$ 700,000 Suspend Transit Pilot or implement tax levy to fund service
- ▶ \$ 600,000 Implement residential tipping fees at landfill drop off
- ▶ \$ 392,710 Increase transit rate \$.018/\$100 to fund transit deficit
- ▶ \$ 125,534 Extend commercial transit rate to include all commercial properties in serviced areas
- ▶ \$ 501,327 \$.01/\$100 rate adjustment – Residential/Resource property
- ▶ \$ 66,866 \$.01/\$100 rate adjustment – Commercial property



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Service considerations (non-mandated)

- ▶ \$ 857,062 Suspend Municipal Grant Program for 1 year
- ▶ \$ 330,000 Suspend Heavy Garbage Collection for 1 year
- ▶ \$ 120,000 Suspend demolitions for 1 year (Dangerous and Unsightly)
- ▶ Reduce other grants/funding/programs for outside organizations (Heritage Grant program, specialty services funding, Northside Pool, Savoy, DCBA, GSAR, Feral Cat Society, Scholarships, etc.)
- ▶ Reconsider service levels for parks, sidewalk clearing, Trashformers, waste management sites



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Staffing considerations

▲	\$135,280	Elimination of Platoon Chief rank (Fire Services)
▲	\$121,607	Deferral of Transit Supervisor (EPW – Transit)
▲	\$122,000	Suspend Police Recruitment Pilot (No impact - funded by reserve)
▲	\$104,254	Deferral of Business Services Manager (Police) (no impact unless eliminating staff sergeant position)
▲	\$103,632	Deferral of Labour Relations Specialist (Human Resources)
▲	\$ 91,033	Deferral of Wastewater Treatment Plant Operator (result in OT, environmental and system issues)
▲	\$ 84,385	Deferral of Bylaw enforcement officer (partially offset by \$50K in additional revenue) (will affect ability to enforce new signage bylaw)
▲	\$ 84,170	Eliminate Mayor's staff position (L'nu advisor/communications officer)
▲	\$ 77,089	Defer tax collection staff (\$100,000 reduction in allowance unlikely to be achieved)
▲	\$ 70,374	Defer reinstatement of Financial Services Clerk for Facilities operations (will result in additional overtime requirements)



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Recommendations:

▶ \$ 518,244	Right-size the transit rate by expanding to all commercial properties in serviced areas, in addition to increasing the transit rate by \$.018/\$100 of assessment (increase from \$.107 to \$.125)
▶ \$ 700,000	Defer transit pilot, or include the service area in the tax structure to ensure route is fully funded
▶ \$ 600,000	Implement tipping fee for all vehicles entering landfill
▶ \$ 330,000	Suspend heavy garbage collection for 1 year given landfill capacity/processing issues post-Fiona
▶ \$ 135,280	Elimination of Platoon Chief Rank through attrition
▶ <u>\$1,942,021</u>	Base rate adjustment to balance (\$.034/\$100)
▶ \$4,225,545	Total



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Next Steps:

- ▶ Staff require Council direction on balancing options to implement.
 - ▶ Revenue considerations
 - ▶ Service considerations
 - ▶ Staffing considerations
 - ▶ Other?



CAPE BRETON
REGIONAL MUNICIPALITY

Operating Budget

Balancing Options - \$4,225,545 Shortfall

Required (draft) motions to approve:

- ▶ Operating Budget for 2023-24 of \$_____, including the following tax rate adjustments:
 - ▶ Minimum tax levy increase to \$575
 - ▶ Hydrant rate \$.1836/\$100 (\$.02 reduction)
 - ▶ Transit rate \$___/\$100
 - ▶ Base rate ___% change
- ▶ Transfer from operating reserve \$418,000