

**Cape Breton Regional Municipality**

**Council Meeting**

**AGENDA**

**TUESDAY, MAY 26, 2020**

**1:30 P.M.**

**VIA  
VIDEO/TELECONFERENCING**

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# Cape Breton Regional Municipal Council

## Council Meeting

Tuesday, May 26, 2020  
1:30 p.m.

Via  
Video/Teleconferencing

### **AGENDA ITEMS**

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#### Roll Call

1. **APPROVAL OF MINUTES:** (Previously Distributed)
  - **Council Meeting – May 12, 2020**
2. **APPROVAL OF AGENDA:** (Motion Required)
3. **PLANNING ISSUES:**
  - 3.1 **FINAL APPROVAL:**
    - a) **Land Use Bylaw Amendment Application 1072 - by Back Beach Gardens (8 Commercial Street Extension, Louisbourg) to Permit Agriculture Business in the Wolfe Street Neighbourhood (WSN) Zone:**

Motion to postpone decision on this issue to allow staff with time to obtain clarification from the applicants regarding the keeping of livestock on the subject property. Public Hearing component was completed at the May 12, 2020 Council meeting. Kristen Knudskov, Planner (See page 6)

Continued...

**PLANNING ISSUES (Cont'd):**

**3.2 REQUEST FOR A PUBLIC PARTICIPATION PROGRAM:**

a) **Municipal Planning Strategy and Subdivision By-law Text Amendment – Application 1073:**

Staff recommends Council adopt a Public Participation Program to consider the proposed amendments to the Municipal Planning Strategy and Subdivision By-law, and that the Public Participation Program include specific consultation with the surveying community, with notice of the proposed amendments to be posted on CBRM's various online platforms requesting public input. Karen Neville, Senior Planner (See page 32)

**4. BUSINESS ARISING:**

**4.1 Council – May 12, 2020:**

a) **Heavy Garbage Options:** Francis Campbell, Manager of Solid Waste (See page 41)

b) **Downtown Beautification:**

Council recommends to reinstate the Beautification program for the downtown areas of the CBRM based on a cost-share program supported through staff oversight for implementation/delivery leveraging the Province's 2020 Beautification and Streetscaping Program wherever possible that provides up to \$25,000 per project. Michael Ruus, Director of Planning and Development (See page 44)

c) **Resolution Required for TBR - Municipal Operating Loan Program:** Jennifer Campbell, Chief Financial Officer (See page 46)

**4.2 Council – April 7, 2020**

a) **Alternative Voting (electronic) by Telephone or Internet for the 2020 Municipal and CSAP Elections:** Deborah Campbell Ryan, Municipal Clerk/Returning Officer (See page 51)

**4.3 Special Council – November 4, 2019**

a) **Port of Sydney Development Corporation: Articles of Association:** Demetri Kachafanas, QC, Regional Solicitor (See page 56)

**5. CORPORATE SERVICES ISSUES:**

- 5.1 Waterfront Lease – Operation of Seasonal Food, Liquor and Entertainment Establishment – 3302009 Nova Scotia Limited:** John Phalen, Manager, Economic Development and Major Projects (See page 90)
- 5.2 Municipal Grants Policy:** Marie Walsh, Chief Administrative Officer (See page 92)
- 5.3 Financial Request – Port of Sydney – 2020/21 Loan Repayment:** Jennifer Campbell, Chief financial Officer (See page 94)
- 5.4 Appointment of Licensing Authority:** Michael Ruus, Director of Planning and Development (See page 95)
- 5.5 Appeals Standing Committee Meeting Process:** Paul Burt, Manager Building, Planning and Licensing Laws (See page 96)

**6. FINANCIAL STATEMENTS:** Jennifer Campbell, Chief Financial Officer

**6.1 CBRM to March 31, 2020:** (See page 98)

- |                               |                                   |
|-------------------------------|-----------------------------------|
| ➤ Legislative                 | ➤ Fire Services (Including EMO)   |
| ➤ Administration              | ➤ Engineering & Public Works      |
| ➤ Finance                     | ➤ Planning                        |
| ➤ Legal                       | ➤ Facilities: Centre 200 & Arenas |
| ➤ Human Resources & OHS       | ➤ Parks and Grounds Operations    |
| ➤ Technology & Communications | ➤ Buildings                       |
| ➤ Municipal Clerk             | ➤ Recreation                      |
| ➤ Fiscal Services             | ➤ Water Utility                   |
| ➤ Police Services             |                                   |

**6.2 Port of Sydney Development Corporation to March 30, 2020:** (See page 122)

**6.3 Forecasted COVID Impact on CBRM Budget 2020/21:** (See page 124)

**ADJOURNMENT**

**Land Use Bylaw Amendment Application 1072 - by Back Beach Gardens (8 Commercial Street Extension, Louisbourg) to Permit Agriculture Business in the Wolfe Street Neighbourhood (WSN) Zone**

**Motion:**

Moved by Councillor McDougall, seconded by Councillor Prince, final approval of the Amending Bylaw for Application 1072 by Back Beach Gardens (8 Commercial Street Extension, Louisbourg) as presented in Attachment E of the staff report dated May 5, 2020, to permit Agriculture Business in the Wolfe Street Neighbourhood (WSN) Zone.

**Public Hearing:**

At this point in the meeting the Mayor asked staff to report on the input received from the public regarding the proposed amendment.

Ms. Kristen Knudskov highlighted the 13 formal submissions, which included 8 in support of the application and 5 against.

Councillor McDougall advised that she is concerned that those sending letters of opposition are citing reasons that do not reflect the intent of the amendment. She noted the letter from the applicants does not mention the addition of livestock and that was not the intent of the amendment.

Mr. Knudskov addressed the concern relating to what was advertised and noted that there could be a possible misunderstanding. Following discussion on options available and how to move forward, the Clerk advised that the advertised Public Hearing has been completed at this meeting, thus a motion to postpone would be in order to provide staff with time to obtain clarification from the applicants. The Director of Planning and Development noted that if a new application and public hearing is required, there will be no fee charged to the applicant.

**Motion to Postpone:**

Moved by Councillor McDougall, seconded by Councilor Prince, to postpone decision on this issue to the May 19<sup>th</sup> Council meeting.

Mayor Clarke then called for the vote.

**Motion to Postpone Carried.**



**TO: CBRM Council**

**FROM: Kristen Knudskov**

**SUBJECT: LAND USE BYLAW AMENDMENT APPLICATION 1072  
BY BACK BEACH GARDENS (8 COMMERCIAL STREET  
EXTENSION, LOUISBOURG)  
TO PERMIT AGRICULTURE IN THE WOLFE STREET  
NEIGHBOURHOOD (WSN) ZONE**

**DATE: May 26, 2020**

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**Background**

The Planning and Development Department has received a zone amendment application from Ivory and David Neal of Back Beach Gardens requesting to amend the Cape Breton Regional Municipality (CBRM) Land Use Bylaw (LUB) to permit an agricultural business at 8 Commercial Street Extension, Louisbourg (PID 1S4S7419; see the property outlined in red on Attachment A). The business currently tends 3 main garden beds and a chicken coop containing 14 chickens and no roosters (see Attachment C). The applicant has clarified that eggs were previously sold but that this activity has ceased and any chickens will be for personal use only (see Attachment D).

Livestock and crops kept for personal use are currently permitted throughout the CBRM (with the exception of roosters), and are regulated under the Responsible Animal Husbandry Bylaw, and not the LUB. However, where animals and crops are associated with an income-generating business, they are considered an agricultural use and are subject to the LUB. This would mean that products associated with livestock regulated under the Responsible Animal Husbandry Bylaw cannot be sold for a profit at any time.

Back Beach Gardens was brought to our attention in July of 2019, when a CBRM Development Officer received a complaint pertaining to an agricultural business operating in an area where agriculture is not permitted. The complaint cited associated unsightliness, odour, noise, and vehicular traffic to the site due to the operation.

The property is zoned Wolfe Street Neighbourhood (WSN), as shown on Attachment B. Agriculture is not a permitted use within the WSN Zone. Therefore, the applicants have requested that CBRM Council amend the Land Use Bylaw.

### **Site and Surrounding Area**

The property is approximately 3.5 acres, containing a mix of vegetation including a substantial number of trees to the rear of the dwelling. The property is steeply graded down towards Louisbourg Harbour.

The property has two frontages along Commercial Street Extension, a CBRM-owned Level 5 local road as defined in the road network hierarchy within the Municipal Planning Strategy (MPS).

The surrounding area (outlined in blue on Attachment A) contains 7 single detached dwellings, tourist accommodations (Point of View Suites), and a restaurant (Beggar's Banquet) and associated accessory uses.

### **Municipal Planning Strategy**

Part 2 Policy 8 of the MPS recognizes certain neighbourhoods as being unique enough to warrant distinctive policy direction, allowing a wider range of development than normally would be expected. Part 2 Policy 8.f reads:

*8.f It shall also be a policy of Council to permit, by site plan approval, sales/service businesses catering to the tourism market in the neighbourhood centered on Wolfe Street in Louisbourg southwest of Main Street.*

If the proposed amendment is approved by Council, the sale of fruits and vegetables by the applicant would be considered accessory to their agricultural operation.

The MPS also contains policy relating to primary industries, including agriculture. Part 6, Policy 1.f reads:

*1.f It shall be a policy of Council to consider any agricultural livestock operations, however small, or the rearing of livestock for recreational purposes, an inappropriate type of development within urban communities, except non-kennel type of agricultural uses on unusually large lots outside of the business development zones and the higher density residential zones, as described in the Land Use By-law. As well, the non-conforming status of any existing agricultural use in urban communities shall be relaxed to permit their extension, enlargement, alteration, or reconstruction. However, rather than regulating such activities solely by means of zoning provisions, Council shall adopt a By-law, pursuant to Section 174 of the Municipal Government Act, to regulate hobby or recreational animal rearing activities in urban areas. The Planning Department and the office of By-law Enforcement shall formulate this draft By-law.*

Urban areas are considered to be those on municipal sewer service. The property in question has an on-site septic system and is considered rural. Additionally, the property is spacious at 3.5 acres, is in a low-density area, and is not located within a business development zone.

### **Evaluation**

Despite the fact that Part 6 Policy 1.f does not preclude agricultural uses in the WSN zone, livestock may have adverse impacts on neighbouring properties particularly if they are producing excessive noise or

odour. For this reason, in the Residential Urban C and D (RUC and RUD) zones, where agriculture is permitted, there are additional provisions in place to protect surrounding property owners from such impacts:

- The keeping of livestock for agricultural purposes is only permitted on lots greater than 1 acre; and
- New buildings, meaning those which are not deemed existing as defined in the LUB, which includes pens, must be set back a minimum of 200 feet from a dwelling and 50 feet from any property boundary.

Setback provisions are crucial for agricultural operations in residential areas. Because agricultural livestock are not subject to the Responsible Animal Husbandry Bylaw, setbacks are the only instrument available to protect surrounding property owners.

The green area on Attachment A depicts the portion of the property which would meet the above setback provisions. However, as you can see on the attached map, the area may require significant clearing and fill to be usable for keeping livestock. Properties greater than 1 acre within the WSN zone are outlined in yellow on Attachment B.

Given the similarities to the RUC and RUD zones, it is reasonable to include agriculture, with the exception of kennels, as a permitted use in the WSN zone, provided setback and minimum lot size provisions are included to mitigate the impacts of livestock on surrounding properties.

### **Public Hearing**

A public hearing to consider the matter was held on May 12, 2020. In accordance with the *Municipal Government Act*, notice of the application was published in the April 27<sup>th</sup> and May 5<sup>th</sup> editions of the Cape Breton Post. Notice was mailed to all assessed property owners who own property which is zoned WSN.

To date, Planning Staff have received 13 formal submissions – 8 in support, and 5 against. One additional letter was forwarded to Staff by the applicant. While it was addressed to the applicant, but it is also included in Attachment E for Council's consideration. Full copies are included in Attachment E. One additional voicemail and two emails were received after deadline for submissions.

Of those in support, themes cited:

- Healthy local food options;
- Support for small business; and
- Permitting more businesses may attract more residents and families to Louisbourg.

Of those opposed, the common themes cited:

- Agriculture is not appropriate in a residential area;
- Increased rodent and predator activity in the area;
- Decreased property value;
- Odour emanating from livestock;
- Unsightliness;
- Increased vehicle traffic; and
- Future expansion of agricultural use on the property.

All submissions opposed to the proposed amendments are from individuals who own property in the immediate area of 8 Commercial Street Extension (see Attachment F).

### Options

When it comes to making a decision for any zone amendment, Council may approve or reject an application. In this case, if Council approves the zone amendment application, it may:

1. Adopt Amending By-law 1, which would permit all agriculture uses, with the exception of kennels in the Wolfe Street Neighbourhood (W5N) Zone. This would mean that all livestock operations associated with an agricultural operation would be permitted subject to minimum 1 acre lot size, 50 foot setback to any property boundary, and a 200 foot setback to any dwelling other than the proprietor's; or
2. Adopt Amending By-law 2, which permits agriculture, with the exception of the keeping of livestock. This would permit the applicant to grow and sell crops, but the keeping of livestock would only be permitted for personal use. This would mean that any livestock kept on the property would be regulated by the Responsible Animal Husbandry By-law and at no time can the applicant sell product associated with their livestock.

A copy of the Amending By-laws can be found in Attachment G of this issue paper.

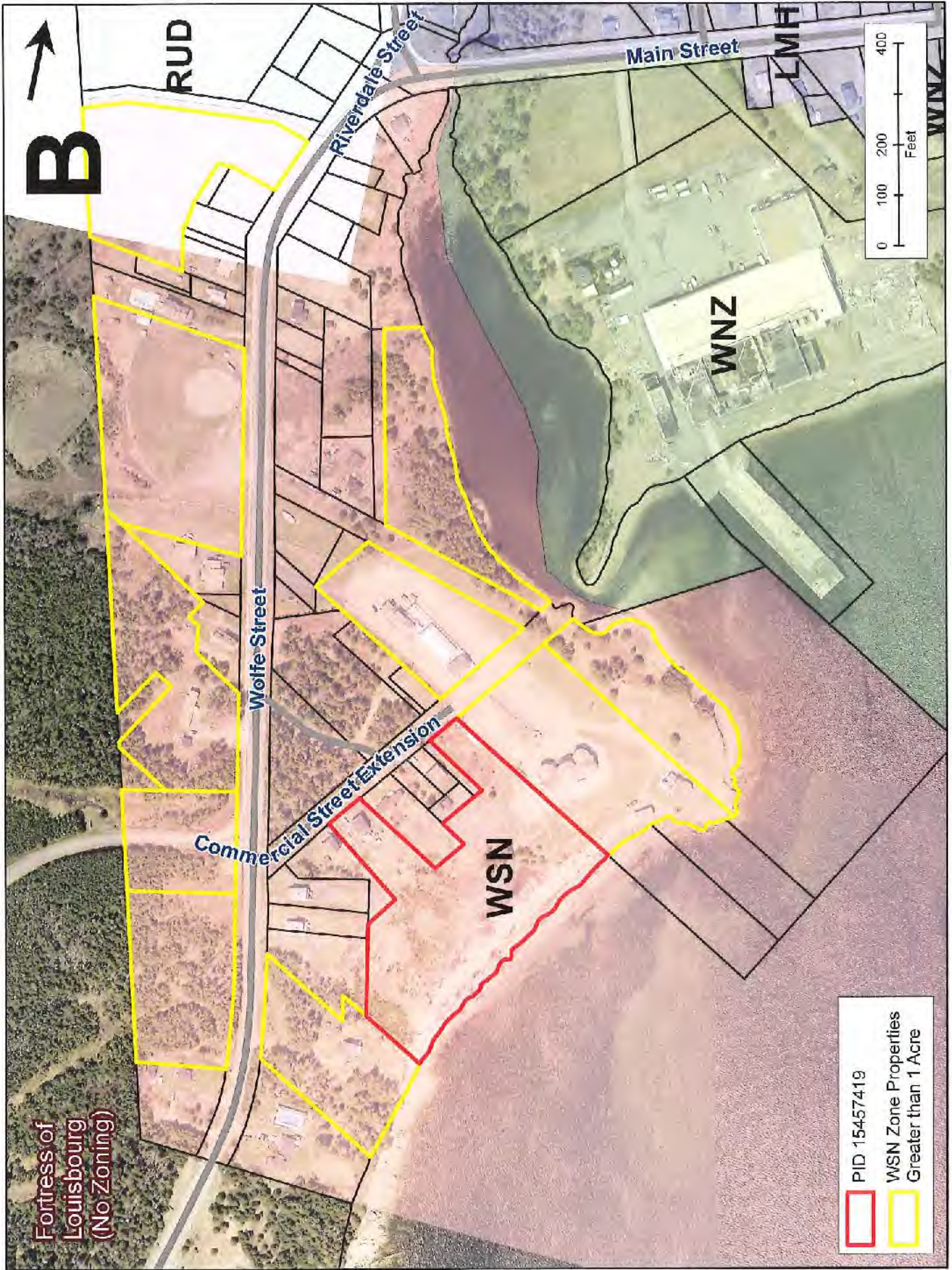
### Recommendation

**Based on the evaluation above, I recommend that Council pass a motion to adopt Amending Bylaw 1.**

Respectfully submitted by:

Kristen Knudskov  
Planning and Development Department







**PROPOSED DEVELOPMENT**  
SCALE: 1" = 20'-0"

**LEGEND**

---	PROPERTY LINE
■	EXISTING STRUCTURE
■	EXISTING PLANTING BEC
■	PROPOSED PLANTING BEC



**EXISTING SITE**  
SCALE: 1" = 30'-0"

# BACK BEACH GARDENS, 8 COMMERCIAL ST. LOUISBOURG

NOVEMBER 18, 2019

# D

Dear Neighbours and Council,

We would like to clarify some misconceptions regarding our re-zoning request.

We approached the planning dept. regarding a zoning complaint and were advised that our Market Garden business didn't conform to current bylaws. The planning department suggested that applying to re-zone our land for Agricultural uses would be our best course of action since there are currently no provisions for small-scale agricultural businesses. We would have preferred a Market Garden definition (such as the Port Alberni definition included in our first letter), but we got the sense it wasn't feasible to create and enact one in any reasonable amount of time.

We do not plan to pursue any livestock farming now or in the future. Our current backyard chickens are for personal consumption. We have sold the minimal 'extra' eggs we've had in the past (around 2 dozen a week) but have since ceased doing so as we did not realize it was against existing bylaws.

We would like the ability to sell the produce we grow at Farmers Markets and by delivery to locals and businesses. The ability to sell produce from our property is not required and a farm stand on our property is not necessary.

We have no tractor or any other large farm machinery and do not intend to use any in the future. We don't use any chemical pesticides. We only use organic fertilizers. We welcome provisions limiting ownership and sales of livestock, noise, odours, traffic and unsightliness as we live here too.

Any questions and/or concerns regarding the above are welcomed.

Thank you for your time,

Dave and Ivory Neal  
Back Beach Gardens  
Louisbourg, N.S.  
902-304-0670  
backbeachgardens@gmail.com



**Kristen R. Knudskov**

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**From:** Parker Bagnell <[REDACTED]>  
**Sent:** April 24, 2020 6:00 AM  
**To:** Kristen R. Knudskov  
**Subject:** Ivory Neil - Rezoning Application - Commercial St. , Louisbourg

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

Hello Ms Knudskov,

I am sending this note to express my sincere support for the Neil's in their pursuit of growing and selling produce at their Commercial St location.

As you know, I have two businesses in Louisbourg (23 years) and we are actively working on establishing a third and fourth, all related to tourism and culinary.

This type of entrepreneurial initiative must be supported in this area. It is something not seen enough and sets a great example of how young small ventures can be created. As well, my food service businesses would benefit greatly from fresh, locally grown herbs and vegetables from the Neil's gardens. I intend, if they are successful, to partner with them to fill the demand for what they produce here in Louisbourg.

Sincerely,  
Parker Bagnell  
Foggy Hermit Cafe  
Louisbourg Harbour Inn and Heritage House  
Historic Coast Holdings Inc.

**Kristen R. Knudskov**

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**From:** Ivory Neal <[REDACTED]>  
**Sent:** February 21, 2020 10:33 AM  
**To:** Kristen R. Knudskov  
**Subject:** Fwd: Petition

----- Forwarded message -----

**From:** Wendy Johnston <[REDACTED]>  
**Date:** Thursday, October 10, 2019  
**Subject:** Petition  
**To:** "[REDACTED]" <[REDACTED]>

To whom it may concern,

I am writing to show my support of Back Beach Gardens in Louisbourg. They are a wonderful addition to a small community. Providing local, fresh, and pesticide-free healthy vegetables is vitally important for every person and that is what this small business strives to do.

Thank you,

**Wendy Johnston**  
*Owner/artist | Teeka's Treasures*  
[www.teekastreasures.com](http://www.teekastreasures.com)

--  
- Wendy @ Teeka's Treasures

[REDACTED]

October 9, 2019

To whom it may concern:

I am writing in regard to Back Beach Gardens and the issue they are experiencing with zoning of their property on Commercial Street Extension in Louisbourg.

Having met and talked with both David and Ivory Neal on many occasions, I find them both to be honest and above board with everything they do especially their small farming endeavour, Back Beach Gardens. They are hard-working parents of two small children who left a life in Ontario to get back to the land and raise their boys in a small Nova Scotia community. They should be applauded for doing so as many of our young people are heading in the other direction.

I've spoken to them both since the complaint of improper zoning has arisen and they both were surprised and shocked that there was even a hint of impropriety on their part. I found them to be sincere when they said they thought they had done every thing by the book before putting one shovel in the ground and they expressed a desire to do whatever needed to be done in order for them to stay in Louisbourg and fulfil their dreams.

To those with influence and power concerning this issue, please take my support into consideration before making your decision.

Darlene Leahy  
Library Clerk  
W. W. Lewis Memorial Library

## Kristen R. Knudskov

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**From:** Denise Poirier <[REDACTED]>  
**Sent:** February 21, 2020 10:55 AM  
**To:** Mayor's Office; Darren R. Bruckschwaiger; Kendra C. Coombes; Ivan DonCaster; George M. MacDonald; Jim MacLeod; Ray Paruch; Esmond P. Marshall; Steve D. Gillespie; Eldon MacDonald; Clarence Prince; Amanda M. McDougall; Earlene D. MacMullin; Kristen R. Knudskov  
**Subject:** The Back Beach Gardens Case

Cape breton needs young families, access to affordable and healthy foods, sustainable farming, small independent businesses and people who are looking to improve our communities and lives... Back Beach Gardens (Dave and Ivory Neal) in Louisbourg are all of this... they bought property here and moved here, they are revitalizing and doing great things for the community... they provide nutritious, affordable food for cape breton, they chose cape breton to raise their family, and this rezoning is really hurting them... its put a total standstill on their way of making a living. We want to make it easier for people to come here and make a living, not harder, so I plead for you to rectify their case in a quick and timely manner... currently they are unable to secure sales for the upcoming growing season, they cant make any sales right now and have to give away their produce. It's not right, we wouldn't ask any one else to go without their paychecks while the municipality takes their time getting around to signing the paperwork so I urge you to consider pressuring whoever it is that needs to get the job done... thank you for your time and consideration! I get a huge portion of my produce from Dave and Ivory and I fully support the great things they are doing here.

Denise Poirier  
[REDACTED]

Thomas Kennedy  
Point of View Suites

*Received by voicemail and transcribed*

My name is Thomas Kennedy from Point of View Suites, 15 Commercial Street, Louisbourg. I am not in favor of the zoning change requested by 8 Commercial Street to change the zoning from residential to agricultural. We have tourist accommodations on 15 Commercial Street and have been here for 26 years. We do not want livestock next door to our property. Please deny this zoning request. Thank you.

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Michelle Cole

*Received by voicemail and transcribed*

Hi, my name is Michelle Cole, and I'm calling in support of the rezoning in Louisbourg on Wolfe Street for the small growing business that's out there. I think it's a great thing and they are so invasive. Thank you very much for listening, and I hope that my vote goes towards a great small business starting off in Cape Breton. Thank you.

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Lucy and John Hardy  
Louisbourg

*Received by voicemail and transcribed*

Hi, this Lucy Hardy calling from Louisbourg, and I just wanted to let you know that John and I, my husband, are not in favor of the rezoning on Wolfe Street in Louisbourg. We feel that the farm and the chickens are lowering everybody's property value. So I just wanted to let you know that we're not in favor of it. Thank you.

**From:** [Helen Wiesner](#)  
**To:** [PlanningConsult](#)  
**Date:** May 8, 2020 12:03:26 PM

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I am sending along my concerns about the zone amendment within the Wolfe Street neighborhood.

It is of my opinion, we as Cape Bretoners should be standing up for young, energetic entrepreneurs instead of turning our backs on them. We are a small community and the individuals in question are honest, hard working young people who are an asset to this community. Please take into consideration all the benefits that would come out of a zone amendment to permit agricultural uses within the Wolfe Street neighborhood.

Respectfully submitted,  
Helen Wiesner.

**From:** [Arlene King](#)  
**To:** [PlanningConsult](#)  
**Subject:** Rezoning Back Beach Gardens  
**Date:** May 8, 2020 11:21:30 AM

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To those Concerned:

Good morning,

This is a quick letter of support for the very community minded Back Beach Gardens. Although I myself am not a resident of Louisbourg I am employed in the town and have experienced first hand what a vital role Back Beach Gardens have played in providing healthy food options for the community as well as being a huge supporter of local business and local artisans. It is businesses like these that are the backbone of small communities such as Louisbourg and surrounding areas. It is my hope that hearing favors the changes for Back Beach and allows them to continue in their endeavors.

Sincerely

Arlene King

Sent from my Bell Samsung device over Canada's largest network.

**Kristen R. Knudskov**

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**From:** shannon peters <[REDACTED]>  
**Sent:** May 6, 2020 10:28 PM  
**To:** PlanningConsult  
**Subject:** Public Hearing Zone Amendment

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

To Whom this May Concern,

I'm writing in regard to the zoning amendment to permit agricultural uses within the Wolf Street neighbourhood in Louisbourg.

In my opinion, agriculture is too far removed from our everyday society. It is our job as farmers to reintegrate farming back into our communities. We hope that every person buying food thinks about where it was grown or produced, and has the option to buy local if they so choose. The effects of Covid-19 certainly sent the message home that all countries, provinces, cities and communities should be more self sufficient. To become more self sufficient we must recruit all the farmers we can find. Teaching our children where our food comes from, and maybe growing some ourselves, would be a wonderful goal to have

Having the Wolf Street Neighbourhood zoned for agricultural use will not implement all of the above, it will however be a start. The Neals grow vegetables and produce free range eggs. They feed a number of people in the community and surrounding communities. They are trying to raise a family by farming all while benefiting many others. I think they are setting a great example for all ages. We must as a society take baby steps and bring farming back into our everyday lives. I think this is a fantastic start.

Shannon Peters, AST  
Whitetail Acres  
Sent from [Mail](#) for Windows 10

From: Nicole Provost  
To: PlanningConsult  
Subject: Zoning Amendment  
Date: May 7, 2020 4:51:14 PM

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To Whom It May Concern, I am contacting you today in regards to a letter I received. It involves a piece of land I own with a mobile home on it. The land I am speaking of is 10 Commercial Street Extension in Louisbourg. Though I don't live there I have let my daughter live there in the past and may again in the future. From what I gather from this letter and speaking to other neighbours the owners of the home directly adjacent to mine 8 Commercial Street Extension wants to raise chickens and other farm animals. I am OPPOSED to this happening. If this is allowed to happen my parcel of land will become unusable and unsellable. I can say for myself and all I have spoke to about this they would not want live within approximately 50 feet of a farm. I have spoken to the people who live on that street and they have stated that since this all began the wildlife up there is out of control. The chickens there are apparently attracting them. In the map I have it shows that the land they own and plan to turn into farm land is on each side of me and across the whole back of my land. So much for the great view of the water. If you wouldn't want this surrounding your sides and back of your home please vote NO. As you can see from the attachment there land covers mine of three sides. From all the information I have gathered they plan to put animals on all three sides. There plans include 90 chickens and a booth in their front yard for selling eggs from the chickens. Louisbourg is a town not farm country. Thank you for hearing me out. Sent from my iPad

18 Wolfe St.  
Louisbourg, N.S.  
B1C 2J2.

Dear:  
Ivory Neal,  
David Ernest,

In regard to your WSN ZONE  
8 Commercial St. Ext.

Ralph Eugene Macmullin  
Mary Isabel Macmullin  
of 18 Wolfe St.  
are in support of your WSN ZONE  
Wishing you the best.



May 7, 2020

To: CBRM Planning & Development Department  
Attention: Kristen Knudskov  
RE: Zoning Amendment Application submitted by  
Ivory and David Neal

From: Terry & Cindy Hynes  
12 Commercial St. Exten.  
Louisbourg, NS  
B1C 2J6

Dear Ms. Knudskov,

We are writing with regard to the zoning amendment application to rezone our neighborhood (WSN Zone) to include agricultural uses that has been submitted by Ivory and David Neal who have lived at 8 Commercial Street Exten. in Louisbourg for approx. 2 years. We are deeply concerned about this request and are completely against and strongly object to this taking place. We have lived in this beautiful, quiet residential neighborhood for many years (my husband for 30 years and myself for 17 years) and we want it to remain residential and not be rezoned for agricultural use. We have many concerns about the possibility of our neighborhood being rezoned in this manner. Presently there is a chicken coop in their back yard with several laying hens (approx. 18) which causes a horrible stink and we heard that if the area is rezoned they have plans to increase the number of hens to approx. 90, which is of major concern to us as this will increase the bad smell which is now at times putrid, especially in the summer with hotter temperatures. If this area were to be rezoned then it would open the door for an increase in the number and type of animals that could be included, adding further to the strong bad smell.

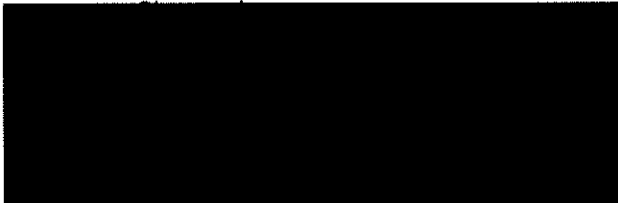
We have 2 cats that we have to monitor even more closely now when they go outside as there have been sightings of a number of predators in our immediate area being attracted by the hens including coyotes, foxes, raccoons and fishers and this is of major concern to us. If our area is rezoned and more

hens and other types of livestock are allowed, then it will contribute to and potentially increase the number of these animals, also including rats, being further attracted to our area, something that we definitely do not want.

We really love and enjoy living in this part of the Town of Louisbourg, which has always been a residential area, and we feel very strongly that this is not the place for an agricultural business, which should be located in a country area as others are and not in the middle of residential homes. If we decided to sell our property we feel that having an agricultural business next door, along with the smell and potential noise, would be a negative factor and hindrance to potential buyers.

To someone who doesn't live next to this serious problem, this rezoning request may not matter to them, where they are not directly affected, but to us who live only 2 houses away from their property, it is a big deal and a major concern for us as we will be directly impacted if this should take place.

In the end, we are totally against the rezoning of our neighborhood to include agricultural uses and hope that you will take our many concerns into consideration when making the final decision in this matter.



Terry & Cindy Hynes

May 7, 2020

To: Cape Breton Regional Municipality Council

Re: Zoning Amendment 8 Commercial Street Extension, Louisbourg

From: Michel & Els Segeren  
6 Dorrance St.  
Kingston, ON, K7K 2K5

Dear Councillors,

We have been summer residents at 6 Commercial Street Extension in Louisbourg for the past 12 years, enjoying our property for 4 - 5 months over the summer. We bought the property specifically because of its beautiful location and being in a residential area. But much to our dismay our new neighbours Ivory and David started ripping up their lawn to farm and started keeping chickens.

We have nothing personal against David and Ivory Neal. We have had amicable relations since they arrived because we understood they were going to be trying to be self sufficient producing for their own use, NOT to start an agricultural business. And by now it has become a business because in addition to greens, plants and eggs, they now sell additional products from other suppliers (honey, soaps, coffee).

We are strongly opposing this zoning change for the following reasons:

1. The property is very unsightly and messy with tools strewn around everywhere and white plastic sandbags to weigh down the plastic ground covering. It simply does not fit in with the rest of the area.
2. The chickens smell badly and prevent us from enjoying our property outside. We have to go sit on the other side of our property almost in our next neighbours driveway to get away somewhat from the smell. In addition, ever since the chickens are there, there have been raccoons around ripping the garbage bags. As well, foxes, coyotes and even fishers have been sighted in the neighbourhood since.
3. There is additional vehicle traffic from customers picking up produce and eggs. This is not what we bargained for when we bought this property.
4. I understand from David and Ivory's application they are planning a vendor stand on the street as well. This will only make the traffic worse.
5. A future owner of the site may start an even larger business including farm animals.
6. Our property value has no doubt gone down because of this situation.

We also take issue with some of the statements in the planning department letter to Committee as it pertains to Primary Industry Policy part 6 policy 1.f:

1. First of all it states that because we are not connected to the sewer, the area is rural. No, the reason we are not connected to the sewer, I understand is technical and is because the sewer line is simply not buried deep enough. Other than that we are every bit as residential as the rest of Louisbourg.

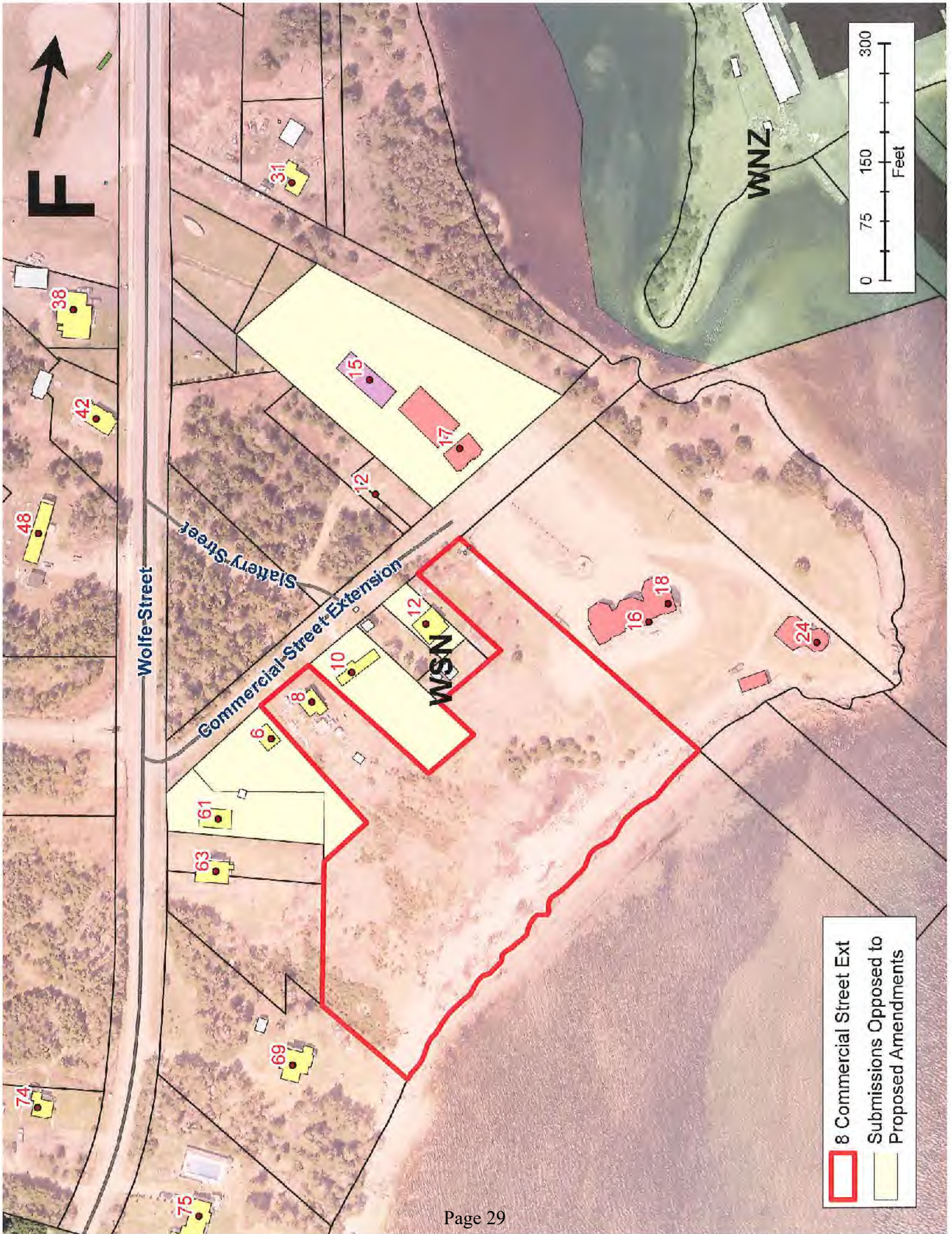
2. The spaciousness of the property in question is also very debatable as the land below bordering the harbour is full of stumps, trees and boulders, so 3 of the 3.5 acres are essentially unworkable for agricultural use.

In conclusion, in our opinion an agricultural business does not belong in the Wolfe Street Neighbourhood Zone. Especially not since there are lots of rural properties available in the CBRM and indeed in all of Cape Breton.

Lastly, dear councillors, please imagine this happening right beside your residence, in your residential neighbourhood. Honestly, would you agree with it?

Thank you for your consideration.

Yours sincerely,  
Michel and Els Segeren.



# G

## AMENDING BYLAW 1

By-law  
of the  
Cape Breton Regional Municipality  
amending the  
Land Use By-law

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Pursuant to Section 210 of the Municipal Government Act of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby amends the Cape Breton Regional Municipality’s Land Use Bylaw in the following manner:

**THAT:** Council amends Part 23 Section 1 by inserting the following:

- **agricultural** - (all, except kennels) *subject to Section 7*

**THAT:** Council amends Part 23 by inserting the following:

### **Section 7            Agricultural**

- a. The use of land, buildings, or structures for the purposes of rearing and caring for animals as agriculture is defined in this By-law shall be permitted on lot parcels or tracts of land comprised of a minimum of 1 acre.
- b. Existing agricultural buildings or structures on lot parcels or tracts of land comprised of less than 1 acre may be enlarged or re-constructed.
- c. New agricultural buildings for the purposes of rearing and caring for animals as agriculture as defined in this By-law located within 200 feet from any dwelling other than a dwelling occupied by the owner of the agricultural building shall be setback a minimum of 50 feet from any lot parcel boundary.

**PASSED AND ADOPTED:** by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on DATE.

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CLERK**

***THIS IS TO CERTIFY*** that the above amendments are a true and correct copy of the Amending By-law of the Cape Breton Regional Municipality adopted by Regional Council during a meeting held on DATE to amend the Cape Breton Regional Municipality’s Land Use By-law.

\_\_\_\_\_  
Deborah Campbell Ryan, CLERK

## AMENDING BYLAW 2

By-law  
of the  
Cape Breton Regional Municipality  
amending the  
Land Use By-law

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Pursuant to Section 210 of the Municipal Government Act of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby amends the Cape Breton Regional Municipality's Land Use Bylaw in the following manner:

**THAT:** Council amends Part 23 Section 1 by inserting the following:

- **agricultural** - (all, except kennels and the keeping of livestock)

**PASSED AND ADOPTED:** by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on DATE.

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CLERK**

***THIS IS TO CERTIFY*** that the above amendments are a true and correct copy of the Amending By-law of the Cape Breton Regional Municipality adopted by Regional Council during a meeting held on DATE to amend the Cape Breton Regional Municipality's Land Use By-law.

\_\_\_\_\_  
Deborah Campbell Ryan, CLERK



**TO: CBRM Council**

**FROM: Karen Neville**

**SUBJECT: MUNICIPAL PLANNING STRATEGY AND  
SUBDIVISION BYLAW TEXT AMENDMENT –  
APPLICATION 1073**

**DATE: May 12, 2020**

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### Introduction

In light of recent events, the staff of the Planning Development Department have been making every effort to continue to provide uninterrupted service. One way in achieving this, is the acceptance of digital applications. Staff would like to continue this process moving forward; as result, it is necessary for Council to consider amendments to the Municipal Planning Strategy (MPS) and Subdivision By-law.

The Subsection 271(2)(a) of the *Municipal Government Act* (MGA) states:

A subdivision by-law shall include

- (a) any requirements prescribed by the provincial subdivision regulations applicable to the municipality unless
- (i) the municipality adopts more stringent requirements, or
  - (ii) the municipal requirements implement the municipal planning strategy;

Currently, the *Provincial Subdivision Regulation* does not acknowledge the submission of digital subdivision plan; therefore, if Council would like to continue the practise of accepting digital subdivision plans, a policy must be added to the MPS. A copy of the proposed policy can be found in Attachment A.

In addition to the proposed amendment to the MPS, several sections of the Subdivision By-law will need to be amended to include the option of digital plan submission. The proposed amendment will still permit the submission of paper plans and applications. A copy of the proposed amendments to the Subdivision By-law can be found in Attachment B.

The Registry Office still requires the municipality to submit paper copies of approved subdivision plans for registration; for that reason, it is being proposed the fees associated with subdivision applications be increased to cover the necessary printing costs (Attachment B).

During the development of the proposed amendments, staff have had discussions with staff of other CBRM department, staff at Nova Scotia Environment, staff at the Department of Transportation and

Infrastructure Renewal, staff at the Registry Office, other municipal jurisdictions, and members of the local surveying community. However, in accordance with the MGA, Council is required to complete a formal Public Participation Program prior to considering any amendment to the Municipal Planning Strategy and Subdivision By-law.

**Recommendation**

I recommend Council pass a motion to adopt a Public Participation Program to consider the proposed amendments to the Municipal Planning Strategy and Subdivision By-law. Due to the fact surveyors will be the group most impacted by the proposed amendments, I recommend the Public Participation Program include specific consultation with the surveying community. In addition, notice of the proposed amendments can be posted on CBRM's various online platforms requesting public input.

**Submitted by:**

**ORIGINAL SIGNED BY**

**Karen Neville  
Planning and Development Department**

## By-law

of the Cape Breton Regional Municipality  
amending the

### Cape Breton Regional Municipality's Municipal Planning Strategy

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Pursuant to Section 205 of the Municipal Government Act of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby amends the Cape Breton Regional Municipality's Municipal Planning Strategy in the following manner:

**THAT:** The text of Part 10 entitled "Subdivision and Development with Lot Frontage and Area Variances" along with Policy 11 of the Municipal Planning Strategy is hereby deleted and replaced with the following:

#### **SUBDIVISION**

##### Subdivision Application Submission

To achieve internal operation and distribution efficiencies, the CBRM will provide the option of digital submission of completed subdivision applications as well as the continued acceptance of traditional paper submissions. The submission of digital information will expedite application processing timelines. Application fees will be adjusted to cover the printing costs associated with the review and filing of documentation.

#### **POLICY**

11.1 It shall be a policy of Council to continue to support improved efficiencies around the distribution and acceptance of subdivision applications by allowing applicants to submit digital applications and accompanying plans. The process and associated fees for subdivision approval, both digital and paper, shall be outlined in CBRM's Subdivision By-law.

##### Subdivisions and Development with Lot Frontage and Area Variances

While it is important to uniformly interpret the minimum lot frontage and area requirements in effect in each zone under the Land Use By-law, there are circumstances where a variance of these provisions would be reasonable without compromising the integrity of these minimum lot development provisions. A variance provision does exist in the CBRM's Subdivision By-law that permits the creation of no more than two building lots which do not quite meet the minimum lot frontage and area requirements of the zone in effect for the property to be subdivided. The provision ensures the variance is not less than 90% of the minimum provisions as stipulated in the Land Use By-law. The CBRM continues this policy directive in this Municipal Planning Strategy.

#### **POLICY**

11.2 It shall be a policy of Council to continue to support the provisions in the Subdivision By-law, and to insert provisions in the CBRM's Land Use By-law, that give the Development Officer the authority to grant subdivision approval creating no more than two (2) building lots having less than the minimum lot frontage and area requirements of the zone in effect for the property to be subdivided (*and subsequently issue Development Permits*) provided:

- the lots created have at least 90% of the minimum lot frontage and area requirements of the zone in effect; and
- the lots are in compliance with all other provisions of the Land Use By-law.

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**PASSED AND ADOPTED:** by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on \_\_\_\_\_.

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**MAYOR**

---

**CLERK**

***THIS IS TO CERTIFY*** that the attached is a true and correct copy of the Amending By-law of the Cape Breton Regional Municipality adopted by Regional Council during a meeting held on \_\_\_\_\_ to amend the CBRM's Municipal Planning Strategy.

---

Deborah Campbell Ryan, CLERK

# By-law

of the Cape Breton Regional Municipality

amending the

## Cape Breton Regional Municipality's Subdivision By-law

Pursuant to Section 271(9) of the *Municipal Government Act* of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby amends the text of the Cape Breton Regional Municipality's Subdivision By-law in the following manner:

**THAT:** Part 3 Preliminary Plans of Subdivision, Section 1 Submission of completed application of the Subdivision By-law is hereby repealed and replaced with the following:

### Section 1 Submission of completed application

- a. Application for approval of a Preliminary plan of subdivision shall be made to the Development Officer by using the Form specified in Schedule A of this Bylaw, together with one digital copy of the Preliminary plan of subdivision. If the applicant elects to submit a paper Form, they will be required to submit six (6) paper copies of the Preliminary plan of subdivision along with one digital copy of the Preliminary plan of subdivision. The submission of an application for approval of a Preliminary plan of subdivision will be subject to the application fee outlined in Schedule K.
- b. A Preliminary plan of subdivision shall be:
  1. drawn to a scale or scales sufficient for clarity of all particulars on the Preliminary plan of subdivision;
  2. based on a description of the lot parcel(s) to be subdivided, preferably but not necessarily as surveyed; and
  3. if in paper format, on one piece of paper folded to approximately 20 x 30 cm. with the face of the folded print being the title block which is located in the lower right-hand corner of the Preliminary plan of subdivision.

**THAT:** Part 4 Tentative Plans of Subdivision, Section 1 Submission of completed application of the Subdivision By-law is hereby repealed and replaced with the following:

### Section 1 Submission of completed application

- a. Application for approval of a Tentative plan of subdivision shall be made to the Development Officer by using the Form specified in Schedule A of this Bylaw, together with one digital copy of the Tentative plan of subdivision. If the applicant elects to submit a paper Form, they will be required to submit eight (8) paper copies of the Tentative plan of subdivision along with one digital copy of the Tentative plan of subdivision. The submission of an application for approval of a Tentative plan of subdivision will be subject to the application fee outlined in Schedule K.
- b. A Tentative plan of subdivision shall be:
  1. drawn to a scale or scales sufficient for clarity of all particulars on the Tentative plan of subdivision;
  2. based on a description of the lot parcel (s) to be subdivided, preferably but not necessarily as surveyed; and
  3. if in paper format, folded to approximately 20 x 30 cm. with the face of the folded print being the title block which is located in the lower right-hand corner of the Tentative plan of subdivision.

**THAT:** Part 4 Tentative Plans of Subdivision, Section 2 What is to be shown on the Tentative plan of subdivision of the Subdivision By-law is hereby amended by deleting Subsection B and replacing it with the following:

- b. In addition to what is required in sub-section "a" above, where the proposed lot parcels front on a proposed new **public street/road**, or private road, or a proposed extension of a public street/road, or a private road, a Tentative plan of subdivision shall also:
  1. show a boundary survey of the lot parcel(s) proposed to be subdivided, excluding the remainder lot, certified and stamped by a Nova Scotia Land Surveyor in the manner required by the Nova Scotia Land Surveyors Act and the regulations made thereunder

2. be accompanied by:
  - i. one digital copy of a plan showing\*:
    - contours at 2 meter intervals, and drainage patterns;
    - the width and location of proposed public streets/roads, or private roads, and their intersections with existing public street/roads and private roads; and
    - the location of existing and proposed CBRM sanitary sewer, storm sewer, and/or water system and proposed connections thereto; and
  - ii. one digital copy of centerline profiles of proposed public streets/roads, or private roads, or extensions to existing public streets/roads, or private roads. Where the profile indicates a finished public street/road elevation change (from existing) of greater than 3 meters, cross sectional drawings are required.\*
 

\* If the applicant elects to submit a paper Form referenced in Section 1, they will be required to submit four (4) paper copies of a plan referenced in Subsections (i) above along with one digital copy and submit two (2) paper copies of the centerline profiles referenced in Subsections (ii) above along with one digital copy.

**THAT:** Part 5 Final Plans of Subdivision, Section 1 Submission of completed application of the Subdivision By-law is hereby repealed and replaced with the following:

**Section 1 Submission of completed application**

- a. Application for approval of a Final plan of subdivision shall be made to the Development Officer by using the Form specified in Schedule A of this Bylaw, together with one digital copy of the Final plan of subdivision. If the applicant elects to submit a paper Form, they will be required to submit twelve (12) paper copies of the Final plan of subdivision along with one digital copy of the Final plan of subdivision. The submission of an application for approval of a Final plan of subdivision will be subject to the application fee outlined in Schedule K.
- b. A Final plan of subdivision shall be:
  1. drawn to a scale or scales sufficient for clarity of all particulars on the Final plan of subdivision;
  2. certified (by means of the surveyor's original signature) and stamped by a Nova Scotia Land Surveyor that all of the lot parcels for which approval is requested have been surveyed in the manner required by the Nova Scotia Land Surveyor's Act and the Regulations made thereunder; and;
  3. if in paper format, folded to approximately 20 x 30 cm. with the face of the folded print being the title block which is located in the lower right-hand corner of the Tentative plan of subdivision.

**THAT:** Part 5 Final Plans of Subdivision, Section 3 Engineering Construction Package for public streets/roads of the Subdivision By-law is hereby repealed and replaced with the following:

Where the proposed lot parcels front on a proposed public street/road, or on a proposed extension of an existing public street/road, an Engineering Construction Package shall be required, which includes:

- one digital copy of the Engineering Design Drawings issued for construction. If the applicant elects to submit paper drawings, they will be required to submit three (3) paper copies of the Engineering Design Drawings along with one digital copy; and
- Approval from Nova Scotia Environment for construction.

**THAT:** Part 5 Final Plans of Subdivision, Section 4 Application of the Subdivision By-law is hereby repealed and replaced with the following:

When the application for Final Approval of a plan of subdivision is submitted to the Development Officer the subdivider shall include the Fee specified on the in Schedule K of this Bylaw. This specified Fee includes the CBRM's processing Fee and the Fees charged by the Province under the Costs and Fees Act for filing an approved plan of subdivision in the Registry of Deeds.

**THAT:** Part 5 Final Plans of Subdivision, Section 8 When a new public street/road is proposed for public streets/roads of the Subdivision By-law is hereby amended by deleting the first bullet of Subsection c.4. and replacing it with the following:

Engineering package for acceptance of services including:

- One digital copy of As Built Drawings for circulation to various departments. If the applicant elects to submit paper drawings, they will be required to submit three (3) paper copies of As Built Drawings along with one digital copy.

**THAT:** Part 5 Final Plans of Subdivision, Section 10 Who gets a copy of the approved Final plan of subdivision of the Subdivision By-law is hereby amended by deleting Subsection a. and replacing it with the following:

- a. The Development Officer shall forward endorsed copy(s) of the Final plan of subdivision to the Registry of Deeds in accordance with the *Municipal Government Act*.

**THAT:** Schedule A Application for Subdivision Approval of the Subdivision By-law is hereby amended by repealed and replaced with the following:

**Application Type**       Preliminary                       Tentative                       Final

**Submitted Subdivision Plans**     Digital                       Paper                       Both

<b>Land Owner(s) Information</b>	
Name (s): _____	
Address: _____ Postal Code: _____	

<b>Surveyor Information</b>	
Name: _____	
Address: _____ Postal Code: _____	
Phone #: _____ Email Address: _____	

<b>Correspondent Information</b>	
<b>All Correspondence &amp; Documents to be Sent to:</b>	
Name: _____	
Address: _____ Postal Code: _____	
Phone #: _____ Email Address: _____	

<b>Property Information</b>								
Property Location: _____				Community: _____				
All PID's involved in this application: _____								
Approval Request for Lot(s) # _____								
Is there a remainder lot? <input type="checkbox"/> Yes <input type="checkbox"/> No								
<u>Water Services</u>			<u>Sewer Services</u>			<u>Access</u>		
	Existing	Proposed		Existing	Proposed		Existing	Proposed
Municipal	<input type="checkbox"/>	<input type="checkbox"/>	Municipal	<input type="checkbox"/>	<input type="checkbox"/>	Public Street	<input type="checkbox"/>	<input type="checkbox"/>
Drilled Well	<input type="checkbox"/>	<input type="checkbox"/>	On-Site	<input type="checkbox"/>	<input type="checkbox"/>	Private Road	<input type="checkbox"/>	<input type="checkbox"/>
Dug Well	<input type="checkbox"/>	<input type="checkbox"/>	Mun Storm Sewer	<input type="checkbox"/>	<input type="checkbox"/>	Other (Specify): _____		
Other (Specify): _____			Other (Specify): _____			Other (Specify): _____		

Applicant's Signature\*: \_\_\_\_\_ Date: \_\_\_\_\_

**\*By signing this application, I certify that I am the owner of the area of land proposed to be subdivided or am acting with the owner's written consent.**

**"Statement of Plan Registration Form Must Accompany this Application"**

**THAT:** Schedule D Specifications for Design and Construction of Public Streets/Roads, Section 7 Listing Procedure of the Subdivision By-law is hereby amended by deleting Subsection b. and replacing it with the following:

- a. **Listing Procedures.** When the preceding specifications have been satisfactorily adhered to, the subdivider may then officially request CBRM take over the street/road system in the subdivision. The request shall be accompanied a final plan showing the entire subdivision, its boundaries, street/road and drainage layout as outlined in Part 4 of this By-law. The subdivider will also have a deed prepared deeding all street/road reserves to CBRM. At this time CBRM will require record plans and profiles as per Part 5, Section 8.c.4

**THAT:** The Subdivision By-law is hereby amended by adding the following:

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**SCHEDULE K FEES**

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<b>Application Type</b>	<b>Fee</b>
Preliminary Plan of Subdivision	\$50.00
Tentative Plan of Subdivision	\$70.00
Final Plan of Subdivision	\$300.00

**PASSED AND ADOPTED:** by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on \_\_\_\_\_.

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CLERK**

***THIS IS TO CERTIFY*** that the attached is a true and correct copy of the Subdivision By-law amendment Amending By-law of the Cape Breton Regional Municipality adopted by Regional Council during a meeting held on \_\_\_\_\_ to amend the Cape Breton Regional Municipality's Subdivision By-law.

\_\_\_\_\_  
Deborah Campbell Ryan, CLERK

**Discussion Paper – Solid Waste Service-Related Update**

During the discussion after the Solid Waste Update presentation at the Council meeting on May 12, 2020, it was **agreed** that staff be directed to provide a report at the next meeting of Council on the Provincial State of Emergency directives as it affects the Heavy Garbage program, taking into consideration financial forecasting, in advance of a decision by Council.

## **Issue Paper**

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**TO: CBRM COUNCIL**

**May 21, 2020**

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**RE: Heavy Garbage Options**

### **BACKGROUND**

During the May 12, 2020 Council meeting, an update on solid waste services was presented. As part of discussion following the presentation, staff was requested to provide a report at the next meeting of Council on the Provincial State of Emergency directives as it affects the Heavy Garbage program, taking into consideration financial forecasting, in advance of a Council decision.

### **DISCUSSION**

We have received the following from Provincial EMO staff concerning a Heavy Garbage program:

*“As long as the precautions are taken for social distancing and any appropriate PPE, heavy garbage can go ahead. The risk is deemed low for that type of activity. Other municipal units have held or scheduled to hold heavy garbage pickup. Of course, they are sending out public messages for folks not to rummage.”*

*There is nothing in the order that would prevent the municipality from holding a heavy garbage collection. However, some consideration should be given to try and control the usual folks who go hunting for items.”*

Clearly there is nothing in the Emergency Order preventing municipal units from carrying out this type of program. Regarding the suggestion that “hunting” for items be discouraged, we can certainly put out messaging to this effect, but realistically this would be something near impossible to enforce.

**Continued...**

Staff has explored a few scenarios for delivering the heavy garbage program, such as, “call to haul”, and providing regional drop-off sites, (similar to North Sydney). None of these options offer the efficiency of what we have established over many years with the current version used to deliver the service. Although the idea of regional drop-off sites may provide some limited savings, there are many unknowns which may ultimately prove more costly. In addition, these sites may result in situations where crowds and social distancing could become an issue.

If Council decides to provide the Heavy Garbage program for this year, staff recommends that the program remain unchanged from previous years. As well, staff are prepared to immediately take actions to ensure the program is completed no later than July 1<sup>st</sup>, 2020.

In terms of financial forecasting, the proposed Solid Waste budget for 2020-21 (\$13 million) accounts for 25% of the Public Works budget (\$49 million). Included in the proposed Solid Waste budget is \$254,000 for heavy garbage.

We are currently 2 months into the current fiscal year and can forecast with some certainty that we will be over budget for the current fiscal year by March 31<sup>st</sup>, 2021. Jennifer Campbell will have a detailed forecast/budget projection for a future meeting of Council.

The Solid Waste operations budget is partially subsidized through market revenues of approximately \$1 million from the sale of recycled materials to offset operational costs. The current trajectory in commodity markets for recycled materials would provide that this market revenue may not be fully realized this year.

As well, in the CBRM revenue budget we have forecasted \$2.1 million in tipping fees. For the month of April 2020, we have seen a 30% drop in billings compared to April 2019. It appears very doubtful that we will reach the forecasted total of \$2.1 million by March of 2021.

### **RECOMMENDATIONS:**

After consideration and consultation with the CAO, under the current Provincial State of Emergency, and the fiscal uncertainty for the fiscal year, staff provides the recommendation that Heavy Garbage collection be canceled for 2020.

Should Council decide to move ahead with the Heavy Garbage collection for 2020, it has been determined that the best option would be to follow the traditional collection approach at an estimated cost of \$254,000, which would provide that Staff issue the tender immediately with the intent of having the program completed by the end of July 1<sup>st</sup> 2020.

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**Francis Campbell**  
**Manager Solid Waste**

**Downtown Beautification**

**Motion:**

Moved by Councillor MacMullin, seconded by Councillor Prince, to reinstate the Beautification program for the downtown areas of the CBRM based on a cost-share program supported through staff oversight for implementation/delivery leveraging the Province's 2020 Beautification and Streetscaping Program wherever possible that provides up to \$25,000 per project.

**Discussion:**

Mayor Clarke advised that if approved, this issue will come back to Council once again for further approvals as there are financial requirements associated with it. There will be a working group formed to engage community organizations before the deadline of June 1<sup>st</sup>.

The following items were also discussed:

- Downtown Development Associations are assessing and hope to move forward with the program in light of Covid-19
- Beautification is not just flowers but banners, flags, and the possibility of the Adirondack chairs.
- Possibility of Council considering multiple-year approvals.

**Motion Carried.**



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## **MEMO**

**TO:** CBRM Council

**DATE:** May 20, 2020

**FROM:** Director, Planning and Development

**RE:** **DOWNTOWN BEAUTIFICATION**

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### **BACKGROUND**

At the Council meeting on May 12, 2020, a motion was passed to reinstate the Beautification program for the downtown areas of the CBRM based on a cost-share program supported through staff oversight for implementation/delivery leveraging the Province's 2020 Beautification and Streetscaping Program wherever possible that provides up to \$25,000 per project.

### **DISCUSSION**

While individual community groups are eligible to make their own application to the Province's 2020 Beautification and Streetscaping Program and contribute their own matching funds, Council passed a motion to provide financial support where possible. If there is a funding allotment approved by Council for this initiative, Ken LeBlanc (CBRM's Community Development Coordinator) will assist community groups applying for this program. To proceed, staff require the following from Council:

- Clarification on the total allotment of funding;
- Clarification on the communities which would be eligible for support by CBRM and how these communities will be selected; and
- Clarification on how funding would be dispersed between community groups.

Respectfully submitted by:

### ***ORIGINAL SIGNED BY***

Michael Ruus  
Director, Planning and Development

**Estimated Potential Tax Revenue Impact in the CBRM Due to COVID-19 and Temporary Borrowing Resolution**

**Motion:**

Moved by Councillor Gillespie, seconded by Councillor George MacDonald, to approve a Temporary Borrowing Resolution (TBR) in the amount of \$42,252,896.00 for the CBRM Property Tax Financing Program.

**Motion Carried.**



**CBRM**

*A Community of Communities*

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**Cape Breton Regional Municipality**

# Memo

**Date:** May 21, 2020

**To:** Mayor and Council

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

**Re:** Resolution Required for TBR – Municipal Operating Loan Program

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On May 20, 2020, the Department of Municipal Affairs & Housing released a resolution template to assist those municipalities applying for the Municipal Operating Loan Program. The completed resolution and associated schedules are attached.

While previous Council motions to approve the loan amount and program structure cover the content of the resolution, DMAH require that the TBR be approved in this format.

I therefore request that Council pass a motion to approve the Short Term Operating Loan Resolution as attached.

Respectfully,

Jennifer Campbell, CPA, CA  
Chief Financial Officer

**NOVA SCOTIA MUNICIPAL FINANCE CORPORATION  
SHORT-TERM OPERATING LOAN  
RESOLUTION AS ADOPTED BY COUNCIL**

**WHEREAS** the Municipal Finance Corporation is offering a temporary short-term operating loan to clients who are experiencing cash flow challenges for the 2020-21 fiscal year due to the impact of COVID-19; and,

**WHEREAS** in accordance with the policy of the Municipal Finance Corporation, the Council of Cape Breton Regional Municipality has deemed it necessary and expedient to seek approval from the Minister of Municipal Affairs and Housing to take part in this short-term operating loan program offered by the Municipal Finance Corporation; and

**WHEREAS** pursuant to Section 84 of the *Municipal Government Act*, a Municipality may borrow to cover the annual current expenditures to an amount not to exceed fifty per cent of the combined total of the taxes levied by the Municipality for the previous year and the amounts to be received by the provincial and federal governments; and

**WHEREAS** the summary amounts and descriptions of the cash flow impact of COVID-19 on the Municipality are contained in Schedules 'A' and 'B' (attached) to support analysis by the Department of Municipal Affairs and Housing and the Municipality shall provide officials from the Department of Municipal Affairs and Housing with reports and information deemed necessary to support this request;

**BE IT THEREFORE RESOLVED**

**THAT** subject to the approval of the Minister of Municipal Affairs and Housing, the Council of Cape Breton Regional Municipality borrow a sum or sums not exceeding Forty-Two Million, Two Hundred Fifty-Two Thousand, Eight Hundred Ninety-Six Dollars (\$42,252,896) for the purpose set out above; and,

**THAT** the sum be borrowed for a period not exceeding Thirty-Six (36) Months from the date of withdrawal from the Municipal Finance Corporation; and,

**THAT** the borrowing will be under the terms and conditions of the agreement as determined by the Municipal Finance Corporation.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council held on the 26 day of May 2020.

**GIVEN** under the hands of the Clerk and under the seal of the Municipality this            day of            2020.

\_\_\_\_\_  
Clerk

*\* please ensure the impression of the common seal is clear and visible upon scanning*

**NOVA SCOTIA MUNICIPAL FINANCE CORPORATION  
SHORT-TERM OPERATING LOAN  
RESOLUTION AS ADOPTED BY COUNCIL**

**SCHEDULE 'A'**

**Summary Information**

Summary of basis for loan request i.e. ½ of estimated shortfall; remainder of estimated shortfall, or additional estimated shortfall

Loan requested to finance a one-time property tax installment payment program. The loan requested represents the full amount of the anticipated tax collection shortfall for the 2020/21 taxation year.

Information regarding estimated shortfall

- Relevant factor used in the estimate

Estimated Tax Collection impacts calculated using tax revenue estimates by sector.

- Source of relevant factor

NSFM/AMA template developed to assist in calculating the estimated impact.

- Consideration of changes in previous factors

N/A

- Outline assumptions used

As developed by NSFM/AMA. Details of assumptions by sector are as noted in the table provided below.

If applicable, updated estimated shortfall including changes in factors or assumptions

Sector	Total Tax Revenue	% Impacted	Estimated Impact
Hotel & Accommodation	1,999,181	100%	1,999,181
Tourism (inc. seasonal)	3,500,000	100%	3,500,000
Restaurants, bars, coffee shops, cafes	5,046,519	100%	5,046,519
Health (dentists, physio, chiro, vet clinics)	534,369	100%	534,369
Salons/spas, private gyms, tattoo parlours	575,701	100%	575,701
Call Centres	1,548,859	80%	1,239,088
Breweries	36,663	30%	10,999
Not-for-profit organizations	1,000,000	20%	200,000
Other Commercial business	21,500,000	35%	7,525,000
<b>Total Commercial</b>	<b>35,741,292</b>		<b>20,630,857</b>
<b>Total Residential</b>	<b>72,073,466</b>	<b>30%</b>	<b>21,622,040</b>
<b>Total Estimated Revenue and Cash Flow impact</b>	<b>107,814,758</b>		<b>\$42,252,896</b>

**NOVA SCOTIA MUNICIPAL FINANCE CORPORATION  
SHORT-TERM OPERATING LOAN  
RESOLUTION AS ADOPTED BY COUNCIL**

**SCHEDULE 'B'**

**Municipal Program Information**

*\* Please Note: if any of the items below do not apply to your Municipality, please indicate by writing "nil" or "does not apply" in the space provided*

- Interest rate anticipated to be charged by the municipality

**1.1% + 0.25% Admin Fee = 1.35%**

- Administration fee anticipated to be charged by the municipality

**0.25%**

- Anticipated term of program (i.e. 30 months)

**30 months**

- Anticipated lump sum payment or semi-annual payments

**nil**

- If there are any program variances, please note the variance and rationale *(for example, if the loan term or interest rate is different for property type)*

**Does not apply.**

**Financial Information, please include with the submission of the resolution the following**

- Most recent non-consolidated financial statements available

OR

- If after Sept 30<sup>th</sup>, audited financial statements and Financial Information Return (FIR)

**Business Arising Issues – March 3 – Various Issues:**

**Motion:**

Moved by Councillor Bruckschwaiger, seconded by Councillor McDougall, to approve the following outstanding Business Arising issues from the March 3<sup>rd</sup>, 2020 Fire and Emergency Services and General Committee meetings:

- Establishing CB Regional Fire Chaplaincy
- 2020 Municipal and CSAP Elections – Various Matters
- Land Expropriation Lot 2019-1, PID 15543051 – Wash Brook Flood Mitigation Project
- Request for Quit Claim Deed – Dominion Community Hawks Property Group – PID 15380884 – 28 Lower Mitchell Avenue, Dominion

**Motion Carried.**

2020 Municipal and CSAP Elections – Various Issues

**Motion:**

Moved by Councillor Bruckschwaiger, seconded by Councillor MacMullin, that a recommendation be made to Council to approve the following staff recommendations:

1. **Election Budget (Setting of Tariff of Fees & Expenses)** - That the CAO and her designate (Clerk/Returning Officer) be granted authority to establish the tariff of fees and expenses as per Section 139 (1A) of the *Municipal Elections Act*.
2. **Preparation of the Voters' List** – That staff be authorized to utilize the Provincial permanent register of electors as outlined in Section 30(1) (C) of the *Municipal Elections Act* and that the Mayor and Clerk be authorized to sign the required Information Sharing Agreement as per Section 30B of the *Municipal Elections Act*.
3. **Alternative Voting (electronic) via Internet or Telephone** – to approve, in principle, the use of electronic voting during the 2020 Municipal and CSAP Elections, with a final report to be presented at a later date.

**Motion Carried.**



# M·E·M·O

**To:** CBRM Council  
**From:** Deborah Campbell Ryan, Municipal Clerk/Returning Officer  
**Date:** May 21, 2016  
**Subject:** Alternative Voting (electronic) by Telephone or Internet for the 2020 Municipal and CSAP Elections

At the April 7, 2020 Council meeting, a motion was passed to approve, in principle, the use of electronic voting (i.e. via telephone and personal computing device) for the upcoming Municipal and CSAP Election, with a final report to be presented at a later date. This Memo is in follow-up to that motion.

Electronic voting was well received by the electorate during the 2012 general elections, 2014 by-election in District 10, and the general elections in 2016. In 2012, approximately 57% of those who voted used electronic voting options. During the 2014 Special Election in District 10, of those who voted, approximately 53% voted electronically. In 2016, approximately 53.3% of those who voted used electronic voting options. Intelivote Systems Inc. from Dartmouth, Nova Scotia, provided the e-voting services to CBRM for all three elections.

In 2016, CBRM Council approved electronic voting for advance polls only, with the voting timeframe fixed for an eight-day period, commencing at 8:00 a.m. on Wednesday, October 5<sup>th</sup> through to 7:00 p.m. on Wednesday, October 12<sup>th</sup>, 2016, with paper ballots only on election day.

As noted in my earlier report, late 2019 Halifax Regional Municipality (HRM) issued an RFP for the procurement of e-voting services for the 2020 Municipal Elections. HRM has structured its RFP so that affiliate municipalities have the option to take advantage of the pricing, by way of a separate contact. HRM Procurement staff has now completed the evaluation of the proposals and I am pleased to report that the contract has been awarded to Intellivote.

Whatever option Council chooses in terms of methods of voting, it is anticipated that the costs associated with same will be within budget.

Continued...

The COVID-19 pandemic certainly presents municipalities with challenges in terms of election administration. As Council is aware, the NSFMR requested that the Province postpone the 2020 Elections, however the Minister of Municipal Affairs and Housing recently issued a directive to proceed with the October 17, 2020 Municipal & CSAP Elections. Although it appears we are currently approaching the end of the first wave of the pandemic, there are some reports that suggest the second wave may hit this area in October of this year.

In light of this, there are numerous challenges and concerns in proceeding with the October Elections, including:

- Physical Distancing – safety of voters, election workers, municipal staff, and costs associated with same (noting special training would be required to comply with directives from Public Health)
- Recruiting election staff may be difficult because of COVID concerns
- Extra costs associated with PPE including hand sanitizer, wipes, masks, and the limited supply of same
- Space constraints within polling facilities to maintain 6 feet between election workers, voters, voting stations - Additional facilities may be required
- Many municipalities use Schools for polling locations – if they reopen in September, they may not allow voting to be held in their buildings in October
- Community Halls are also used for voting places – many are closed because of COVID and may not be opening in the Fall
- Facilitating the vote in Nursing Homes – especially if we have a second wave in October
- Additional staff required for crowd control at polling locations
- Concerns of candidates, i.e. campaigning (especially door-to-door canvassing)

Times have changed – just look at the grocery stores. Physical distancing is not going away. Staff recognizes the importance of facilitating democracy, but we have to concentrate on keeping people safe by applying Public Health protocols.

Assuming the current Public Health restrictions are still in place in October, it would not be practical to run a traditional election while ensuring the safety of the voters. The only way to do that is to hold a fully electronic election, with the safety and convenience of voting from home. Everyone has access to a telephone, and election personnel will be available to help those who require assistance. Therefore in this era of uncertainty, staff is recommending that Council approve telephone and internet voting as the only means of voting in the upcoming election.

I would note that for the last two general elections, the Town of Truro has used all electronic voting (telephone and internet), and their election officials have reported that both elections went very smoothly. The age demographic for the Truro is similar to that of CBRM. Further, in the Halifax Regional Municipality's 2016 election, approximately 61% of those who voted did so by telephone or internet, noting that the HRM/CBRM ratio of total eligible voters is approximately 3 to 1.

**Continued...**

**RECOMMENDATION:**

That Council pass a motion to:

- a) **Approve the use electronic (telephone and internet) voting as the only means of voting in the election, commencing at 8:00 a.m. on Wednesday, October 7, 2020 through to Saturday, October 17, 2020 at 7:00 p.m.**
- b) **Authorize the Mayor and Clerk to sign the agreement for electronic (telephone and internet) services with Intellivote Systems Inc. in relation to the recent RFP issued by the Halifax Regional Municipality with respect to electronic voting.**

Yours truly,

*Original Signed By*

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**Deborah Campbell Ryan**  
**Municipal Clerk/Returning Officer**

**Port of Sydney Development Corporation – Articles of Incorporation:**

Mr. Demetri Kachafanas, Regional Solicitor, provided a report detailing the proposed substantive and non-substantive changes within the Articles of Incorporation, as outlined in the staff Memo attached to the Addendum.

Council discussion included:

- CBRM maintain as much control over the Port as possible
- Monthly reporting
- Non-Substantive changes should be dealt with one by one
- Were told there were no substantive changes, but there are
- Frustrated with access to information
- Minutes not available online anymore
- Process is arm's length
- Resignations by members of the Port Board
- Consider holding the AGM in Council Chambers
- Request a member of the Port Board to be available at the meeting for discussion
- Strategic Plan for the Port
- Capital Reserve Fund

Mayor Clarke referenced the resignation of several Board members and noted that a call for replacements will be facilitated through the Clerk's Office and advised that a Nominating Committee meeting will be scheduled to address the resignations.

Mayor Clarke noted that the existing Articles of Association are in place and the non-substantive items as well as details on the location of AGM meetings will be brought forward as requested.

**For Information Only.**



# **CBRM**

*A Community of Communities*

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**Cape Breton Regional Municipality**

**Office of Demetri Kachafanas  
Regional Solicitor**

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## **ISSUE PAPER**

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**TO:** Mayor and Council

**CC:** Maric J. Walsh, CAO

**FROM:** Demetri Kachafanas, QC, Regional Solicitor

**DATE:** May 20, 2020

**RE:** Port of Sydney Development Corporation -Articles of Association

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Dear Mayor and Council:

Please find attached the following:

1. The Port of Sydney Development Corporation's (PSDC) requested changes to the Articles of Association;
2. PSDC proposed Strategic Plan;
3. Email from Marlene Usher, PSDC CEO, dated May 20, 2020;
4. My Issue Paper dated October 31, 2019.

Further to my issue paper dated October 31, 2019, copy of which is attached for your review, the Board of Directors of the Port wish to move ahead with changes to the Articles of Association and adoption of the Strategic Plan.

Accordingly, I recommend Council approve the following non-substantive changes to the Articles of Association:

Article 4.08 - change the number of meetings from two to one.

(f) – change appointment to confirmation. This change reflects the process at the Annual General Meeting at which the Member simply confirms the appointments carried out by Council.

Article 5.01 – Change the Board's ability to hire senior staff to hiring the CEO. It would then be the responsibility of the CEO to hire staff. Removing management as a function of the Board so the Board is concerned with oversight and not management which is a function of the CEO and staff.

5.08 – Change the process for removal of a director from special resolution (which requires 2/3 majority vote) to simple majority vote.

Article 5.10 (Addition) – Moves the content of the clause from Clause 6 to Clause 5. This is not a change. It cleans up the Articles.

Article 6 Heading - Removes the reference to Chief Executive Officer from the Article on Officers. This makes sense as the CEO is not an officer or a director of the company.

Article 6.03 – Add the word immediately to precede “following the Annual General Meeting”. This gives more clarity to the timing to filling of vacancies.

Article 13 .02 – Change the authority to determine the Registered Office from the Member (Council) to the Board of Directors.

In addition, I recommend the following substantive change to the Articles of Association:

1.03 (e) Change the definition of the “Port of Sydney” to the following” Port of Sydney means the Sydney Harbour and associated infrastructure as well as any operations collateral or incidental to the development of Sydney Harbour as it relates directly to the operation of the Joan Harriss Cruise Pavilion terminal and wharf and any other associated infrastructure or operations collateral or incidental to the development of Sydney Harbour as defined and authorized by the Member(s) from time to time by special resolution.

This change will allow for possible future expansion of the Port of Sydney Development Corporation’s mandate without the necessity of a further change to the Articles of Association but only as authorized by Council.

I have also attached a copy of the PSDC Strategic Plan and email from Marlene Usher the Port’s CEO. I recommend approving the strategic plan in principle.

Yours truly,

**ORIGINAL SIGNED BY**  
Demetri Kachafanas, QC  
Regional Solicitor

**ARTICLES OF ASSOCIATION  
OF  
PORT OF SYDNEY DEVELOPMENT CORPORATION**

**ARTICLE 1: NAME, PURPOSE AND DEFINITION**

- 1.01 The name of the Company is Port of Sydney Development Corporation.
- 1.02 The purposes, objects and powers of the Company are as set out in the Memorandum of Association of the Company.
- 1.03 In these Articles of Association of the Company:
- (a) "Company" means Port of Sydney Development Corporation;
  - (b) "Board" or "Board of Directors" means the board of directors of the Company;
  - (c) "Board Member" or "Director" means an individual who has been appointed as a member to the Board of Directors of the Company;
  - (d) "Member(s) of the Company" means an individual or such other legal entity who has acquired ~~voting~~ Membership, in the Company in accordance with Article 3 of the Articles of Association of the Company; and
  - ~~(e) "Port of Sydney" means the Sydney Harbour and associated infrastructure as well as any operations collateral or incidental to the development of Sydney Harbour, as it relates directly to the operation of the Joan Harris Cruise Pavilion terminal and wharf.~~

(e)

**ARTICLE 2: POWERS**

- 2.01 Subject to the Memorandum of Association of the Company, the powers of the Company are as set out in the *Companies Act*, Chapter 81, Revised Statutes of Nova Scotia, 1989, as amended from time to time.
- 2.02 In addition the Company shall have the power:
- (a) to fix and determine the basis and terms of membership in the Company;
  - (b) to carry out the financing and other agreements necessary to achieve its objects either alone or jointly with others; and
  - (c) to guarantee and act as an endorser on loans and obligations arranged by or on behalf of individuals or groups.

**ARTICLE 3: MEMBERSHIP**

- 3.01 This, Article 3, shall apply to the admission of voting Members of the Company. Subject to the Memorandum of Association, the Members, by resolution, may approve the admission and terms of membership of non-voting members of the Company.
- 3.02 Subject to the right of the Company to extend its membership and to provide for the terms of such extension, the Members of the Company shall be as follows:
- (a) the Cape Breton Regional Municipality as represented by the Council of the Cape Breton Regional Municipality (sometimes referred to as the "Initial Member");
  - (b) such additional Members of the Company who shall be appointed by the Initial Member; and
  - (c) such additional Members of the Company who shall be appointed by the Members of the Company.
- 3.03 Members of the Company (other than the Cape Breton Regional Municipality), shall, as a condition of membership, sign and file with the Company a copy of the Company's Memorandum of Association as confirmation of an undertaking to contribute to the assets of the Company, subject to the limitations expressed in Article 4 of the Memorandum of Association of the Company.
- 3.04 The number of Members who may be admitted to membership in the Company is unlimited.
- 3.05 The acts and votes of the Members of the Company shall be deemed to be legal and valid notwithstanding any default in the appointment of Members of the Company at the time of such acts or votes; and the act and vote of a majority of those present and voting at any duly convened meeting of the Members of the Company shall be deemed to be the act and vote of the Company.
- 3.06 Subject to Article 3.07, the Members of the Company, including the signatories to the Company's Memorandum of Association, shall continue to maintain membership in the Company unless otherwise removed by a vote of 2/3 of the Members of the Company present in person or by proxy at a duly constituted meeting of the Members of the Company for which notice of the proposed removal of the Member has been provided.
- 3.07 Any Member of the Company, including any signatory to the Company's original Memorandum of Association, shall cease to be a Member of the Company upon:
- (a) in the case of a Member of the Company which is a corporate entity, upon the corporate entity becoming insolvent or being assigned into bankruptcy or being wound up; or
  - (b) with the approval of the Board of Directors, if the Member of the Company fails to pay any fee which may be levied on the Member.
- 3.08 Notwithstanding the foregoing, no fees shall be levied on the Cape Breton Regional Municipality and the Cape Breton Regional Municipality shall not be removed as a Member of the Company.

#### **ARTICLE 4: MEETINGS AND VOTING OF THE MEMBERS OF THE COMPANY**

- 4.01 The Secretary or his or her designate shall be responsible for giving notice of all meetings of the Members of the Company.
- 4.02 Notice of the time and place of the annual general meeting of the Members of the Company (the "Annual General Meeting") shall be given to each Member by telephonic, electronic or other communication facility not less than two (2) weeks before the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier or personal delivery.
- 4.03 Notice of the time and place of general meetings of the Members of the Company, other than the Annual General Meeting of the Members of the Company, shall be given to each Member by telephonic, electronic or other communication facility not less than two (2) weeks before the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier or personal delivery.
- 4.04 Notice of any emergency meetings will be deemed sufficient if the Secretary gives notice by telephone, fax or message either in person to the Members of the Company or by message left with some responsible person at the respective homes or offices of the Members of the Company the day previous to the date of the emergency meeting of the Members of the Company.
- 4.05 Voting at any meeting of the Members of the Company shall be voiced "aye" or "nay" or by show of hands or by standing vote, unless a secret vote by ballot is requested by motion, seconded and carried by a majority of the Members of the Company present. A motion of request for secret ballot may not be ruled out of order by reason of there being a prior motion on the floor.
- 4.06 Subject to Article 8.01 of the Articles of Association of the Company, each Member of the Company shall be entitled to one (1) vote and no more on any motion.
- 4.07 A quorum of any meeting of the Members of the Company (whether annual, general or emergency) shall be fifty-one percent (51%) of the Members of the Company (actually present, or by proxy) with no person entitled to be counted as more than one (1). Any Member present at any meeting of the Members by proxy shall have filed with the Secretary or his or her designate at any time prior to the meeting of the Members of the Company a proxy form, (substantially similar to the one set out in Appendix "A" to these Articles of Association) and bearing the signature (or certifies the consent to the Secretary's satisfaction) of the Member who wishes to be present at the meeting of the Members of the Company by way of proxy. The proxy form may be presented to the Secretary or his or her designate either by hand (by any person), prepaid post, fax or such other device which, in written form, evidences the consent of the Member being present at the Meeting of the Members of the Company by proxy, the Secretary or his or her designate shall duly note such fact in the minutes of the meeting of the Company and the proxy form or a copy of the proxy form shall be filed with the minutes of the meeting of the Members.
- 4.08 The Members of the Company shall hold not less than ~~two (2)~~one (1) meetings each year, of which one meeting shall be the Annual General Meeting of the Members of the Company. The Annual General Meeting of the Members of the Company shall be open to the public

and is to be held at the Joan Harris Cruise Pavilion, or such other convenient location, at such time as is deemed expedient by the Board of Directors of the Company. At the Annual General Meeting of the Members of the Company, the order of business shall be as follows:

- (a) Roll call;
- (b) Approval of minutes of preceding Annual General Meeting of the Members of the Company;
- (c) Adoption of the annual report which shall include:
  - Audited financial statements;
  - Completion of a business plan for the fiscal year containing such information as the Council of the Cape Breton Regional Municipality may require, including but not limited to:
    - o Capital and operating budget, including financial targets;
    - o Anticipated infrastructure and facility maintenance;
    - o Marketing plan;
    - o Strategic operating plan.
  - Risk assessment, if applicable in the year of the Annual General Meeting; and
  - Summary of infrastructure maintenance and development for the prior fiscal year.
- (d) Adoption of treasurer's report and appointment of auditors;
- (e) Receiving report of Governance Committee of the Board of Directors;
- (f) [Appointment Confirmation](#) of individuals to the Board of Directors;
- (g) Election of new Members to Membership in the Company;
- (h) New business.

4.09 General meetings of the Members of the Company may be held at the discretion of the Board of Directors of the Company. Such meetings shall be held at such time and place, and shall take such form as is deemed expedient by the Board of Directors of the Company.

4.10 Emergency meetings of the Members of the Company may be called at such time and place as is deemed in the best interests of the Company. Such meetings shall be held when requested by:

- (a) One-third (1/3) or more Members of the Company by notice in writing, delivered to any officer of the Company; or
- (b) the Board of Directors of the Company; or

(c) the chairperson (the "Chairperson").

4.11 Subject to such modification as may be required by law and/or pursuant to the Articles of Association of the Company, the business of the Members of the Company shall be conducted in accordance with the most recent edition of Robert's Rules of Order, as it may exist from time to time.

#### **ARTICLE 5: BOARD OF DIRECTORS OF THE COMPANY**

5.01 The Board of Directors of the Company shall be responsible to establish the policies and perspectives of the Company, including, but not limited to, major policy issues, financial issues and the hiring of ~~senior employees~~ the CEO, if any, and shall meet no less than six (6) times during the Company's fiscal year. The Board is responsible for governance and for the management oversight of the activities of the Company.

5.02 Subject to Article 5.22, the following individuals shall not be eligible to sit as Directors:

- (a) an individual who is a mayor, councillor, officer or employee of the Cape Breton Regional Municipality;
- (b) an individual who is a member of the legislature of the province of Nova Scotia, or an officer or employee of the public service or of a Crown corporation of the province of Nova Scotia;
- (c) a Senator or a member of Parliament or an officer or employee of the federal public service or of a federal Crown corporation;
- (d) an individual who is not a resident Canadian;
- (e) an individual who is under 18 years of age;
- (f) an individual who has been declared mentally incompetent by a court in Canada or elsewhere; or
- (g) an undischarged bankrupt.

5.03 The Board shall consist of at least nine (9) voting Directors and no more than twelve (12) voting Directors.

5.04 The quorum necessary for the transaction of business at a meeting of the Board shall be a majority of the number of Directors in office. A quorum of Directors may exercise all powers of the Board.

5.05 The appointment of a Director shall be effected by a duly authorized resolution of the Council of the Cape Breton Regional Municipality and the Board of Directors shall be comprised of the following:

- (a) not less than one (1) individual holding a professional accounting designations;

- (b) not less than one (1) individual licensed to practice law in the Province of Nova Scotia;
  - (c) not less than one (1) individual holding a professional engineering designation;
  - (d) not less than one (1) individual with noted expertise in marketing;
  - (e) not less than three (3) individuals with expertise in business and commerce;
  - (f) one designate appointed by band council resolution from Eskasoni First Nation who is not an elected band official; and
  - (g) one designate appointed by band council resolution from Membertou First Nation who is not an elected band official.
- 5.06 Directors' terms shall be staggered. No Director of the Company shall hold office as a Director of the Company for a term greater than three (3) years; the Company may, by a majority vote of the Members of the Company present in person or by proxy at a meeting of the Board, extend such term for up to one (1) additional term, which shall not exceed three (3) years.
- 5.07 Subject to such other requirements prescribed pursuant to these Articles of Association of the Company with respect to membership on the Board of Directors of the Company, if a Director of the Company has held office for a period of six (6) consecutive years, he or she will not be eligible to hold office as a Director of the Company for a period of at least three (3) years from the date on which he or she attained six (6) consecutive years as a Director of the Company.
- 5.08 A Director shall cease to hold office when:
- (a) the Director dies or resigns;
  - (b) the Director is removed for cause;
  - (c) the Director is no longer qualified to hold the office of director;
  - (d) the term of office of the Director expires; or
  - (e) the Director is removed by ~~special resolution~~majority vote of the Members of the Company. Subject to those items enumerated herein Article 5.08, so long as the Cape Breton Municipality is the sole Member of the Company, a Director shall not be unilaterally removed by ~~special resolution~~majority vote of the Members, without cause.
- 5.09 A Director may resign his or her office as a Director by sending to the Company a written resignation which shall become effective on the date received by the Company or on the date specified in the resignation, whichever is later.
- 5.10 ~~Any Director may be removed for cause by the Members at any time. The Board shall appoint a Chief Executive Officer (CEO), who shall not be a Director. The Board shall fix the~~

remuneration of the CEO of the Company, subject to the approval of the business plan of the Company at the Annual General Meeting.

- 5.11 The Board, subject to the approval of the Members, may appoint from their number one or more committees of the Board not otherwise provided for herein, to best carry out the provisions enumerated herein, however designated, and delegate to any such committee any of the powers of the Board except the Board shall not delegate to any committee the power to:
- (a) fill a vacancy in the office of the auditor of the Company;
  - (b) issue debt obligations except in the manner and on the terms authorized by the Board;
  - (c) approve the audited financial statements of the Company;
  - (d) adopt, amend or repeal by-laws; or
  - (e) authorize or ratify any activity carried on or to be carried on or any power exercised or to be exercised by a subsidiary.
- 5.12 The Board shall appoint from their number a governance committee comprised of not less than three Directors, one of whom shall be a barrister (the "Governance Committee").
- 5.13 The Governance Committee shall perform the following functions:
- (a) Develop and manage the administration of a code of conduct;
  - (b) Develop and annually update a long-term plan, including recommendations to the Board, for the composition of the Board, in terms of the optimal combination of skills, background or experience, which plan shall take into consideration the skills, background and experience of existing Directors, retirement dates and the strategic direction of the Company;
  - (c) at least four months prior to the expiry of the term of a director appointed by the Cape Breton Regional Municipality provide notice to the Cape Breton Regional Municipality, that the term of its appointee on the Board is about to expire and requesting an appointment;
  - (d) provide to the Cape Breton Regional Municipality the notice described in subsection 5.13(c) above, a current copy of the plan and recommendations described in subsection 5.13(b) and also provide a profile of the skills, background and experience of the continuing Directors;
  - (e) in the event a Director ceases to hold office, the Governance Committee shall forthwith provide to the Cape Breton Regional Municipality, a written request for a new appointment to fill such vacancy together with a copy of the plan and recommendations described in subsection 5.13(b) and the profile described in subsection 5.13(d).

- 5.14 ~~Notwithstanding a term appointment of a Director to the Board of Directors of the Company by the Members of the Company, the Members of the Company shall have the right to remove any Director of the Company by majority vote of those present in person or by proxy at any meeting of the Members of the Company duly convened and held and for which notice of the proposed removal has been provided.~~
- 5.15 Subject to such modification as may be required by law and/or pursuant to the Articles of Association of the Company, the business of the Board of Directors shall be conducted in accordance with the most recent edition of "Robert's Rules of Order", as it may exist from time to time.
- 5.16 No Director shall be paid any salary or remuneration for the execution of his or her duties other than such out-of-pocket expenses as he or she may properly incur on behalf of the Company.
- 5.17 Meetings of the Board of Directors of the Company may be held by telephone conference call and Directors of the Company may be present at any meeting of the Board of Directors of the Company by telephone speaker or such similar device, so long as the Director attending the meeting of the Board of Directors by way of speaker phone or such similar device is able to hear and participate in the meeting.
- 5.18 Notice of the time and place of a meeting of Directors shall be given to each Director by telephonic, electronic or other communication at least two (2) weeks before the day on which the meeting is to be held. If a Director requests that the notice be given by non-electronic means, the notice will be sent by mail, courier or personal delivery.
- 5.19 The Board of Directors of the Company shall be tasked with having the following corporate records available for inspection by the Council of the Cape Breton Regional Municipality at any time:
- (a) copies of the annual financial statements, for a period of six years after the end of the fiscal year to which they relate;
  - (b) copy of every document received by it in the last six years notifying it of the appointment or cessation of office of a director;
  - (c) copy of the constating instruments of each of its wholly-owned subsidiaries;
  - (d) Minutes of any meetings of the Board; and
  - (e) Records relating to the traffic and general use of the Port of Sydney.
- 5.20 The Board of Directors of the Company shall be required to report, and provide supporting documentation, to the Council of the Cape Breton Regional Municipality on the following matters within five (5) business days of such business being approved at a meeting of the Board of Directors:
- (a) filling a vacancy in the office of CEO;
  - (b) approving the annual financial statements;

- (c) approving a borrowing of more than Fifty Thousand Dollars (\$50,000.00);
- (d) adopting a land use plan or business plan;
- (e) authorizing or ratifying any activity carried on or to be carried on, or any power exercised or to be exercised, by a subsidiary of the Company; or
- (f) approval of internal ~~monthly~~ quarterly financial statements.

5.21 The Board of Directors of the Company shall requisition a risk assessment, relating to the Port of Sydney, prepared by a competent risk assessor every five (5) years with respect to:

- (a) risk, risk management, property value, risk transfer and probable maximum loss; and
- (b) insurance coverage, limits and deductibles.

5.22 Notwithstanding the foregoing regulatory framework concerning the Board of Directors of the Company contained in this Article 5, immediately upon incorporation, the Initial Member shall appoint as the first Directors of the Company:

- (a) the Mayor of the Cape Breton Regional Municipality;
  - (b) the Deputy Mayor of the Cape Breton Regional Municipality; and
  - (c) three (3) councilors of the Cape Breton Regional Municipality.
- (collectively known as the "Interim Directors")

The Interim Directors shall hold office from the date of incorporation until such time as the requisite Directors have been established in accordance with Article 5.05 herein, and on staggered terms as enumerated in Article 5.06. As the requisite Directors are appointed in accordance with Article 5.05 herein, the Interim Directors shall proportionately resign.

**ARTICLE 6: OFFICERS: CHAIRPERSON, VICE-CHAIRPERSON, SECRETARY, and TREASURER, ~~CHIEF EXECUTIVE OFFICER~~**

6.01 The elected officers of the Company shall be the Chairperson, a Vice-Chairperson, a Secretary, and a Treasurer, and such other officers as the Board of Directors of the Company may from time to time appoint (the "Elected Officers").

6.02 ~~The Board shall appoint a Chief Executive Officer (CEO), who shall not be a Director. The Board shall fix the remuneration of the CEO of the Company, subject to the approval of the business plan of the Company at the Annual General Meeting.~~

6.03 The Directors shall elect from their number the Elected Officers at each Annual General Meeting. Where a vacancy exists in any office of the Company, such vacancy shall be filled at the next meeting of the Board of Directors of the Company immediately following the Annual General Meeting of the Members of the Company, which meeting of the Board of Directors of the Company shall be held no later than thirty (30) days after the Annual General Meeting.

- 6.04 The Board of Directors shall have the authority to elect any Director to serve as an interim officer of the Company, should a vacancy occur during the Company's business year until the next Annual General Meeting.
- 6.05 Any Elected Officer of the Company shall hold office for one (1) year from the date of his or her election, provided such person continues to be a Director of the Company.
- 6.06 No Elected Officer shall be paid any salary or remuneration for the execution of his or her duties other than such out-of-pocket expenses as he or she may properly incur on behalf of the Company.
- 6.07 Notwithstanding anything to the contrary contained herein, with the consent of the Board of Directors, the offices of Secretary and Treasurer may be combined into the one office of Secretary-Treasurer.

#### **ARTICLE 7: EXECUTIVE COMMITTEE**

- 7.01 The "Executive Committee" of the Board of Directors of the Company shall consist of the following individuals:
- (a) the officers of the Company, from time to time;
  - (b) the Chief Executive Officer of the Company, if any, who shall be a non-voting Member of the Executive Committee.
- 7.02 The Executive Committee shall serve as a standing committee of the Board of Directors of the Company and shall oversee the effective execution of the day-to-day operations of the Company, approve all major budgeted expense items, act as the strategic planning committee of the Company, evaluate the performance of the Chief Executive Officer, and be responsible for issuing public statements on major policy/media issues. The Executive Committee shall have the authority to transact such business as may properly be required of the Company between meetings of the Board of Directors of the Company and shall carry on its activities in accordance with such directions and limitations as the Board of Directors of the Company may from time to time prescribe. The Executive Committee shall meet no less than once a month during the Company's business year.

#### **ARTICLE 8: DUTIES OF THE CHAIRPERSON AND VICE-CHAIRPERSON**

- 8.01 The Chairperson shall:
- (a) Provides leadership to the Board that will result in attaining the objectives of the Company and adheres to its Articles of Association;
  - (b) The Chairperson shall preside at meetings of the Members of the Company, the Board of Directors and the Executive Committee and shall have an extra or deciding vote when votes are evenly divided;
  - (c) Encourages Directors to participate in meetings and activities;
  - (d) Keeps the Board's discussion on topic by summarizing issues;

- (e) Keeps the Board's activities focused on the Companies' issues;
- (f) Evaluates the effectiveness of the Board's decision-making process;
- (g) Makes sure that committee chairs are appointed;
- (h) Orients Directors and committee chairs to the Board;
- (i) Makes sure there is a process to evaluate the effectiveness of Directors, using measurable criteria;
- (j) Recognizes Directors' contributions to the Board's work;
- (k) Conducts biannual Director evaluations;
- (l) Acts as one of the signing officers for cheques and other documents, such as contracts and grant applications. Unless otherwise determined by the Board of Directors of the Company, the Chairperson, together with the Secretary, shall sign all documents requiring the seal of the Company and perform such other duties as are usual for such an officer;
- (m) Promotes the Companies' purpose in the community and to the media or to delegate such responsibility to another Director; and
- (n) Vets all reports for the Annual General Meeting.

8.02 In the event of the absence, illness, or incapacity of the Chairperson, the Vice-Chairperson shall act in his or her place and stead for all purposes. The Vice-Chairperson shall learn the duties of the Chairperson and keep informed on key issues. The Vice-Chairperson shall perform such duties as may be directed by the Chairperson or Board.

#### **ARTICLE 9: DUTIES OF THE SECRETARY**

9.01 The responsibilities of the Secretary are as follows:

- (a) Ensure notices of meetings have been prepared and delivered;
- (b) Ensure minutes of meetings of the Members of the Company, the Board of Directors of the Company and the Executive Committee are kept;
- (c) Ensure all correspondence has been read and answered as directed by the Officers and Board of Directors;
- (d) Serves on the Executive Committee;
- (e) Keeps copies of the Companies' Articles and the Board's policies and plans;
- (f) Keeps list of officers, Directors, committees and general membership;
- (g) Cares for official minute book;

- (h) Keeps record of Board attendance;
- (i) Makes sure that there is a quorum at Board meetings;
- (j) Distribute copies of minutes to Directors;
- (k) Signs official documents of the Company as required;
- (l) Files with the registrar, with its annual financial statement, a list of its Directors with their addresses, occupations, and dates of appointment or election, and, within fourteen days of a change of Directors, notify the registrar of the change;
- (m) Files with the registrar a copy in duplicate of every special resolution within fourteen days after the resolution is passed;
- (n) In the absence of the Chair and vice-chair, chairs Board meetings until the election of an alternate Chair; and
- (o) such other duties as may be designated from time to time by the Board of Directors of the Company are carried out.

#### **ARTICLE 10: DUTIES OF THE TREASURER**

10.01 The responsibilities of the Treasurer are as follows:

- (a) Ensure the financial affairs of the Company are monitored;
- (b) Serves on the Executive Committee;
- (c) Gives regular reports to the Board on the financial state of the Company;
- (d) Present the records to designated accountant for review and preparation of a certified statement for the Annual General Meeting. Prepare the annual financial statements required by law;
- (e) Receive and deposit all funds of the Company in the bank designated by the Board;
- (f) Monitor the budget as approved by the Board;
- (g) Acts as signing officer, with another officer or Coordinator for cheques and other documents; and
- (h) such other duties as may be designated from time to time by the Board of Directors of the Company are carried out.

#### **ARTICLE 11: ARTICLES OF ASSOCIATION**

11.01 The Articles of Association of the Company shall be amended or repealed only in accordance with the provisions of the *Companies Act*, Chapter 81, Revised Statutes of Nova Scotia, 1989, as amended from time to time.

**ARTICLE 12: ACTIVITIES OF THE COMPANY NECESSARY TO SUPPORT PORT OPERATIONS**

12.01 To operate the Port of Sydney, the Company may undertake the activities which are necessary to support the objects of the Company, including, but not limited to:

- (a) Subject to Article 5.20(c), the borrowing of money. The borrowing powers of the Company shall be exercised in accordance with the provisions of the *Companies Act*, Chapter 81, Revised Statutes of Nova Scotia, 1989, as amended from time to time;
- (b) Renting equipment;
- (c) Leasing or licensing real property – the acquisition of freehold title to real property shall be strictly prohibited unless approved by special resolution of the Members;
- (d) Acquisition, disposition, holding, leasing or licensing of personal property;
- (e) Participating as a partner, or a co-venturer in connection with the activities enumerated herein;
- (f) The management of harbour service fees;
- (g) Operation of restaurants, bars, retail, office, display, tradeshow, and carry-on entertainment activities, travel or tour operations and similar tourism-related activities;
- (h) Consulting services relating to the operation of the Port of Sydney; and

12.02 The Company shall carry out the following activities in relation to the operation of the Port of Sydney:

- (a) Environmental risk mitigation and maintenance;
- (b) Navigational services and aids;
- (c) Emergency planning and response;
- (d) Dispatching services;
- (e) Security;
- (f) Vehicle parking, control or marshalling facilities;
- (g) Stevedoring services; and
- (h) General facility maintenance.

12.03 The CEO shall deliver to the Members of the Company an operational report describing the activities undertaken in that month-quarter in reference to those items enumerated in Article 12.01 and Article 12.02.

### **ARTICLE 13: GENERAL PROVISIONS**

13.01 The books and accounts of the Company shall be audited each year and certified by a licensed public accountant appointed at the Annual General Meeting of the Members of the Company.

13.02 The Company shall maintain a registered office on Cape Breton Island, Nova Scotia, at a place determined by resolution of the Members-Directors of the Company from time to time, and shall give notice of the same to the Registry of Joint Stock Companies.

13.03 Unless otherwise directed by the Board of Directors of the Company, at such registered office shall be kept:

- (a) the corporate seal of the Company;
- (b) the official list of Members of the Company;
- (c) the minutes of all meetings of the Members of the Company;
- (d) the minutes of all meetings of the Board of Directors of the Company; and
- (e) records and books of account of the Company.

13.04 The fiscal year of the Company shall be April 1 to March 31.

13.05 The Company shall adopt a seal which may be affixed to any documents signed for or on behalf of the Company. Such seal shall be authenticated by the signatures of the Chairperson and the Secretary or such other person or persons so designated and authorized by the Board of Directors of the Company. The seal is to be given into the custody of the Secretary or as designated by the Board of Directors of the Company.

13.06 Any Member of the Company may inspect the books of account or records of the Company at the registered office of the Company upon giving reasonable notice thereof to the Secretary of the Company.

**DATED** at Sydney, Nova Scotia, this \_\_\_\_ day of \_\_\_\_\_, 2017

**APPENDIX "A"**

**PROXY**

**To:** Chairperson  
**And to:** Port of Sydney Development Corporation (the "Company")  
**From:** [Name and address of Member]

The undersigned, being a member of the Company, hereby appoints:

\_\_\_\_\_;

to be proxy of the undersigned (the "Proxy"). The Proxy shall have power of substitution, and may attend, act and vote for and on behalf of the undersigned at the \_\_\_\_\_ (the "Meeting") of the members of the Company to be held on \_\_\_\_\_, and at any adjournments thereof, with respect to all business and every poll that may take place at that Meeting, with the same powers that the undersigned would have if the undersigned were present at the Meeting, or any adjournment thereof.

Dated this \_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_

Signature of Member



# STRATEGIC PLAN 2020



## INSIDE:

1. Background
2. The Current Environment
3. Cruise Business, Economic Impact and Challenges
4. Predicted Cruise Traffic
5. Looking to the Future
6. Our Vision
7. Our Mission
8. Our Values
9. Strengths and Opportunities of the Port
10. Key Result Areas and Strategic Objectives
11. Measuring Our Success



Port of  
Sydney

CANADA

# 1. BACKGROUND

The Port of Sydney Development Corporation (PSDC) was established in 2015 to replace Sydney Ports Corporation. The organization is a self-sustaining corporation and has a mandate which includes the Sydney Marine Terminal and related commercial business, as well as the marketing and development of Sydney Harbour.

The Sydney Marine Terminal and specifically the Joan Harriss Cruise Pavilion was constructed to sustain the cruise business and to participate with other Atlantic Ports in the cruise industry.

The Port of Sydney Development Corporation (PSDC) is governed by a Board of Directors who provide direction to the CEO and develop the strategic direction for the organization.

## 2. THE CURRENT ENVIRONMENT

The Port of Sydney Development Corporation manages and operates the Sydney Marine Terminal.

Included in this operation is the Joan Harriss Cruise Pavilion, a 100 m metre south dock, a 275-metre dock to the west of the terminal, and a new 180-metre north dock. The Port of Sydney currently has three main sources of income, including:

- ▶ Cruise vessel visitation
- ▶ Fuel tankers and other vessels
- ▶ Event, market and tenant revenue

With revenues approaching \$3 million and expenses (excluding depreciation) at \$2.2 million (2017), the Port of Sydney is self-sustaining and a valuable asset to the community.

The Port employs 18 people during peak season (April to end October).



### 3. CRUISE BUSINESS

#### ECONOMIC IMPACT & CHALLENGES

Cruise traffic is the main source of revenue for the Port, growing to over \$1.3 million in passenger tax in the 2019 season.

Cruise activity is active from May to November and most concentrated in September and October (fall colours cruises), compounding the demand for berth capacity by the cruise industry.

Cruise activity in the Cape Breton Regional Municipality is a significant economic driver. In 2019 there were 108 ship calls with 215,600 passengers and crew arriving in Sydney.

Economic impact was estimated in excess of \$60 million.

Excursions at the Port of Sydney are some of the best in Atlantic Canada and include

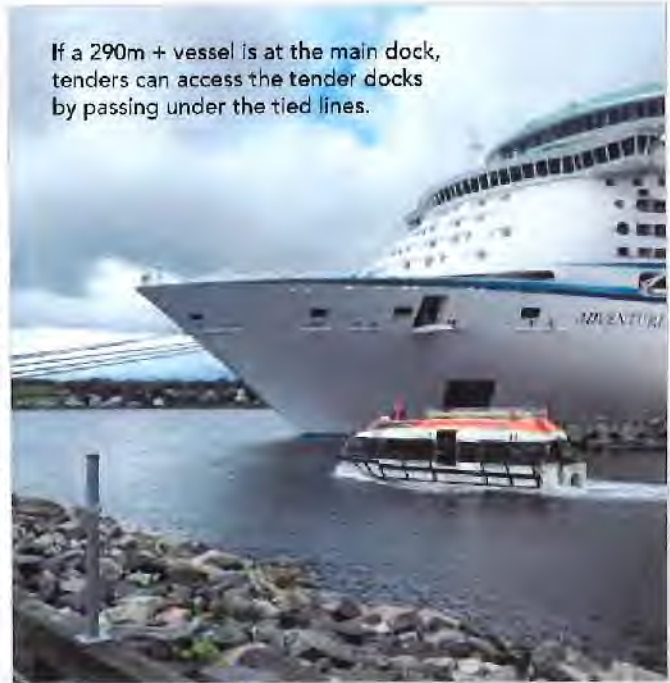
multicultural experiences. Cruise spending is a critical factor in the success of many seasonal vendors and on-land excursions.

The combination of steady cruise business growth and the concentration of cruise activity, especially during the mid-week period combined with the regular use of the cruise berth for important fuel supply functions, has resulted in berth use scheduling conflicts, particularly during the fall peak cruise season.

With the new pier, revenues for berthage and wharfage are expected to grow.

In 2016, seven ships called that needed anchor. In 2019 there were 25 multi-ship days. Even with the addition of the second berth in 2020, there will be 9 ships anchoring because the two berths are occupied.

Anchoring is not favoured by cruise operators and it results in lost port revenues and reduced passenger spending.





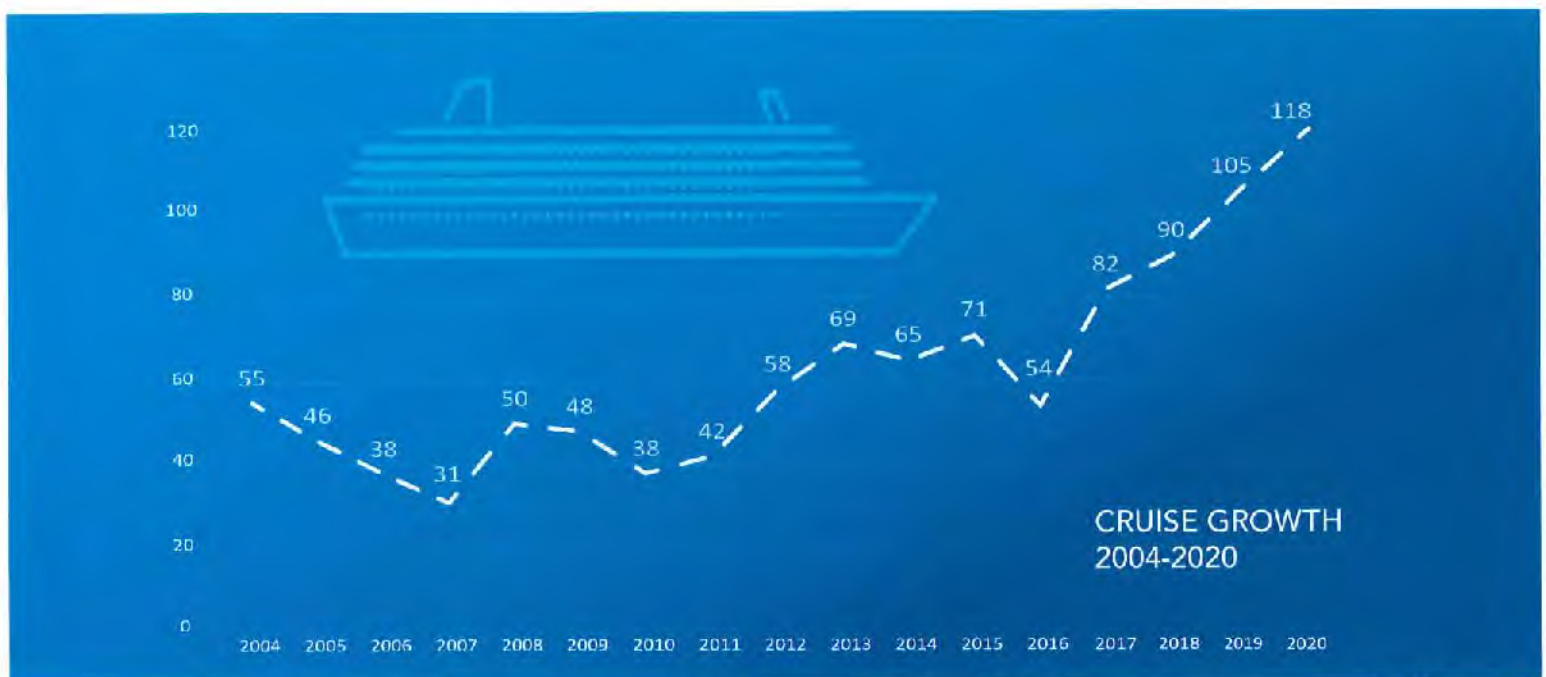
#### 4. PREDICTED CRUISE TRAFFIC

Cruise traffic projections over the next few years are difficult to accurately predict as the industry is quite cyclical. There are several factors which could impact cruise line decisions in planning itineraries. For the years 2021 and 2022 projections indicate that the industry in Sydney will remain strong.

The vision for the Port of Sydney includes continued growth of the fall cruise season with a focus on growth of the spring and summer markets. Increased destination awareness and

opportunities through the Atlantic Canada Cruise Association (ACCA) and Cruise Canada New England (CCNE) provide opportunities for growth.

For 2020 and beyond the issue of anchoring and tendering will be greatly minimized with the addition of a second berth which provides the Port an opportunity to market its new berthing capacity. This will increase visitation to the Port.



## 5. LOOKING TO THE FUTURE

The vision, mission and values are basic precepts and guiding principles that drive the organization.

A unifying vision, a meaningful mission, and adherence to basic values serve to set direction and inspire commitment to the Port of Sydney Development Corporation's future.

## 6. OUR VISION

To be a leading Atlantic Gateway multimodal hub, operating as a vibrant partner in the global supply chain and committed to the economic development and growth of the Port.



## 7. OUR MISSION

To support, promote and develop the harbour and related infrastructure with a view of growing the economy of the Cape Breton Regional Municipality.

In its advocacy role, the Port of Sydney Development Corporation will strive to create the 'conditions for success' with the aim of optimizing the Port's economic development prospects. The PSDC fulfills its mission through the following responsibilities:

1. To manage and operate the Port of Sydney in the Cape Breton Regional Municipality, Nova Scotia including the Sydney Marine Terminal;
2. To develop, build or acquire infrastructure needed for the operation, promotion or economic development of the Port of Sydney and/or its facilities;
3. To advocate for and assist private enterprise to grow the Port;
4. To efficiently and effectively manage and administer personnel and infrastructure assets under its care;
5. To foster a healthy relationship with all levels of government as well as other key stakeholders;
6. To maintain a close working relationship with Indigenous partners;
7. To actively market the advantages of using Sydney as a Port of Call;
8. To promote business development and investments in the Port of Sydney and related businesses; and
9. To provide an effective and robust communications and outreach plan for the Port of Sydney.

# LIGHTHOUSE CONCOURSE



## 8. OUR VALUES

Values clarify what we believe in, what we stand for, and how these beliefs are translated into action when we are conducting business and dealing with employees, clients, and stakeholders.

Board members and employees at the PSDC will be guided by these values including, but not limited to:

- ▶ Honesty and Integrity
- ▶ Quality
- ▶ Inclusiveness
- ▶ Respect



## 9. STRENGTHS & OPPORTUNITIES OF THE PORT OF SYDNEY

The Port of Sydney Development Corporation as an organization has many strengths. It is our intention to capitalize on those strengths to grow the Port.

The PSDC has examined the current landscape in which it operates. We have identified the following strengths which have allowed us to be successful.

### STRENGTHS

Strategically located on the eastern seaboard of North America

Protected ice-free harbour and unrestricted access-air and water draft

Sheltered headland providing safe harbour for vessels

Strong relationship with Atlantic Canada Cruise Association & Canada New England

Iconic marine terminal

Skilled workforce

Recent construction of second berth

Indigenous partnerships on projects and governance

Available land for development

Harbour dredged to accommodate ultra-large container vessels

### OPPORTUNITIES

Second berth opening in 2020

Advocate for supply of marine fuel

New marine services

Industrial and bulk cargo to second berth

Foreign trade zone designation

Project cargo

Boardwalk and waterfront development

Reconfiguration of spaces in the Joan Harriss Cruise Pavilion

Multi-purpose office space

New navigational aids installation by Canadian Coast Guard

Small cruise potential and homeporting

## LOOKING FORWARD

Identifying strengths and opportunities is an important component of the strategic planning process. This step in the process provides critical information on strategic issues and priorities for PSDC.

It provides the organization with an opportunity to compare “what is” with “what should or could be”. The following section focuses on the “where we want to be” - our vision of the PSDC in the years to come.

The recent success of the Port of Sydney has largely been because of extensive cruise ship activity. Second berth construction will further enhance the growth of the industry.

The Port will continue to monitor the local environment and also the global context. International issues that arise within the shipping industry may impact local opportunities. Consequently, proper planning and two-way communications are instrumental to our continued success.



## 10. KEY RESULT AREAS AND STRATEGIC OBJECTIVES

Based on our strategic assessment and our vision, mission and values, the PSDC has identified seven key result areas. These key result areas will be addressed by way of strategic objectives applied over a three-year framework. Results will be tracked through an accountability process as well as through the PSDC’s business plan.

### KEY RESULT AREAS

1. Organization Sustainability, Growth and Development
2. Facilities and Support
3. People and Human Resources
4. Health, Safety, Security and The Environment
5. Financial Management and Governance
6. Quality Assurance and Performance Management
7. Reputation Management and Communications

# STRATEGIC OBJECTIVES:

PORT OF SYDNEY DEVELOPMENT CORPORATION

## AREA 1: Organizational Sustainability, Growth and Development

### STRATEGIC OBJECTIVES:

1. Sustain current cruise traffic and attract more calls as second berth comes on stream.
2. Advocate for the installation of navigational aids in Sydney Harbour.
3. Advocate for a container terminal in Sydney Harbour including upgrade of existing rail line.
4. Grow non-cruise traffic at the Port including the transport of goods and project cargo.
5. Develop a marketing strategy to capitalize on foreign trade zone designation.

## AREA 2: Financial Management and Governance

### STRATEGIC OBJECTIVES:

1. Operate the Port of Sydney to ensure it is sustainable, in a solvent position and where possible to grow revenues.
2. Implement best financial practices in operating PSDC by following Public Sector Accounting Standards (PSAS) and by achieving a clean audit opinion.
3. Ensure board appointments and committee structures are consistent with effective Governance processes

## AREA 3: Facilities and Support

### STRATEGIC OBJECTIVES:

1. To ensure that PSDC's physical infrastructure meets both the current and near future needs of the corporation and incorporates environmentally friendly practices where possible.
2. To ensure that PSDC's Information Technology infrastructure meets both current and future needs.

#### AREA 4: Quality Assurance and Performance Management

##### STRATEGIC OBJECTIVES:

1. Develop, implement and maintain PSDC validation and quality assurance standards aimed at ensuring the Port remains relevant and effective.
2. Develop and implement a risk management strategy.

#### AREA 5: People and Human Resources

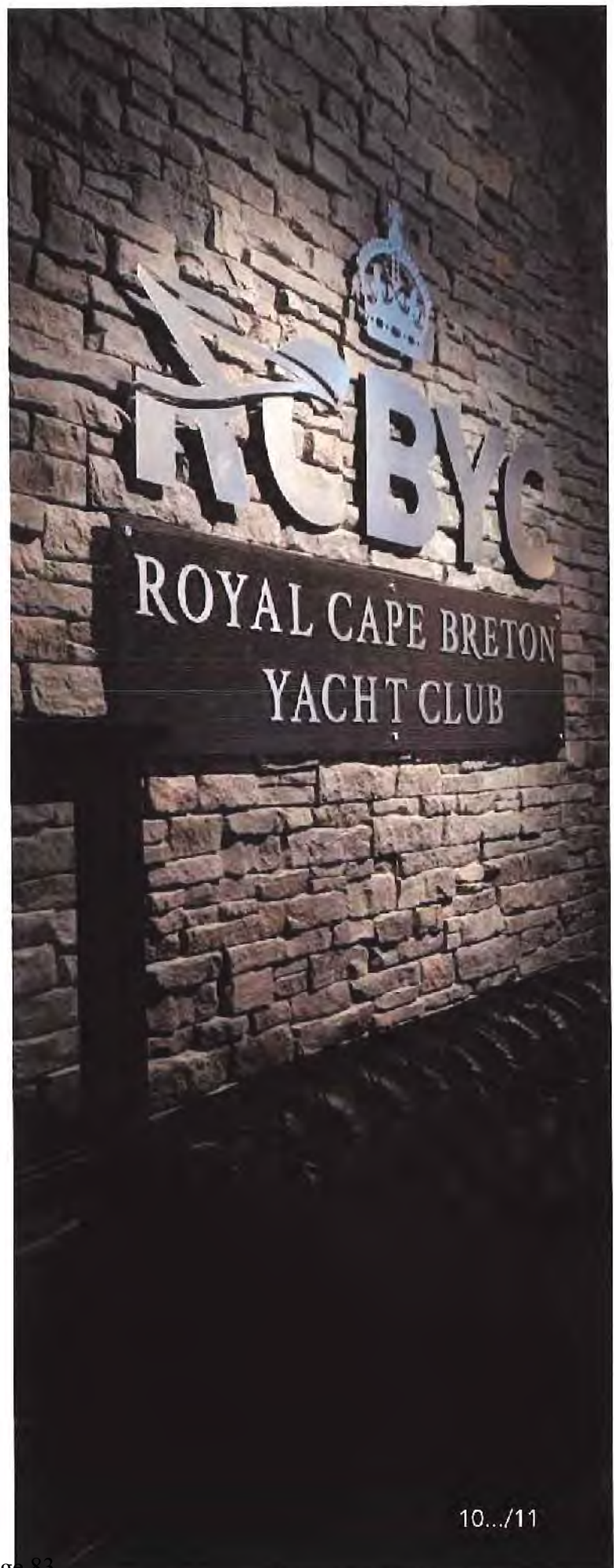
##### STRATEGIC OBJECTIVES:

1. To ensure PSDC has the right people with the right skills for current and future operations.
2. To implement human resource policies which would support PSDC as an employer of choice.
3. Promote a culture of excellence throughout the organization.
4. Encourage diversity of individuals and a practice of inclusion for staffing.

#### AREA 6: Reputation Management and Communications

##### STRATEGIC OBJECTIVES:

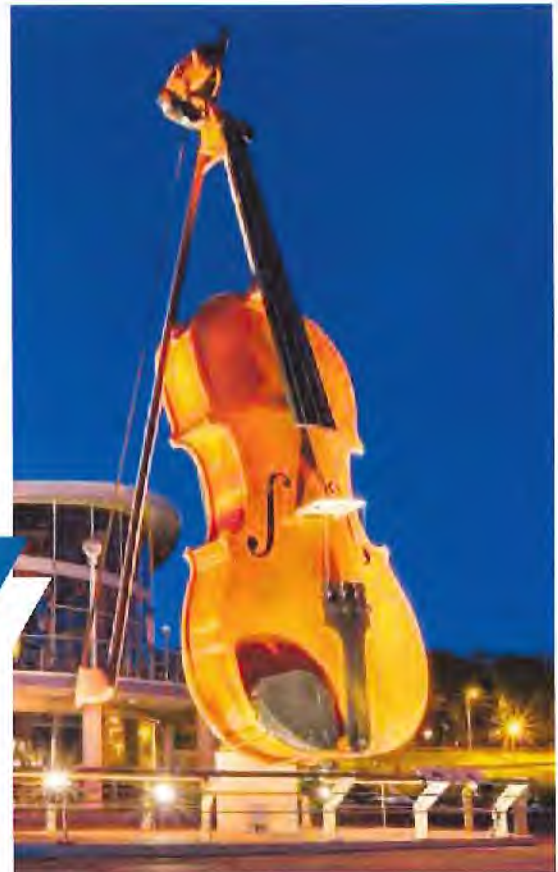
1. Develop and execute a well defined communications strategy to ensure increased public awareness of Port activities.
2. Develop and implement a defined process for community outreach to increase transparency.
3. Develop an internal marketing committee to identify strategies to effectively market the Port.



## AREA 7: Health, Safety, Security and The Environment

### STRATEGIC OBJECTIVES:

1. Operate the Port in a safe and secure manner.
2. Ensure safety, security and environmental practices are compliant with provincial and federal standards.
3. Investigate and adopt new and innovative green technologies which make the Port more competitive.



## 11. MEASURING OUR SUCCESS

This plan has outlined the strategies that are necessary in the next two to three years and beyond, if we are to achieve our key results.

An essential part of this process is accountability. In being accountable we intend to track and report on our performance, including progress in our key result areas.

To measure our results, the PSDC will undertake the following key activities:

1. Conduct annual general meetings open to the public. Audited financial statements along with reports from operations and infrastructure will be presented and compared to planned results. The public will be invited to pose questions.
2. Economic impact reports will be commissioned and prepared by independent bodies. This will establish baseline economic impact and track economic growth in Port activities in a consistent manner.
3. Annual anonymous surveys will be completed by all employees. This will allow the board to evaluate how the Port is progressing towards becoming an employer of choice.
4. Finally, this strategic plan will be reviewed annually by the Board of Directors and changes or revisions will be made as necessary. This plan becomes a "Blueprint for the Future" providing a guide for management and board members and documenting the priorities for growth.

## Demetri Kachafanas

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**From:** Marlene Usher <musher@portofsydney.ca>  
**Sent:** Wednesday, May 20, 2020 10:26 AM  
**To:** Demetri Kachafanas  
**Cc:** Jerry (lggillis@bellaliant.net)  
**Subject:** FW: information on Port of Sydney role for issue paper  
**Attachments:** Strategic Plan 2020 March 11.pdf; Port of Sydney- Articles of Association revised May 2018.doc

Demetri, see the most recent strategic plan, no mention of Harbour bottom. Also see proposed changes to articles.

The Board of Directors fulfills a roll as advocates for port development, and contribute positively to the growth and utilization of all port assets. Through the expansion of the mandate as defined within the articles of incorporation, the Port of Sydney Development Corporation can actively participate in the growth of the port for the benefit of CBRM.

Harbour bottom acquisition - this has been removed from the strategic plan

Navigational Aids - we are meeting regularly with Coast Guard to move the file forward, we have committed \$800,000 from the trust fund to this project,

We work with SHIP and proponents of the rail line to promote and advocate for their project. We meet regular with the Scotia Rail committee to see that our efforts are not duplicated. We also advocate for other companies that are port related such as McKeil Marine, CME and Membertou.

We are working with an international company to increase project cargo at the Port . With additional capacity from the second berth we are well positioned to grow traffic.

We are advocating for and actively promoting services at the port such as:

- Tug service
- Canada border service improvements
- International waste disposal
- Grey water disposal
- Marine fuel depot

We are working on an export strategy for CB ultimately increasing activity and jobs at the Port.

We are working with the Port of Louisburg to assist them in servicing and growing small cruise market.

These are a few examples of how we envision our role and please let us know if you need more information.

Regards,  
Marlene

-----Original Message-----

From: scanner@spc.com <scanner@spc.com>

Sent: July-19-18 4:10 PM

To: Marlene Usher <musher@portofsydney.ca>

Subject: 5can from copier

This E-mail was sent from "RNP00267391F368" (MP C4503).

Scan Date: 07.19.2018 15:10:12 (-0400)

Queries to: scanner@spc.com



# **CBRM**

*A Community of Communities*

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**Cape Breton Regional Municipality**

**Office of Demetri Kachafanas  
Regional Solicitor**

320 Lisplenade  
Sydney, Nova Scotia  
B1P 7B9  
Tel: 902-563-5047  
Fax: 902-563-5137

e-mail: [dkachafanas@region.cape-breton.ns.ca](mailto:dkachafanas@region.cape-breton.ns.ca)

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## **MEMO**

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**TO:** Mayor and Council

**CC:** Marie J. Walsh, CAO

**FROM:** Demetri Kachafanas, Regional Solicitor

**DATE:** October 31, 2019

**RE:** Port of Sydney Development Corporation -Articles of Association

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Dear Mayor and Council:

With respect to the discussion at the Port of Sydney Development Corporation AGM on changes to the Articles of Association the following is a synopsis of the proposed changes.

### **Substantive Changes**

Some of the changes proposed are in my opinion significant and would constitute a substantive change to the Articles and the operations of the Board. Others are less significant and non-substantive in nature.

The proposed changes to the Articles which in my opinion constitute a substantive change are as follows:

Article 1.03(d) : Deleting reference to “voting” member in the definition has the potential to cause confusion if other members are admitted as members of the company in the future. The rest of the document contemplates the powers of members as voting members. i.e. for quorums, appointing directors, adopting plans, strategic plans etc. Further consideration of the Articles is needed before agreeing to such a change.

Article 1.03(e) Deleting reference to the Cruise Pavilion and wharf and adding the expanded definition of the Port would expand the operation of the Board beyond the current mandate of operations surrounding cruise ships, the wharf and second berth. If Council does not want to expand the mandate of the Port of Sydney Development Corporation then I do not recommend a change to this Article.

Article 4.08(f) This change removes Council’s ability to appoint directors. Instead, the Board itself would be responsible for the appointment of directors and Council’s role would simply to confirm the appointments.

Article 5.10 (deletion) – Members currently can remove a director for cause at any time. Removing this clause still allows the director to be removed for cause. However, it is unclear how the removal for cause provision would work without this clause; what is the removal process? Clause 5.10 clarifies the removal can be done at any time. More consideration and research should be given to the effect of the clause before any decision is made on removing this provision.

Article 5.14 The Members currently have the ability to remove a director by majority vote at a meeting upon notice of the motion. This deletion removes that right. I do note that this current provision does currently (since there is only one member) conflict with Article 5.08, which says a director can only be removed for cause but could be important if in the future other members are admitted as members of the company.

### **Non-Substantive Changes**

Some of the changes that constitute non-substantive changes are as follows:

Article 4.08 – changing the number of meetings from two to one.

Article 5.01 – Changing the Board’s ability to hire senior staff to the CEO. It would then be the responsibility of the CEO to hire staff. Removing management as a function of the Board so the Board is concerned with oversight and not management which is a function of the CEO and staff.

5.08 – Currently director can be removed by special resolution which requires 2/3 majority vote of the members. The change requested changes this to a simple majority vote of the members.

Article 5.10 (Addition) - This is not a change. It moves the clause from Article 6 to Article 5.

Article 5.20 – Changes the requirement to provide Council with monthly statements to quarterly statements.

Article 6 – Removes the reference to Chief Executive Officer from the Article on Officers. This makes sense as the CEO is not an officer or a director of the company.

Article 12.03 – Changes the reporting requirements to Council from monthly to quarterly.

Article 13.02 – Allows the Board to determine the registered office as opposed to the Member (Council).

I look forward to discussing the matter further at Council.

Yours truly,

**ORIGINAL SIGNED BY**

Demetri Kachafanas  
Regional Solicitor



# **CBRM**

*A Community of Communities*

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## ISSUE PAPER

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**TO:** Clerk's Office

**FROM:** John Phalen  
Manager, Economic Development and Major Projects

**SUBJECT:** Waterfront Lease – Operation of Seasonal Food, Liquor and Entertainment Establishment – 3302009 Nova Scotia Limited

**DATE:** April 24, 2020

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### **Background**

The CBRM entered into a one year lease with 3302009 Nova Scotia Limited to operate a seasonal establishment on lands owned by CBRM adjacent to the Sydney Boardwalk.

The lands comprise some 6000 square feet and the lease rent represents payment based on the assessed value of the property. All provision for services and applicable permitting, and taxes are as per current procedures and are to the account of the Tenant. In addition, the Tenant agreed in the lease that should the land be required by CBRM, the Tenant would move to another site and constructed the premises to be modular and so are able to be easy moved if requested.

The CBRM entered into the one year agreement to provide a test year to see the operation and how it would function and provide public acceptance and operation.

As per the agreement, CBRM has option to renew the lease for another year upon approval of a motion of Council.

### **Recommendation**

It is the recommendation of staff that Council move to approve the operation of Portside to 3302009 Nova Scotia Limited for a further year commencing May 1, 2020. Any further lease extensions would have to come to Council for approval.

**Recommended Motion**

Motion that Council approve a one year lease with 3302009 Nova Scotia Limited the same provisions as the previous lease that will commence on May 1, 2020.

Sincerely,

John Phalen  
Manager, Economic Development and Major Projects.



# CBRM

*A Community of Communities*

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**Cape Breton Regional Municipality**

## Issue Paper

**Date:** May 12, 2020  
**To:** Mayor and Council  
**From:** Marie Walsh, CPA, CGA Chief Administrative Officer  
**Re:** Municipal Grants Policy

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Non-Profit and Charitable organizations are on the front lines of our communities in good times and in times like these. They play a vital role in building healthy communities by providing critical services that contribute to economic stability. Keeping programs going and being sustainable into the recovery period will be a challenge for this sector given their inability to fundraise at this time. The current supports for this group include wage subsidies, and monies to address supports to seniors and vulnerable groups. There are currently no programs that help support basic operating costs. I believe this is a gap that the Municipality can help fill. Our current Municipal Grants Policy allows funding for a limited type of operating cost. I am recommending for the purposes of the 2020/2021 budget year we go outside of Council Policy by changing the following:

1. No requirement or expectation for active fundraising efforts
2. Grants will not be limited to just the not for profit and charitable organizations who are providing services generally delivered, or complementing a service otherwise provided by CBRM
3. Applicants must demonstrate the need for funding by providing prior year financial statements along with current up to date financial information
4. This is not a replacement for lost revenue or for wage subsidies but strictly to address shortfalls in operating costs
5. The Province of Nova Scotia provide matching funding

All other requirements and eligibility criteria in the Policy shall remain the same along with the limit of \$10,000.

### **Recommended motion:**

For the purposed of the budget year 20/21 Council deviate from the Municipal Grants Policy in the following areas:

1. There will be no requirement or expectation for active fundraising efforts

2. Grants will not be limited to just the not for profit and charitable organizations who are providing services generally delivered, or complementing a service otherwise provided by CBRM
3. Evaluations will be based on a demonstrated need for funding using prior year financial statements along with current up to date financial information
4. That the evaluation of need will not be based on lost revenue or for wage subsidies but strictly to address shortfalls in operating costs
5. Matching funding from the Province will be required

Respectfully submitted,

Marie Walsh, CPA, CGA  
Chief Administrative Officer



# **CBRM**

*A Community of Communities*

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**Cape Breton Regional Municipality**

## **Issue Paper**

**Date:** May 1, 2020

**To:** Mayor and Council

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

**Re:** Financial Request – Port of Sydney – 2020/21 Loan repayment

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CBRM Mayor and Council have been asked to consider granting either payment deferral or forgiveness to the Port of Sydney Development Corporation for the 2020/21 fiscal year's scheduled loan repayment. The request is being presented due to the impacts that COVID-19 has had on the Cruise industry and the resultant financial consequences on Port revenues and cash flow.

The Port is current with the repayment plan to address the outstanding balance of the expired lease agreement, which now sits at \$991,000. There are 6 scheduled annual repayments of \$165,000 remaining.

Forgiving the 2020/21 payment would require CBRM to write off \$165,000. This would have an immediate and direct impact on CBRM's operating results. With CBRM's operating budget already strained by COVID-19 with added cost pressures and lost revenues, this is not recommended. Granting a deferral of the 2020/21 scheduled repayment would have no impact on CBRM's operating results, as the repayment schedule would merely be extended an additional year.

Recognizing the Port's significant economic dependence on cruise activities to sustain operations, and that existing cash reserves are needed for critical infrastructure repairs, it is staff's recommendation to permit the deferral of the Port's scheduled loan repayment for 2020/21 by extending the repayment plan by 1 additional year.

Respectfully,

Jennifer Campbell, CPA, CA  
Chief Financial Officer



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## **MEMO**

**TO:** CBRM Council

**DATE:** May 13, 2020

**FROM:** Director, Planning and Development

**RE:** **APPOINTMENT OF LICENSING AUTHORITY**

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### **BACKGROUND**

With a recent retirement in the licensing team, the Planning Department will require an appointment to perform duties as the licensing authority for its Vendors Bylaw V-200. This appointment is responsible for administering the bylaw by receiving and processing applications to regulate vending within the municipality and to ensure a high degree of customer service.

### **RECOMMENDATION**

That Council appoint Michael Ruus and Karen Neville as licensing authorities for CBRM.

Respectfully submitted by:

### ***ORIGINAL SIGNED BY***

Michael Ruus  
Director, Planning and Development



**CBRM**

*A Community of Communities*

**Cape Breton Regional Municipality**

**Paul Burt,  
Manager Building, Planning &  
Licensing Laws**

320 Esplanade, Room 103  
Sydney, NS B1P 7B9  
Phone: 902-563-5175  
Fax: 902-563-0833  
Email: [pdhurt@cbrm.ns.ca](mailto:pdhurt@cbrm.ns.ca)

## **Memo**

**TO: CBRM Municipal Council**

**FROM: Paul Burt, Manager Building, Planning & Licensing Laws**

**DATE: May 21, 2020**

**RE: Appeals Standing Committee Meeting Process**

Staff of the CBRM Bylaw department are seeking an Appeals Standing Committee meeting date to hear several Notices of Intent to Demolish. We are working on our list of properties and this meeting has been tentatively scheduled for June 23, 2020 at 10 a.m.

It is important that CBRM be able to continue dealing with Vacant and Derelict properties despite the current pandemic situation and since we cannot hold this meeting in Council as per our normal procedure, **I am recommending we deal with these notices via write-in, phone in or by Zoom so that all property owners are given the opportunity to be heard before a decision is made by the Appeals Standing Committee whether or not to issue a thirty day demolition order.**

It would be our intention to provide the Notice of Intent to each property owner, along with a copy of the file information supporting our recommendation in accordance with the *MGA*, and in advance of the meeting. We will also provide them with written instructions on the appeal process and indicate that they must provide us with notice of at least two business days prior to the meeting should they wish to object to the demolition order being sought.

Respectfully Submitted,

Original Signed By

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**Paul Burt,**  
Manager Building, Planning & Licensing Laws

**Excerpt: Committees RC4 Policy:**

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**24. Appeals Standing Committee**

The Terms of Reference for the Appeals Standing Committee shall be as follows:

***Purpose:***

- a. The purpose of the Appeals Standing Committee is to provide a single forum for the hearing of certain appeals of decisions by staff of the Municipality and other duties as assigned.

***Composition:***

- b. The Appeals Standing Committee shall consist of all members of Council.
- c. The Mayor will be the Chair and the Deputy Mayor will be the Vice-Chair of the Appeals Standing Committee.

***Duties and Responsibilities:***

- d. To hear appeals as delegated to the Committee by the Council, including appeals in accordance with the dangerous and unsightly premises provisions in Part XV of the *Municipal Government Act*; appeals in accordance with the CBRM Taxi By-law (as authorized under Section 305 of the *Motor Vehicle Act*); and to issue demolition orders in accordance with the dangerous and unsightly premises provisions in Part XV of the *Municipal Government Act*.

***Administration and Procedures:***

- e. The Appeals Standing Committee shall meet as required to fulfil its duties and responsibilities, and within sixty (60) days from the date the Clerk is in receipt of:
  - an appeal of a decision of staff; or
  - a Notice of Staff Intent to Request an Order to Demolish; or
  - a request by an owner to appear and be heard pursuant to Section 346(3) of the *Municipal Government Act*.
- f. While the meetings of the Appeals Standing Committee are open to the public, the proceedings will not be live streamed or videotaped, and the background information for the agenda items will not be posted on the CBRM website.

Revenue	Year To Date Assigned	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
Total Taxes	\$ 110,923,180	\$ 110,384,952	\$ 538,228	\$ 110,384,952	\$ (538,228)
Total Federal Government	3,244,005	3,055,594	188,411	3,055,594	(188,411)
Total Provincial Government	747,725	747,195	530	747,195	(530)
Total Services to Other Local Government	2,080,238	2,200,398	(110,160)	2,200,398	110,160
Total Transit	3,121,012	3,138,324	(67,312)	3,138,324	67,312
Total Environmental Development Services	598,130	608,750	(10,620)	608,750	10,620
Total Licenses & Permits	1,692,668	1,100,000	592,668	1,100,000	(592,668)
Total Fines & Fees	264,561	246,200	18,361	246,200	(18,361)
Total Rentals	455,753	151,000	304,753	151,000	(304,753)
Total Concessions & Franchises	565,416	616,477	(51,061)	616,477	51,061
Total Return on Investments/Interest on Taxes	590,693	596,490	(5,797)	596,490	5,797
Total Finance Revenue	320,022	370,000	(49,978)	370,000	49,978
Total Solid Waste Revenue	1,294,158	1,510,000	(215,842)	1,510,000	215,842
Total Recreation & Cultural Service Programs	26,243	30,000	(3,757)	30,000	3,757
Total Water Utility Charges	2,519,548	2,700,000	(180,452)	2,700,000	180,452
Total Unconditional Transfers	1,803,791	2,100,000	(296,209)	2,100,000	296,209
Total Conditional Transfers	4,951,510	4,951,510	(0)	4,951,510	0
	15,823,349	15,935,838	(112,489)	15,935,838	112,489
<b>Total Revenue to date</b>	<b>\$ 151,032,003</b>	<b>\$ 150,492,728</b>	<b>\$ 531,776</b>	<b>\$ 150,510,228</b>	<b>\$ (531,775)</b>

Expenditures	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
Legislative Administration	\$ 1,488,276	\$ 1,626,311	\$ 138,035	\$ 1,626,311	\$ 138,035
Finance	958,665	1,082,923	124,258	1,082,923	124,258
Legal	2,628,690	2,663,928	35,238	2,663,928	35,238
Human Resources	1,887,048	1,843,611	(43,437)	1,843,611	(43,437)
Technology & Communications	1,118,452	1,350,257	231,805	1,350,257	231,805
Municipal Clerk	1,219,253	1,339,155	119,902	1,339,155	119,902
Fiscal Services	520,510	544,230	23,720	544,230	23,720
Police Services	32,537,360	32,506,114	(91,246)	32,506,114	(91,246)
Fire Services (Incl EMO)	26,322,598	27,611,933	1,289,335	27,611,933	1,289,335
Engineering & Public Works	18,146,294	17,891,006	(255,288)	17,891,006	(255,288)
Planning	49,026,559	47,080,056	(1,946,503)	47,080,056	(1,946,503)
Facilities: Centre 200 & Arenas	2,653,557	2,665,010	11,453	2,665,010	11,453
Parks & Grounds	4,047,147	3,507,642	(539,505)	3,507,642	(539,505)
Buildings	2,788,497	2,889,432	100,935	2,889,432	100,935
Recreation	3,342,335	3,253,791	(88,544)	3,253,791	(88,544)
	2,516,896	2,654,825	137,929	2,654,825	137,929
<b>Total Expended to date</b>	<b>\$ 151,262,137</b>	<b>\$ 150,510,224</b>	<b>\$ (751,913)</b>	<b>\$ 150,510,224</b>	<b>\$ (751,913)</b>

Departmental

Reviewed

**Net Expenditures & Revenues** \$ (220,137)

**Unaudited  
Statement of Expenditures**

March 31, 2020

Legislative	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,049,288	\$ 1,065,900	\$ 16,612	\$ 1,065,900	\$ 16,612
6010 BENEFITS	130,425	202,382	71,957	202,382	71,957
6030 TRAVEL/CONFERENCES	131,025	178,238	47,213	178,238	47,213
6040 PROF MEM/DUES & FEES	69,220	61,832	(7,588)	61,832	(7,588)
6050 OFFICE SUPPLIES	10,245	18,400	8,155	18,400	8,155
6060 OFFICE EQUIPMENT	7,163	5,000	(2,163)	5,000	(2,163)
6080 ADVERTISING	15,536	14,500	(1,038)	14,500	(1,036)
6100 COURIER	174	250	76	250	76
6110 TELEPHONE/FAX	25,455	24,560	(895)	24,560	(895)
6120 PUBL./SUBSCRIPTIONS	1,814	1,849	35	1,849	35
6130 COMPUTER HARDWARE	2,264	6,600	4,336	6,600	4,336
6150 MEETING EXPENSES	23,456	25,000	1,544	25,000	1,544
6170 PROMOTION	22,211	22,000	(211)	22,000	(211)
<b>Total expended to date</b>	<b>\$ 1,488,276</b>	<b>\$ 1,626,311</b>	<b>\$ 138,038</b>	<b>\$ 1,626,311</b>	<b>\$ 138,035</b>

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 Departmental

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 Finance

Administration	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 284,930	\$ 364,126	\$ 79,196	\$ 364,126	\$ 79,196
6010 BENEFITS	43,030	64,522	21,492	64,522	21,492
6020 TRAINING/EDUCATION	-	4,800	4,800	4,800	4,800
6030 TRAVEL/CONFERENCES	18,558	36,000	17,442	36,000	17,442
6040 PROF MEM/DUES & FEES	638	2,700	2,064	2,700	2,064
6050 OFFICE SUPPLIES	2,584	2,800	216	2,800	218
6110 TELEPHONE/FAX	3,998	4,000	2	4,000	2
6120 PUBL./SUBSCRIPTIONS	307	475	168	475	168
6150 MEETING EXPENSES	6,846	3,500	(3,346)	3,500	(3,346)
6170 PROMOTION	12,595	15,000	2,405	15,000	2,405
8100 PROFESSIONAL SERVICES	105,176	105,000	(176)	105,000	(176)
8150 GRANTS/SUBS TO ORG	480,004	480,000	(4)	480,000	(4)
<b>Total expended to date</b>	<b>\$ 958,665</b>	<b>\$ 1,082,923</b>	<b>\$ 124,258</b>	<b>\$ 1,082,923</b>	<b>\$ 124,258</b>

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 Departmental

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 Finance

Finance	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,910,875	\$ 1,956,214	\$ 45,339	\$ 1,956,214	\$ 45,339
6010 BENEFITS	385,606	378,519	(7,087)	378,519	(7,087)
6020 TRAINING/EDUCATION	11,039	18,940	7,901	18,940	7,901
6030 TRAVEL/CONFERENCES	20,476	25,780	5,304	25,780	5,304
6040 PROF MEM/DUES & FEES	4,737	6,625	1,888	6,625	1,888
6050 OFFICE SUPPLIES	13,780	14,500	720	14,500	720
6060 OFFICE EQUIPMENT	4,875	14,500	9,625	14,500	9,625
6080 ADVERTISING	38,789	42,650	3,861	42,650	3,861
6090 POSTAGE	150,838	166,000	15,162	166,000	15,162
6100 COURIER	29,610	31,700	2,090	31,700	2,090
6110 TELEPHONE/FAX	16,091	15,900	(191)	15,900	(191)
6130 COMPUTER HARDWARE	9,905	10,500	595	10,500	595
6140 COMPUTER SOFTWARE	48,455	48,000	(455)	48,000	(455)
6180 COST RECOVERY	(272,929)	(322,150)	(49,221)	(322,150)	(49,221)
8010 OPERATIONAL MAT/SUPP	3,271	4,500	1,229	4,500	1,229
8100 PROFESSIONAL SERVICE	68,933	50,000	(18,933)	50,000	(18,933)
8110 CONTRACTS/AGREEMENTS	39,381	48,650	9,269	48,650	9,269
8120 LEASES	13,691	13,100	(591)	13,100	(591)
8180 TAX EXEMPT/WRITE OFF	131,270	140,000	8,730	140,000	8,730
<b>Total expended to date</b>	<b>\$ 2,628,690</b>	<b>\$ 2,663,928</b>	<b>\$ 35,238</b>	<b>\$ 2,663,928</b>	<b>\$ 35,238</b>

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 Departmental

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 Finance

Legal	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 397,452	\$ 396,258	\$ (1,194)	\$ 396,258	\$ (1,194)
6010 BENEFITS	80,916	79,669	(1,247)	79,669	(1,247)
6020 TRAINING/EDUCATION	3,657	6,500	2,843	6,500	2,843
6030 TRAVEL/CONFERENCES	5,861	8,500	2,639	8,500	2,639
6040 PROF MEM/DUES & FEES	13,949	13,100	(849)	13,100	(849)
6050 OFFICE SUPPLIES	1,967	3,500	1,533	3,500	1,533
6060 OFFICE EQUIPMENT	2,749	4,200	1,451	4,200	1,451
6070 PHOTOCOPIER LEASE	5,150	3,100	(2,050)	3,100	(2,050)
6080 ADVERTISING	2,444	1,000	(1,444)	1,000	(1,444)
6100 COURIER	958	800	(158)	800	(158)
6110 TELEPHONE/FAX	3,242	3,400	158	3,400	158
6120 PUBL./STATUTES	16,086	10,000	(6,086)	10,000	(6,086)
6130 COMPUTER HARDWARE	2,599	3,000	401	3,000	401
6140 COMPUTER SOFTWARE	-	2,500	2,500	2,500	2,500
6150 MEETING EXPENSE	89	500	411	500	411
6160 LIABILITY INSURANCE	1,262,042	1,153,084	(108,958)	1,153,084	(108,958)
8100 PROFESSIONAL SERVICE	87,888	154,500	66,612	154,500	66,612
<b>Total expended to date</b>	<b>\$ 1,887,048</b>	<b>\$ 1,843,611</b>	<b>\$ (43,437)</b>	<b>\$ 1,843,611</b>	<b>\$ (43,437)</b>

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 Departmental

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 Finance

Human Resources	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 760,629	\$ 858,228	\$ 97,599	\$ 858,228	\$ 97,599
6010 BENEFITS	173,268	184,004	10,736	184,004	10,736
6020 TRAINING/EDUCATION	9,423	9,850	427	9,850	427
6030 TRAVEL/CONFERENCES	13,082	24,500	11,418	24,500	11,418
6040 PROF MEM/DUES & FEES	2,485	2,300	(185)	2,300	(185)
6050 OFFICE SUPPLIES	12,478	18,000	5,522	18,000	5,522
6060 OFFICE EQUIPMENT	-	2,500	2,500	2,500	2,500
6080 ADVERTISING	-	4,000	4,000	4,000	4,000
6110 TELEPHONE/FAX	9,745	13,375	3,630	13,375	3,630
6120 PUBL./SUBSCRIPTIONS	860	4,000	3,140	4,000	3,140
6130 COMPUTER HARDWARE	5,739	6,000	261	6,000	261
6140 COMPUTER SOFTWARE	-	500	500	500	500
6150 MEETING EXPENSE	2,571	4,500	1,929	4,500	1,929
8100 PROFESSIONAL SERVICE	119,879	206,000	86,121	206,000	86,121
8110 CONTRACTS/AGREEMENTS	8,294	12,500	4,206	12,500	4,206
<b>Total expended to date</b>	<b>\$ 1,118,452</b>	<b>\$ 1,350,257</b>	<b>\$ 231,805</b>	<b>\$ 1,350,257</b>	<b>\$ 231,805</b>

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 Departmental

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 Finance

**Technology/  
Communications**

**Unaudited Statement of Expenditures**

**March 31, 2020**

<b>Technology/Communications</b>	<b>Year to date Expended</b>	<b>12 Month Budget</b>	<b>12 Month Budget Variance</b>	<b>Annual Budget</b>	<b>Annual Budget Remaining</b>
6000 WAGES/SALARIES	\$ 565,627	\$ 564,143	\$ (1,484)	\$ 564,143	\$ (1,484)
6010 BENEFITS	116,733	113,831	(2,902)	113,831	(2,902)
6020 TRAINING/EDUCATION	7,109	12,000	4,891	12,000	4,891
6030 TRAVEL/CONFERENCES	17,393	20,000	2,607	20,000	2,607
6040 PROF MEM/DUES & FEES	976	1,000	24	1,000	24
6050 OFFICE SUPPLIES	1,301	2,000	699	2,000	699
6060 OFFICE EQUIPMENT	3,493	3,000	(493)	3,000	(493)
6080 ADVERTISING	338	500	162	500	162
6100 COURIER	47	300	253	300	253
6110 TELEPHONE/FAX	41,443	61,200	19,757	61,200	19,757
6120 PUBL./SUBSCRIPTIONS	991	1,000	9	1,000	9
6130 COMPUTER HARDWARE	101,000	130,000	29,000	130,000	29,000
6140 COMPUTER SOFTWARE	159,284	178,500	19,216	178,500	19,216
6150 MEETING EXPENSE	195	500	305	500	305
8100 PROFESSIONAL SERVICES	524	-	(524)	-	(524)
8110 CONTRACTS/AGREEMENTS	29,263	40,000	10,737	40,000	10,737
8120 LEASES SAP	87,500	106,121	18,621	106,121	18,621
8130 LICENSES/PERMITS	86,036	105,060	19,024	105,060	19,024
<b>Total expended to date</b>	<b>\$ 1,219,253</b>	<b>\$ 1,339,155</b>	<b>\$ 119,902</b>	<b>\$ 1,339,155</b>	<b>\$ 119,902</b>

**Departmental**

**Finance**

Municipal Clerk	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 275,038	\$ 279,146	\$ 4,108	\$ 279,146	\$ 4,108
6010 BENEFITS	62,033	58,284	(3,749)	58,284	(3,749)
6020 TRAINING/EDUCATION	1,962	5,500	3,538	5,500	3,538
6030 TRAVEL/CONFERENCES	3,774	6,500	2,726	6,500	2,726
6040 PROF MEM/DUES & FEES	636	1,000	364	1,000	364
6050 OFFICE SUPPLIES	2,526	4,000	1,474	4,000	1,474
6060 OFFICE EQUIPMENT	1,756	6,500	4,744	6,500	4,744
6070 PHOTOCOPY SUPPLIES	20,622	25,500	4,878	25,500	4,878
6080 ADVERTISING	-	750	750	750	750
6100 COURIER	-	750	750	750	750
6110 TELEPHONE/FAX	2,596	3,500	904	3,500	904
6120 PUBL./SUBSCRIPTIONS	1,486	1,800	314	1,800	314
6130 COMPUTER HARDWARE	3,942	4,500	558	4,500	558
6140 COMPUTER SOFTWARE	11,626	12,000	374	12,000	374
6150 MEETING EXPENSES	12,514	14,500	1,986	14,500	1,986
8110 CONTRACTS/AGREEMENTS	120,000	120,000	-	120,000	-
<b>Total expended to date</b>	<b>\$ 520,510</b>	<b>\$ 544,230</b>	<b>\$ 23,720</b>	<b>\$ 544,230</b>	<b>\$ 23,720</b>

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 Departmental

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 Finance

Fiscal Services	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
9010 INT SHRT TERM BORROW	\$ 471,424	\$ 350,000	\$ (121,424)	\$ 350,000	\$ (121,424)
9020 INT ON DEBT	1,487,256	1,487,256	0	1,487,256	0
9051 PRINC ON DEBT	10,110,069	10,110,068	(1)	10,110,068	(1)
9052 DEBT/CAP BOND OISC	99,125	78,000	(21,125)	78,000	(21,125)
9090 BANK CHARGES	45,761	95,000	49,239	95,000	49,239
9200 ALLOWANCE FOR UNCOL TAXES	600,000	600,000	-	600,000	-
9420 APPROP TO CAPITAL FUNO	90,000	90,000	-	90,000	-
9430 APPROP TO B.I.O.C.	136,653	97,102	(39,551)	97,102	(39,551)
9600 PROV. CORRECTIONS	1,078,200	1,094,120	15,920	1,094,120	15,920
9610 CB REG. HOUSING	1,939,241	1,922,839	(16,402)	1,922,839	(16,402)
9620 REGIONAL LIBRARY	658,902	702,000	42,098	702,000	42,098
9630 CB/VIC. SCHOOL BOARD	14,478,442	14,478,442	0	14,478,442	0
9640 PROPERTY ASSESSMENT	1,401,287	1,401,287	(0)	1,401,287	(0)
<b>Total expended to date</b>	<b>\$ 32,597,360</b>	<b>\$ 32,506,114</b>	<b>\$ (91,246)</b>	<b>\$ 32,506,114</b>	<b>\$ (91,246)</b>

Departmental

Finance

**Police Services**

**Statement of Unaudited Expenditures**

**March 31, 2020**

Police Services	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010 . & 6011 WAGES & BENEFITS NET OF COST RECOVERY	\$ 22,717,680	\$ 23,847,758	\$ 1,130,078	\$ 23,847,758	\$ 1,130,078
6020 TRAINING/EDUCATION	129,083	177,520	48,437	177,520	48,437
6030 TRAVEL/CONFERENCES	72,007	105,000	32,993	105,000	32,993
6040 PROF MEM/DUES & FEES	2,180	5,000	2,820	5,000	2,820
6050 OFFICE SUPPLIES	34,654	48,000	13,346	48,000	13,346
6060 OFFICE EQUIPMENT	55,479	55,000	(479)	55,000	(479)
6070 PHOTOCOPY SUPPLIES	19,405	18,000	(1,405)	18,000	(1,405)
6080 ADVERTISING	2,236	5,000	2,764	5,000	2,764
6090 POSTAGE & 6100 COURIER	14,782	7,000	(7,782)	7,000	(7,782)
6110 TELEPHONE/FAX	313,455	275,000	(38,455)	275,000	(38,455)
6120 PUBL./SUBSCRIPTIONS	4,735	4,000	(735)	4,000	(735)
6130 COMPUTER HARDWARE	77,578	132,000	54,422	132,000	54,422
6140 COMPUTER SOFTWARE	259,792	240,000	(19,792)	240,000	(19,792)
6150 MEETING EXPENSES	7,310	17,000	9,690	17,000	9,690
6160 LIABILITY INSURANCE	1,299	-	(1,299)	-	(1,299)
6170 PROMOTION	10,506	11,000	494	11,000	494
7000 HEAT	52,363	47,000	(5,363)	47,000	(5,363)
7010 ELECTRICAL	106,682	115,000	8,318	115,000	8,318
7020 WATER	6,136	8,000	1,864	8,000	1,864
7030 BLDG/FACILITY MAINT	81,319	83,000	1,681	83,000	1,681
7040 BLDG/FACILITY REPAIR	14,723	15,000	277	15,000	277
7060 BLDG/FACILITY RENOV	80,428	20,000	(40,428)	20,000	(40,428)
7070 BLDG/FACILITY RENTAL	63,850	64,000	150	64,000	150
7110 SECURITY	1,351	3,700	2,350	3,700	2,350
7500 VEH/EQUIP MAINT	13,287	10,000	(3,287)	10,000	(3,287)
7505 GASOLINE & DIESEL	350,108	405,000	54,892	405,000	54,892
7510 VEH/EQUIP REPAIRS	384,722	287,717	(97,005)	287,717	(97,005)
7530 VEH/EQUIP REPLACEMENT	467,464	580,000	112,536	580,000	112,536
7540 VEH/EQUIP RENTAL	-	2,000	2,000	2,000	2,000
7550 VEH/EQUIP TOWING	365	5,000	4,635	5,000	4,635
8000 OPERATIONAL EQUIP	99,292	135,000	35,708	135,000	35,708
8010 OPERATIONAL MAT/SUPP	89,231	135,000	45,769	135,000	45,769
8020 MAINTENANCE EQUIP	4,878	7,670	2,692	7,670	2,692
8040 COMM EQUIPMENT LINES	6,505	7,500	995	7,500	995
8090 UNIFORMS/CLOTHING	221,015	200,000	(21,015)	200,000	(21,015)
8100 PROFESSIONAL SERVICE	198,495	95,000	(103,495)	95,000	(103,495)
8110 CONTRACTS/AGREEMENTS	138,536	137,000	(1,536)	137,000	(1,536)
8125 MAJOR INVESTIGATIONS	69,468	129,168	59,700	129,168	59,700
8130 LICENSES/PERMITS	-	3,000	3,000	3,000	3,000
8150 GRANTS/SUBS TO ORG	170,199	170,000	(199)	170,000	(199)
<b>Total expended to date</b>	<b>\$ 26,322,698</b>	<b>\$ 27,611,933</b>	<b>\$ 1,289,335</b>	<b>\$ 27,611,933</b>	<b>\$ 1,289,335</b>

**Departmental**

**Finance**

**Police Services**

**Unaudited Statement of Revenue**

**March 31, 2020**

<b>Police Services Revenue</b>	<b>Year to date Assigned</b>	<b>12 Month Budget</b>	<b>12 Month Budget Variance</b>	<b>Annual Budget</b>	<b>Annual Budget Remaining</b>
4751 RECORDS INQUIRIES	\$ 106,963	\$ 140,000	\$ (33,037)	\$ 140,000	\$ 33,037
5151 FINES	262,663	275,000	(22,337)	275,000	22,337
<b>Total Revenue to date</b>	<b>\$ 359,626</b>	<b>\$ 415,000</b>	<b>\$ (55,374)</b>	<b>\$ 415,000</b>	<b>\$ 55,374</b>

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Departmental

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Finance

**Fire Services**

**Unaudited Statement of Expenditures**

**March 31, 2020**

Fire Services Including EMO	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 6,267,243	\$ 5,906,876	\$ (360,367)	\$ 5,906,876	\$ (360,367)
6010 BENEFITS	1,140,343	1,150,094	9,751	1,150,094	9,751
6011 MISC. BENEFITS	117,866	108,112	(9,754)	108,112	(9,754)
6020 TRAINING/EDUCATION	58,614	217,200	158,586	217,200	158,586
6030 TRAVEL/CONFERENCES	66,936	65,900	(1,036)	65,900	(1,036)
6040 PROF MEM/DUES & FEES	9,592	12,272	2,680	12,272	2,680
6050 OFFICE SUPPLIES	10,874	12,100	1,226	12,100	1,226
6060 OFFICE EQUIPMENT	2,899	12,950	10,051	12,950	10,051
6080 ADVERTISING	10,833	5,350	(5,483)	5,350	(5,483)
8110 TELEPHONE/FAX	38,266	44,999	6,733	44,999	6,733
6120 PUBL./SUBSCRIPTIONS	1,110	2,700	1,590	2,700	1,590
6130 COMPUTER HARDWARE	19,089	11,507	(7,582)	11,507	(7,582)
6140 COMPUTER SOFTWARE	-	16,006	16,006	16,006	16,006
6150 MEETING EXPENSES	2,755	4,404	1,649	4,404	1,649
6170 PROMOTION	19,396	39,000	19,604	39,000	19,604
7000 HEAT	97,768	102,351	4,583	102,351	4,583
7010 ELECTRICAL	56,289	64,536	8,247	64,536	8,247
7020 WATER	31,421	25,407	(6,014)	25,407	(6,014)
7030 BLDG/FACILITY MAINT	41,407	63,729	22,322	63,729	22,322
7040 BLDG/FACILITY REPAIR	30,993	22,253	(8,740)	22,253	(8,740)
7060 BLDG/FACILITY RENOV	6,618	10,000	3,382	10,000	3,382
7500 VEH/EQUIP MAINT.	286,968	179,841	(107,127)	179,841	(107,127)
7505 GASOLINE/DIESEL	62,470	79,459	16,989	79,459	16,989
7510 VEH/EQUIP REPAIRS	1,466	4,000	2,534	4,000	2,534
7530 VEH/EQUIP REPLACEMENT	61,539	87,500	25,961	87,500	25,961
7550 VEH/EQUIP TOWING	1,470	2,000	530	2,000	530
7560 VEH/EQUIP GEN SUPPLY	15,025	16,000	975	16,000	975
8000 OPERATIONAL EQUIP	399,138	376,524	(22,614)	376,524	(22,614)
8010 OPERATIONAL MAT/SUPP	74,556	45,870	(28,686)	45,870	(28,686)
8020 MAINTENANCE EQUIP	44,289	52,599	8,310	52,599	8,310
8040 COMM EQUIPMENT LINES	5,264	-	(5,264)	-	(5,264)
8090 UNIFORMS/CLOTHING	52,227	85,277	33,050	85,277	33,050
8100 PROFESSIONAL SERVICE	56,444	8,538	(47,906)	8,538	(47,906)
8110 CONTRACTS/AGREEMENTS	100,478	91,514	(8,964)	91,514	(8,964)
8120 LEASES	122,748	128,929	6,181	128,929	6,181
8130 LICENSES/PERMITS	17,314	17,335	21	17,335	21
8150 GRANTS/SUBS TO ORG	1,738,194	1,741,490	3,296	1,741,490	3,296
8195 WATER SUPPLY & HYDR	7,076,391	7,076,384	(7)	7,076,384	(7)
<b>Total expended to date</b>	<b>\$ 18,146,294</b>	<b>\$ 17,891,006</b>	<b>\$ (255,288)</b>	<b>\$ 17,891,006</b>	<b>\$ (255,288)</b>

Departmental

Finance

**Fire Services**

**Unaudited Statement of Revenue**

**March 31, 2020**

<b>Fire Services Revenue</b>	<b>Year to date Assigned</b>	<b>12 Month Budget</b>	<b>12 Month Budget Variance</b>	<b>Annual Budget</b>	<b>Annual Budget Remaining</b>
4776 PROV NS FIRE PROTECTION GRANT	\$ 151,026	\$ 160,235	\$ (9,209)	\$ 160,235	\$ 9,209
4776 MEMBERTOU MUNICIPAL SERVICES AGRMNT	447,104	448,515	(1,411)	448,515	1,411
<b>Total Revenue to date</b>	<b>\$ 598,130</b>	<b>\$ 608,750</b>	<b>\$ (10,620)</b>	<b>\$ 608,750</b>	<b>\$ 10,620</b>

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**Departmental**

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**Finance**

**Engineering and Public Works March 31, 2019  
Unaudited**

REVENUE	Actual & Committed Y-T-D March 31, 2020	Budget Y-T-D March 31, 2020	Variance Y-T-D March 31, 2020	Total Annual Budget	Annual Budget Remaining	% of Annual Budget
TRANSIT	\$1,692,668	\$1,100,000	\$592,668	\$1,100,000	\$692,668	153.88%
SOLIDWASTE TIP FEES	\$2,223,233	2,400,000	-\$176,767	2,400,000	-\$176,767	92.63%
SOLIDWASTE COST RECOVERIES	\$296,315	300,000	-\$3,685	300,000	-\$3,685	98.77%
SEWER PERMIT FEES	\$414,141	100,000	\$314,141	100,000	\$314,141	414.14%
WATER UTILITY ADMIN FEE	\$4,951,510	4,951,510	\$0	4,951,510	\$0	100.00%
<b>TOTAL PW REVENUES</b>	<b>\$9,577,867</b>	<b>\$8,851,510</b>	<b>\$726,357</b>	<b>\$8,851,510</b>	<b>\$726,357</b>	<b>108.21%</b>
<b>EXPENDITURES</b>						
ADMINISTRATION	\$4,286,596	4,506,923	\$220,327	4,506,923	\$220,327	95.11%
ENGINEERING	\$696,286	757,778	\$61,492	757,778	\$61,492	91.89%
CENTRAL DIVISION	\$7,584,146	7,324,613	-\$259,533	7,324,613	-\$259,533	103.54%
EAST DIVISION	\$7,071,456	6,677,089	-\$394,367	6,677,089	-\$394,367	105.91%
NORTH DIVISION	\$3,155,225	3,234,929	\$79,704	3,234,929	\$79,704	97.54%
SOLID WASTE	\$13,656,967	13,053,166	-\$603,801	13,053,166	-\$603,801	104.63%
MECHANICAL FLEET	\$4,287,950	3,872,765	-\$415,185	3,872,765	-\$415,185	110.72%
TRANSIT	\$5,165,016	4,560,582	-\$604,434	4,560,582	-\$604,434	113.25%
QUALITY CONTROL	\$3,122,916	3,092,211	-\$30,705	3,092,211	-\$30,705	100.99%
<b>TOTAL PW EXPENDITURES</b>	<b>\$49,026,559</b>	<b>\$47,080,056</b>	<b>-\$1,946,503</b>	<b>\$47,080,056</b>	<b>-\$1,946,503</b>	<b>104.13%</b>

Signature:

\_\_\_\_\_  
Director of Engineering & Public Works

\_\_\_\_\_  
Chief Financial Officer

Planning / ByLaw / Fire Inspection	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,336,651	\$ 1,355,777	\$ 19,126	\$ 1,355,777	\$ 19,126
6010 BENEFITS	290,344	279,833	(10,511)	279,833	(10,511)
6020 TRAINING/EDUCATION	22,348	22,000	(348)	22,000	(348)
6030 TRAVEL/CONFERENCES	47,150	31,000	(16,150)	31,000	(16,150)
6040 PROF MEM/DUES & FEES	6,782	7,500	718	7,500	718
6050 OFFICE SUPPLIES	14,557	19,500	4,943	19,500	4,943
6060 OFFICE EQUIPMENT	15,790	16,500	710	16,500	710
6080 ADVERTISING	15,582	24,500	8,918	24,500	8,918
6110 TELEPHONE/FAX	16,084	19,500	3,416	19,500	3,416
6120 PUBL./SUBSCRIPTIONS	338	1,300	962	1,300	962
6130 COMPUTER HARDWARE	9,716	10,500	784	10,500	784
6140 COMPUTER SOFTWARE	7,958	6,500	(1,458)	6,500	(1,458)
8150 MEETING EXPENSE	116	3,200	3,084	3,200	3,084
6170 PROMOTION	29,704	30,000	296	30,000	296
7130 DEMOLITIONS	148,241	120,000	(28,241)	120,000	(28,241)
8000 OPERATIONAL EQUIPMENT	26,776	33,000	6,224	33,000	6,224
8010 OPERATIONAL MAT/SUPP	2,091	4,000	1,909	4,000	1,909
8090 UNIFORMS / CLOTHING	4,724	8,500	3,776	8,500	3,776
8100 PROFESSIONAL SERVICE	44,935	50,000	5,065	50,000	5,065
8110 CONTRACTS/AGREEMENTS	422,476	421,400	(1,076)	421,400	(1,076)
8130 LICENSES/PERMITS	66,868	74,500	7,632	74,500	7,632
8135 REGULATORY FEES	39,262	41,000	1,738	41,000	1,738
8150 GRANTS /SUBS TO ORG	85,064	85,000	(64)	85,000	(64)
<b>Total expended to date</b>	<b>\$ 2,653,557</b>	<b>\$ 2,885,010</b>	<b>\$ 11,453</b>	<b>\$ 2,865,010</b>	<b>\$ 11,453</b>

Departmental

Finance

	Year to date Assigned	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
<b>Bylaw Revenue</b>					
5112 Vendor Licenses	\$ 9,350	\$ 14,500	\$ (5,150)	\$ 14,500	\$ 5,150
5113 Animal Licenses	7,666	11,000	(3,334)	11,000	3,334
5114 Taxi Licenses	22,411	18,000	4,411	18,000	(4,411)
5115 Vending Machine Licenses	2,185	7,500	(5,315)	7,500	5,315
5301 Parking Meter Revenue	320,022	370,000	(49,978)	370,000	49,978
<b>Total Bylaw Revenue</b>	<b>\$ 361,633</b>	<b>\$ 421,000</b>	<b>\$ (59,367)</b>	<b>\$ 421,000</b>	<b>\$ 59,367</b>
<b>Development / Planning Revenue</b>					
5496 Mapping Sales	\$ 403	\$ 2,100	\$ (1,698)	\$ 2,100	\$ 1,698
5495 Other Sales	3,748	4,100	(352)	4,100	352
5101 Building Permits	215,358	200,000	15,358	200,000	(15,358)
5102 Subdivision Fees	45,053	40,000	5,053	40,000	(5,053)
5103 Development Permits	-	-	-	-	-
<b>Total Develop / Planning Rev</b>	<b>\$ 264,561</b>	<b>\$ 246,200</b>	<b>\$ 18,361</b>	<b>\$ 246,200</b>	<b>\$ (18,361)</b>
<b>Total Bylaw / Dev / Planning Revenue</b>	<b>\$ 626,195</b>	<b>\$ 667,200</b>	<b>\$ (41,005)</b>	<b>\$ 667,200</b>	<b>\$ 41,005</b>

Departmental

Finance

**Facilities (C200, Unaudited Statement of Expenditures  
County / Centennial Arenas)**

**March 31, 2020**

	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,568,522	\$ 1,458,162	\$ (110,360)	\$ 1,458,162	\$ (110,360)
6010 BENEFITS	269,981	268,480	(1,501)	268,480	(1,501)
6020 TRAINING	5,831	6,000	169	8,000	169
6030 TRAVEL/CONFERENCES	8,251	12,000	3,749	12,000	3,749
6040 PROF MEM/DUES & FEES	3,250	1,500	(1,750)	1,500	(1,750)
6050 OFFICE SUPPLIES	5,420	4,500	(920)	4,500	(920)
6060 OFFICE EQUIPMENT	4,622	2,000	(2,622)	2,000	(2,622)
6080 ADVERTISING	4,378	10,000	5,622	10,000	5,622
6100 COURIER	1,630	1,000	(630)	1,000	(630)
6110 TELEPHONE/FAX	19,991	19,000	(991)	19,000	(991)
6130 COMPUTER HARDWARE	2,064	2,500	436	2,500	436
6140 COMPUTER SOFTWARE	3,602	2,500	(1,102)	2,500	(1,102)
6150 MEETING EXPENSES	1,790	1,500	(290)	1,500	(290)
7000 HEAT	152,583	70,000	(82,583)	70,000	(82,583)
7010 ELECTRICAL	634,738	535,000	(99,738)	535,000	(99,738)
7020 WATER	33,495	40,500	7,005	40,500	7,005
7030 BLDG/FACILITY MAINT	93,613	82,500	(11,113)	82,500	(11,113)
7040 BLDG/FACILITY REPAIR	185,984	67,500	(118,484)	67,500	(118,484)
7080 PLANT MAINTENANCE	105,070	70,000	(35,070)	70,000	(35,070)
7110 SECURITY	85,924	77,000	(8,924)	77,000	(8,924)
7510 VEH/EQUIP REPAIRS	18,974	10,000	(8,974)	10,000	(8,974)
7540 VEH/EQUIP RENTAL	46,248	2,500	(43,746)	2,500	(43,746)
8000 OPERATIONAL EQUIPMENT	18,696	2,500	(16,196)	2,500	(16,196)
8010 OPERATIONAL MAT/SUPP	117,727	135,000	17,273	135,000	17,273
8040 COMM EQUIPMENT LINES	444	-	(444)	-	(444)
8050 COST OF SALES	600,795	560,000	(40,795)	560,000	(40,795)
8090 UNIFORMS/CLOTHING	7,921	8,500	579	8,500	579
8100 PROFESSIONAL SERVICE	20,810	10,000	(10,810)	10,000	(10,810)
8110 CONTRACTS/AGREEMENTS	24,796	47,500	22,704	47,500	22,704
<b>Total expended to date</b>	<b>\$ 4,047,147</b>	<b>\$ 3,507,642</b>	<b>\$ (539,505)</b>	<b>\$ 3,507,642</b>	<b>\$ (539,505)</b>

Departmental

Finance

**Facilities (C200,  
County /  
Centennial Arenas)**

**Unaudited Statement of Revenue**

**March 31, 2020**

	<b>Year to date Expended</b>	<b>12 Month Budget</b>	<b>12 Month Budget Variance</b>	<b>Annual Budget</b>	<b>Annual Budget Remaining</b>
GL 5001 Ice Rentals	\$ 587,008	\$ 805,000	\$ (217,992)	\$ 805,000	\$ 217,992
GL 5004 Arena Rental	154,561	170,000	(15,439)	170,000	15,439
GL 5005 Gym Rental	34,478	-	34,478	-	(34,478)
GL 5006 Canteen Sales	604,192	850,000	(245,808)	850,000	245,808
GL 5009 Major Events	44,004	125,000	(80,996)	125,000	80,996
GL 5010 Other Revenue	311,951	100,000	211,951	100,000	(211,951)
GL 5033 Program Equipment	28,966	10,000	18,966	10,000	(18,966)
GL 4808 Advertising Revenue	10,000	17,500	(7,500)	17,500	7,500
<b>Total Revenue To Date</b>	<b>\$ 1,775,160</b>	<b>\$ 2,077,500</b>	<b>\$ (302,340)</b>	<b>\$ 2,077,500</b>	<b>\$ 302,340</b>

Departmental

Finance

**Parks and Grounds  
Operations**

**Unaudited Statement of Expenditures**

**March 31, 2020**

Parks & Grounds	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,488,940	\$ 1,576,934	\$ 87,994	\$ 1,576,934	\$ 87,994
6010 BENEFITS	350,851	347,956	(2,895)	347,956	(2,895)
6011 MISC BENEFITS	3,510	2,500	(1,010)	2,500	(1,010)
6020 TRAINING/EDUCATION	160	10,000	9,840	10,000	9,840
8030 TRAVEL/CONFERENCES	11,655	12,750	1,095	12,750	1,095
6040 PROF MEM/DUES & FEES	-	200	200	200	200
6050 OFFICE SUPPLIES	2,502	2,100	(402)	2,100	(402)
6060 OFFICE EQUIPMENT	74	500	426	500	426
6080 ADVERTISING	-	300	300	300	300
6110 TELEPHONE/FAX	8,599	6,000	(2,599)	6,000	(2,599)
6130 COMPUTER HARDWARE	45	250	205	250	205
7000 HEAT	6,371	4,500	(1,871)	4,500	(1,871)
7010 ELECTRICAL	73,476	84,150	10,674	84,150	10,674
7020 WATER	23,189	23,052	(137)	23,052	(137)
7030 BLDG/FACILITY MAINT	5,420	5,000	(420)	5,000	(420)
7040 BLDG/FACILITY REPAIR	3,472	-	(3,472)	-	(3,472)
7080 BLDG/FACILITY RENOV	2,618	-	(2,618)	-	(2,618)
7080 PLANT MAINTENANCE	1,009	-	(1,009)	-	(1,009)
7110 SECURITY	8,720	7,350	(1,370)	7,350	(1,370)
7510 VEH/EQUIP REPAIRS	48	1,350	1,302	1,350	1,302
7530 VEH/EQUIP REPLACEMENT	25,000	25,000	-	25,000	-
7540 VEH/EQUIP RENTAL	2,821	15,000	12,179	15,000	12,179
8000 OPERATIONAL EQUIP	22,887	28,050	5,163	28,050	5,163
8010 OPERATIONAL MAT/SUPP	299,190	340,000	40,810	340,000	40,810
8020 MAINTENANCE EQUIP	57,252	32,840	(24,612)	32,640	(24,612)
8040 COMM EQUIP LINES (GPS)	9,402	-	(9,402)	-	(9,402)
8080 STREET LIGHTS	5,157	-	(5,157)	-	(5,157)
8090 UNIFORMS/CLOTHING	11,511	13,500	1,989	13,500	1,989
8100 PROFESSIONAL SERV	4,418	350	(4,068)	350	(4,068)
8110 CONTRACTS & AGRMNT	360,200	350,000	(10,200)	350,000	(10,200)
<b>Total expended to date</b>	<b>2,788,487</b>	<b>\$ 2,889,432</b>	<b>\$ 100,935</b>	<b>\$ 2,889,432</b>	<b>\$ 100,935</b>

**Departmental**

**Finance**

Buildings	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,371,544	\$ 1,383,437	\$ 11,893	\$ 1,383,437	\$ 11,893
6010 BENEFITS	323,793	302,426	(21,367)	302,426	(21,367)
6020 TRAINING/EDUCATION	4,943	10,000	5,057	10,000	5,057
6030 TRAVEL/CONFERENCES	785	2,500	1,715	2,500	1,715
6040 PROF MEM/DUES & FEES	-	100	100	100	100
6050 OFFICE SUPPLIES	1,343	2,000	657	2,000	657
8060 OFFICE EQUIPMENT	3,159	3,700	541	3,700	541
6110 TELEPHONE/FAX	9,494	8,150	(1,344)	8,150	(1,344)
6130 COMPUTER HARDWARE	5,885	4,000	(1,885)	4,000	(1,885)
6140 COMPUTER SOFTWARE	1,875	8,000	6,125	8,000	6,125
7000 HEAT	92,292	100,000	7,708	100,000	7,708
7010 ELECTRICAL	509,365	465,000	(44,365)	465,000	(44,365)
7020 WATER	30,161	22,700	(7,461)	22,700	(7,461)
7030 BLDG/FACILITY MAINT	54,330	41,000	(13,330)	41,000	(13,330)
7040 BLDG/VACILITY REPAIR	430	-	(430)	-	(430)
7060 BLDG/FACILITY RENOV	100,439	100,000	(439)	100,000	(439)
7070 BLDG/FACILITY RENTAL	204,314	178,328	(25,986)	178,328	(25,986)
7080 PLANT MAINTENANCE	20,326	18,500	(1,826)	18,500	(1,826)
7100 MAINT. TOOLS/EQUIP	4,576	3,500	(1,076)	3,500	(1,076)
7110 SECURITY	115,735	121,500	5,765	121,500	5,765
7540 VEH/EQUIP RENTAL	1,347	4,000	2,653	4,000	2,653
8000 OPERATIONAL EQUIP	936	3,950	3,014	3,950	3,014
8010 OPERATIONAL MAT/SUPP	109,306	105,500	(3,806)	105,500	(3,806)
8020 MAINTENANCE EQUIP	3,587	4,000	413	4,000	413
8040 COMM EQUIP LINES (GPS)	3,611	-	(3,611)	-	(3,611)
8090 UNIFORMS/CLOTHING	5,194	5,500	306	5,500	306
8100 PROFESSIONAL SERVICE	44,426	51,000	6,574	51,000	6,574
8110 CONTRACTS/AGREEMENTS	259,139	245,000	(14,139)	245,000	(14,139)
8150 GRANTS/SUBS TO ORG	60,000	60,000	-	60,000	-
<b>Total expended to date</b>	<b>\$ 3,342,335</b>	<b>\$ 3,253,791</b>	<b>\$ (88,544)</b>	<b>\$ 3,253,791</b>	<b>\$ (88,544)</b>

Departmental

Finance

Recreation Cultural Services

Unaudited Statement of Expenditures

March 31, 2020

Recreation/Cultural Services	Year to date Expended	12 Month Budget	12 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 Wages & Benefits Including Summer Students	\$ 1,190,762	\$ 1,183,448	\$ (7,314)	\$ 1,183,448	\$ (7,314)
6020 TRAINING/EDUCATION	13,110	16,000	2,890	16,000	2,890
6030 TRAVEL/CONFERENCES	27,438	35,000	7,562	35,000	7,562
8040 PROF MEM/DUES & FEES	1,978	3,500	1,522	3,500	1,522
6050 OFFICE SUPPLIES	5,045	8,000	2,955	8,000	2,955
6060 OFFICE EQUIPMENT	6,859	8,000	1,141	8,000	1,141
8080 ADVERTISING	52,933	70,000	17,067	70,000	17,067
6110 TELEPHONE/FAX	9,329	11,000	1,671	11,000	1,671
6120 PUBL./SUBSCRIPTIONS	45	200	155	200	155
6130 COMPUTER HARD/SOFTWARE	8,518	7,000	(1,518)	7,000	(1,518)
7070 BLDG/FACILITY RENTAL	39,798	46,000	6,202	46,000	6,202
8000 OPERATIONAL MAT/SUPPLY	133,836	175,000	41,064	175,000	41,064
8025 COMMUNITY EVENTS	270,083	334,615	64,532	334,615	64,532
8150 SCHOLARSHIPS	20,000	20,000	-	20,000	-
8160 SPECIAL EVENTS & FESTIVALS	263,146	356,562	93,416.00	356,562	93,416
8170 OPERATING GRANTS POLICY	473,916	380,500	(93,416.00)	380,500	(93,416)
<b>Total expended to date</b>	<b>\$ 2,516,896</b>	<b>\$ 2,654,825</b>	<b>\$ 137,929</b>	<b>\$ 2,654,825</b>	<b>\$ 137,929</b>

Departmental

Finance

Recreation /  
Cultural Services

Unaudited Statement of Revenue

March 31, 2020

Recreation/Cultural Services	Variance				Remaining
5031 PROGRAM REVENUE	\$ 30,000	\$ 30,000	\$ -	\$ 30,000	\$ -
5034 FACILITY RENTALS	8,631	10,000	(1,369)	10,000	1,369
<b>Total Revenue To Date</b>	<b>\$ 38,631</b>	<b>\$ 40,000</b>	<b>\$ (1,369)</b>	<b>\$ 40,000</b>	<b>\$ 1,369</b>

Departmental

Finance

Cape Breton Regional Municipality Water Utility  
Statement of Operations - Period Ending March 31st, 2020

	Actual March 31st, 2020	Budget March 31st, 2020	Variance March 31st, 2020	Total Annual Budget 2019-2020
<b>Revenue</b>				
Operating:				
Metered Sales	19,303,495	19,060,251	243,244	19,060,251
Public Fire Protection	7,078,384	7,078,384	-	7,078,384
Interest on Overdue Accounts	509,498	350,000	159,498	350,000
Other Operating Revenue	6,635	71,000	(64,365)	71,000
<b>Total Operating Revenue</b>	<b>26,898,013</b>	<b>26,559,635</b>	<b>338,378</b>	<b>26,559,635</b>
<b>Expenditures</b>				
Operating Expenses				
Source of Supply	406,582.41	521,500	114,918	521,500
Power and Pumping	1,778,836.09	2,119,400	340,564	2,119,400
Water Treatment	4,258,694.14	3,714,663	(544,031)	3,714,663
Transmission & Distribution	4,248,367.24	4,765,772	517,405	4,765,772
Administration & General	2,669,011	3,047,883	358,872	3,047,883
Depreciation	4,132,220	4,132,220	-	4,132,220
Taxes	1,985,957	2,372,007	386,050	2,372,007
<b>Total Operating Expenses</b>	<b>19,499,668</b>	<b>20,673,445</b>	<b>1,173,777</b>	<b>20,673,445</b>
<b>Operating Profit/(Loss)</b>	<b>7,398,345</b>	<b>5,886,190</b>	<b>1,512,155</b>	<b>5,886,190</b>

Cape Breton Regional Municipality Water Utility  
Statement of Operations - Period Ending March 31st, 2020

	Actual March 31st, 2020	Budget March 31st, 2020	Variance March 31st, 2020	Total Annual Budget 2019-2020
<b>Non Operating Revenue</b>				
Debt Charge Income	-	-	-	-
Interest Income	-	-	-	-
Amorization of Deferred Capital contribution	239,309	-	239,309	-
<b>Total Non Operating Revenue</b>	<b>239,309</b>	<b>-</b>	<b>239,309</b>	<b>-</b>
<b>Non Operating Expenses</b>				
Short term interest charges	141,207	141,207	-	141,207
Debt Charges				
Principal	3,564,500	3,564,500	-	3,564,500
Interest	1,348,484	1,348,483	(1)	1,348,483
Amortization of Debt Discount	37,112	32,000	(5,112)	32,000
Capital Expenditures out of operations	150,000	150,000	-	150,000
<b>Total Non Operating Expenses</b>	<b>5,241,303</b>	<b>5,236,190</b>	<b>(5,113)</b>	<b>5,236,190</b>
<b>Non- Operating Profit/(Loss)</b>	<b>(5,001,994)</b>	<b>(5,236,190)</b>	<b>234,196</b>	<b>(5,236,190)</b>
<b>TOTAL UTILITY REVENUES (OPERATING &amp; NON-OPERATING)</b>	<b>27,137,322</b>	<b>28,559,635</b>	<b>577,687</b>	<b>28,559,635</b>
<b>TOTAL UTILITY EXPENSES (OPERATING &amp; NON-OPERATING)</b>	<b>24,740,970</b>	<b>25,909,635</b>	<b>1,168,665</b>	<b>25,909,635</b>
<b>CBRM WATER UTILITY PROFIT/(LOSS)</b>	<b>2,396,352</b>	<b>650,000</b>	<b>1,746,352</b>	<b>650,000</b>

Prepared by Amanda R. Carroll

Review by \_\_\_\_\_  
Date \_\_\_\_\_

# Port of Sydney Development Corporation

March 30, 2020 Income Statement

**UNAUDITED**

	This Year Actual	This Year Budget	Variance to Budget	Annual Budget
Wharfage and Berthage	598,121.00	553,384.64	44,736.36	553,384.64
Event Revenue	162,034.38	73,100.00	88,934.38	73,100.00
Miscellaneous Revenue	120,565.79	4,300.00	116,265.79	4,300.00
Storage and Rental	291,014.00	289,927.21	1,086.79	289,927.21
Passenger tax	1,322,404.00	1,172,691.45	149,712.55	1,172,691.45
Security/Traffic Control	271,885.00	264,435.64	7,449.36	264,435.64
Government Grants	269,558.00	153,900.00	115,658.00	153,900.00
Craft Market Revenue	87,728.14	83,545.00	4,183.14	83,545.00
ACOA Revenue Project 20	263,160.40	0.00	263,160.40	0.00
	<b>3,386,470.71</b>	<b>2,595,283.94</b>	<b>791,186.77</b>	<b>2,595,283.94</b>
Wages and Salaries	986,426.23	931,041.18	55,385.05	931,041.18
Professional Fees	98,442.45	80,800.00	17,642.45	80,800.00
Advertising & Promotions	165,796.75	59,155.00	106,641.75	59,155.00
Cruise Activities	29,407.00	59,595.00	(30,188.00)	59,595.00
Dues & Membership Fees	39,477.00	39,176.00	301.00	39,176.00
Event Expense	8,833.02	7,775.00	1,058.02	7,775.00
Insurance	84,604.00	84,960.00	(356.00)	84,960.00
Interest & Bank Charges	16,001.66	6,870.00	9,131.66	6,870.00
Office & Admin	76,066.59	94,555.00	(18,488.41)	94,555.00
Office Rent	52,320.00	52,320.00	0.00	52,320.00
Miscellaneous	3,529.18	4,800.00	(1,270.82)	4,800.00
Repairs & Maintenance	335,238.77	426,428.00	(91,189.23)	426,428.00
Repairs -JHCP	90,335.26	73,000.00	17,335.26	73,000.00
Travel	18,882.00	43,630.00	(24,948.00)	43,630.00
Utilities	194,940.66	206,584.00	(11,643.34)	206,584.00
Bad Debts	0.00	1,500.00	(1,500.00)	1,500.00
Security Expense	199,812.24	217,696.20	(17,883.96)	217,696.20
Leasehold Improvements	1,430.03	11,500.00	(10,069.97)	11,500.00
Transport Canada Marketi	54,396.14	0.00	54,396.14	0.00
	<b>2,455,738.98</b>	<b>2,401,385.38</b>	<b>54,353.60</b>	<b>2,401,385.38</b>
	930,731.73	193,898.56	736,833.17	193,898.56
Less Amortization	(464,448.00)	(350,000.00)	(114,448.00)	(350,000.00)
	<b>466,283.73</b>	<b>(156,101.44)</b>	<b>622,385.17</b>	<b>(156,101.44)</b>

# Port of Sydney Development Corporation

March 30, 2020 Income Statement

**UNAUDITED**

	This Year Actual	This Year Budget	Variance to Budget	Annual Budget
Wharfage and Berthage	598,121.00	553,384.64	44,736.36	553,384.64
Event Revenue	162,034.38	73,100.00	88,934.38	73,100.00
Miscellaneous Revenue	120,565.79	4,300.00	116,265.79	4,300.00
Storage and Rental	291,014.00	289,927.21	1,086.79	289,927.21
Passenger tax	1,322,404.00	1,172,691.45	149,712.55	1,172,691.45
Security/Traffic Control	271,885.00	264,435.64	7,449.36	264,435.64
Government Grants	269,558.00	153,900.00	115,658.00	153,900.00
Craft Market Revenue	87,728.14	83,545.00	4,183.14	83,545.00
ACOA Revenue Project 20	263,160.40	0.00	263,160.40	0.00
	<u>3,386,470.71</u>	<u>2,595,283.94</u>	<u>791,186.77</u>	<u>2,595,283.94</u>
Wages and Salaries	986,426.23	931,041.18	55,385.05	931,041.18
Professional Fees	98,442.45	80,800.00	17,642.45	80,800.00
Advertising & Promotions	165,796.75	59,155.00	106,641.75	59,155.00
Cruise Activities	29,407.00	59,595.00	(30,188.00)	59,595.00
Dues & Membership Fees	39,477.00	39,176.00	301.00	39,176.00
Event Expense	8,833.02	7,775.00	1,058.02	7,775.00
Insurance	84,604.00	84,960.00	(356.00)	84,960.00
Interest & Bank Charges	16,001.66	6,870.00	9,131.66	6,870.00
Office & Admin	76,066.59	94,555.00	(18,488.41)	94,555.00
Office Rent	52,320.00	52,320.00	0.00	52,320.00
Miscellaneous	3,529.18	4,800.00	(1,270.82)	4,800.00
Repairs & Maintenance	335,238.77	426,428.00	(91,189.23)	426,428.00
Repairs -JHCP	90,335.26	73,000.00	17,335.26	73,000.00
Travel	18,882.00	43,630.00	(24,948.00)	43,630.00
Utilities	194,940.66	206,584.00	(11,643.34)	206,584.00
Bad Debts	0.00	1,500.00	(1,500.00)	1,500.00
Security Expense	199,812.24	217,696.20	(17,883.96)	217,696.20
Leasehold Improvements	1,430.03	11,500.00	(10,069.97)	11,500.00
Transport Canada Marketi	54,396.14	0.00	54,396.14	0.00
	<u>2,455,738.98</u>	<u>2,401,385.38</u>	<u>54,353.60</u>	<u>2,401,385.38</u>
	930,731.73	193,898.56	736,833.17	193,898.56
Less Amortization	(464,448.00)	(350,000.00)	(114,448.00)	(350,000.00)
	<u>466,283.73</u>	<u>(156,101.44)</u>	<u>622,385.17</u>	<u>(156,101.44)</u>



# CBRM

*A Community of Communities*

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**Cape Breton Regional Municipality**

## Memo

**Date:** May 21, 2020  
**To:** Mayor and Council  
**From:** Jennifer Campbell, CPA, CA Chief Financial Officer  
**Re:** Forecasted COVID impact on CBRM Budget 2020/21

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As you are aware, COVID has had, and is continuing to have, a significant impact on how CBRM departments deliver services and generate revenue. A high-level preliminary summary of those impacts is attached. In summary:

- the forecast estimates cost reductions in the areas of staff overtime, travel, conferences, meetings, utilities, fuel etc.;
- cost recoveries for tax sale procedure and solid waste recoveries are also impacted;
- Estimates for revenue losses include fines, bylaw enforcement, facilities, transit, solid waste, and deed transfer tax;
- Incremental costs for additional PPE, cleaning/sanitization procedures and supplies are significant and ongoing.

Preliminary revenue shortfalls are estimated at over \$6 million. This loss is only partially offset by anticipated expenditure reductions of \$2 million when factoring in extra costs associated with sanitizing of fleet, buildings and protective equipment. The net operating shortfall is estimated to be in excess of \$4 million. This shortfall would completely deplete our operating reserves in the absence of financial supports from higher levels of government.

The forecast attached is very high level. Management is currently reviewing their draft budgets in detail to further evaluate the financial impact of COVID on operations and identify ways to mitigate that impact through additional expenditure reductions where possible.

The forecast assumes that existing restrictions will remain in effect until January 1 and will form the basis of a revised operating budget to be presented to Council in June.

Respectfully,  
Jennifer Campbell, CPA, CA  
Chief Financial Officer

**COVID-19****FORECAST OF FINANCIAL IMPLICATIONS - 9 MONTH ASSUMPTION OF SERVICE IMPACTS**

<b>DEPARTMENT</b>	<b>TOTAL</b>
CAO	15,000
CLERK	45,223
FINANCE	(199,660)
FIRE	178,135
HR	25,859
LEGAL	9,625
LEGISLATIVE	173,757
BYLAWS	2,306
PLANNING	43,984
INSPECTIONS	7,165
POLICE	464,160
RECREATION	331,250
PARKS	62,798
BUILDINGS	78,611
FACILITIES	543,101
TECHNOLOGY	26,625
PWADMIN	120,418
ENG	62,307
PWOPS	47,400
SW	(328,616)
FLEET	92,250
TRANSIT	958,148
WASTE WATER	10,250
<hr/>	
ANTICIPATED EXPENDITURE REDUCTIONS	2,770,096
<hr/>	
<b>ANTICIPATED REVENUE IMPLICATIONS</b>	
BYLAWS	378,900
PERMITS	150,000
POLICE	280,125
RECREATION	10,000
FACILITIES	1,584,200
TRANSIT	1,263,750
TIPPING	495,000
DEED TRANSFER	1,875,000
<hr/>	
ANTICIPATED REVENUE REDUCTIONS	6,036,975
<hr/>	
NET OPERATING SHORTFALL	(3,266,879)
Additional PPE/Sanitization Measures	(810,000)
<hr/>	
<b>9 MONTH OPERATING SHORTFALL</b>	<b>(4,076,879)</b>

