

Cape Breton Regional Municipality

General Committee Meeting

AGENDA

TUESDAY, JANUARY 7TH, 2020

1:30 P.M.

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

Cape Breton Regional Municipality

General Committee Meeting

Tuesday, January 7th, 2020

1:30 p.m.

AGENDA ITEMS

Roll Call

1. **APPROVAL OF MINUTES:** (Previously Distributed)
 - General Committee – November 4, 2019
2. **APPROVAL OF AGENDA:** (Motion Required)
3. **PRESENTATION:**
 - 3.1 **Winter Operations 2019/20:** Ray Boudreau, Senior Manager of Public Works (See page 5)
4. **PLANNING ISSUES:**
 - 4.1 **APPROVAL TO ADVERTISE:**
 - a) **Zoning Amendment Application Case 1065 – Overnight Childcare - 3386 Hinchey Ave, New Waterford (PID 15482961)** Kristen Knudskov, Planner (See page 8)
 - b) **Case 1066 – Zoning Amendment Application for a 3 Unit Apartment (PID 15276074) By SGH Holdings Ltd.** Kristen Knudskov, Planner (See page 12)
 - c) **Zoning Amendment Application 1068 – NSCC, Esplanade, Sydney:** Karen Neville, Senior Planner (See page 20)

Continued...

**General Committee Meeting Agenda
January 7th, 2020 (Cont'd)**

5. BUSINESS ARISING:

5.1 Council Meeting – January 15, 2019:

- a) **CBRM Youth Council:** Jillian Moore, Communications Officer
(See page 27)

5.2 Council Meeting – December 10, 2019:

- a) **Amendments to the Responsible Animal Husbandry By-law:**
Karen Neville, Senior Planner (See page 65)

6. CORPORATE SERVICE ISSUE:

- 6.1 Legislative Amendments - Grant Disclosure Policies:** Jennifer
Campbell, Chief Financial Officer (See page 75)

7. FINANCIAL STATEMENTS: For Information Only.
Jennifer Campbell, Chief Financial Officer

7.1 CBRM to November 30, 2019: (See page 87)

- | | |
|-------------------------------|-----------------------------------|
| ➤ 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 | |

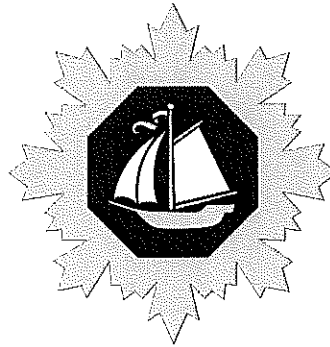
- 7.2 Port of Sydney Development Corporation to November 30, 2019:** (See
page 112)

ADJOURNMENT

Cape Breton Regional Municipality

Winter Operations

2019/20



Winter Operations - Preparedness

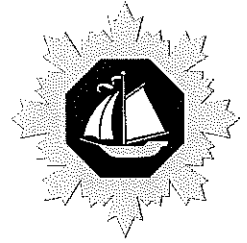
- Adequate Staff / Resources
- Equipment Checks / Service
- Maintenance Complete by Oct
- Ready to Go!



Winter Operations
2019/20

Winter Operations - Fleet

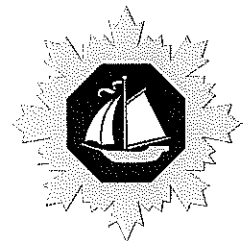
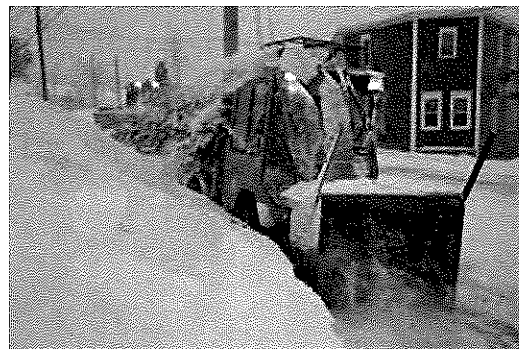
- 24 Loader Plows
- 7 Graders
- 16 Salt Trucks
- 20 Sidewalk Plows
- 3 Tractors w Blower attachments
- Miscellaneous contracted equipment



Winter Operations
2019/20

Winter Operations - Strategy

- Strategy Approved by Council
- Key Priorities and Sequence
 - Plowing/De-icing of Streets
 - Plowing/De-icing of Sidewalks
 - Clearing Hydrants
 - Snow Removal from business districts



Winter Operations
2019/20

Winter Operations - Jurisdiction

- Municipality vs Province
- CBRM (Public Works)
 - Urban Roads (Former towns/city)
 - Designated Unlisted Roads
- Province (NSTIR)
 - Rural Roads and Highways
 - Municipally owned road exceptions
- Who Plows my Road?



Winter Operations
2019/20

Winter Operations - Budget

- Annual Budget - \$ 2.5M
 - Snow Plowing Own Forces
 - Snow Plowing Contracted
 - Salting
- 90 % of the Budget remaining



Winter Operations
2019/20



TO: General Committee

FROM: Kristen Knudskov

**SUBJECT: ZONING AMENDMENT APPLICATION
CASE 1065 – OVERNIGHT CHILDCARE
3386 HINCHEY AVE, NEW WATERFORD (PID 15482961)**

DATE: January 7, 2020

Background

The Planning and Development Department has received an application from Ashley Curry to amend the text of the Land Use Bylaw. Ms. Curry wishes to operate an overnight childcare facility from her residence, a single detached dwelling, at 3386 Hinchey Ave, New Waterford. (PID 15482961, see Attachment A).

Ms. Curry is seeking a licence for her proposed business, which is regulated under the Nova Scotia Department of Education and Early Childhood Development (NSEECD). A Development Permit is required in order to obtain a licence.

Day cares are permitted within the Residential Urban D Zone, and Ms. Curry is currently operating during daytime hours. However, the Land Use Bylaw defines a Day Care Facility as:

*“... a community service establishment which provides nursery and/or pre-school care for all children and also for adults who are mentally and/or physically debilitated to a level which requires a care provider. A day care facility is operated on a daily or hourly basis during all or part of the day but **does not provide overnight accommodation.**”*

Due to the restrictive definition of Day Care Facility, the Planning and Development Department is unable to issue a Development Permit for overnight childcare. As a result, the applicant has applied to amend the text of the Land Use Bylaw.

Evaluation

Overnight childcare is not common, however, there are some facilities in operation within Canada. They fill a gap for individuals who work shift work or evenings.

The NSEECD has standards in place for “Extended Hours Child Care,” which includes any facility in operation past 6:30 pm. The applicant’s proposal must be approved by NSEECD in order to receive a licence for extended hours.

Day Cares are currently permitted in numerous zones throughout CBRM, including zones which are both primarily residential or commercial in nature. The subject site is surrounded by solely low-density residential dwellings, as is common among other day cares.

Overnight childcare will produce similar impacts to traditional day cares, simply operating during different hours. Overnight childcare would be subject to existing parking regulations as outlined in Section 30 of the Land Use Bylaw. Section 30 requires three parking spaces per two playrooms in the daycare. The proposed business has one playroom, and thus would need to provide 2 spaces. There is adequate space on the existing driveway to accommodate the required parking spaces.

Next Steps

General Committee may make a motion to have Case 106S presented to Council to consider scheduling a Public Hearing.

If Council agrees to schedule a Public Hearing, the earliest date a Public Hearing could be held would be the February meeting of Council. Upon a decision to schedule a Public Hearing, the required notices would be published in the Cape Breton Post, and notice of this zone amendment application would be mailed to the assessed owners of property within the vicinity (30m) of the site. Notices would encourage them to contact the Planning and Development Department with any questions and to inform them of their opportunity to speak at the Public Hearing.

Recommendation

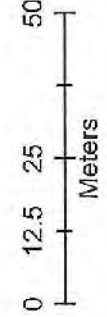
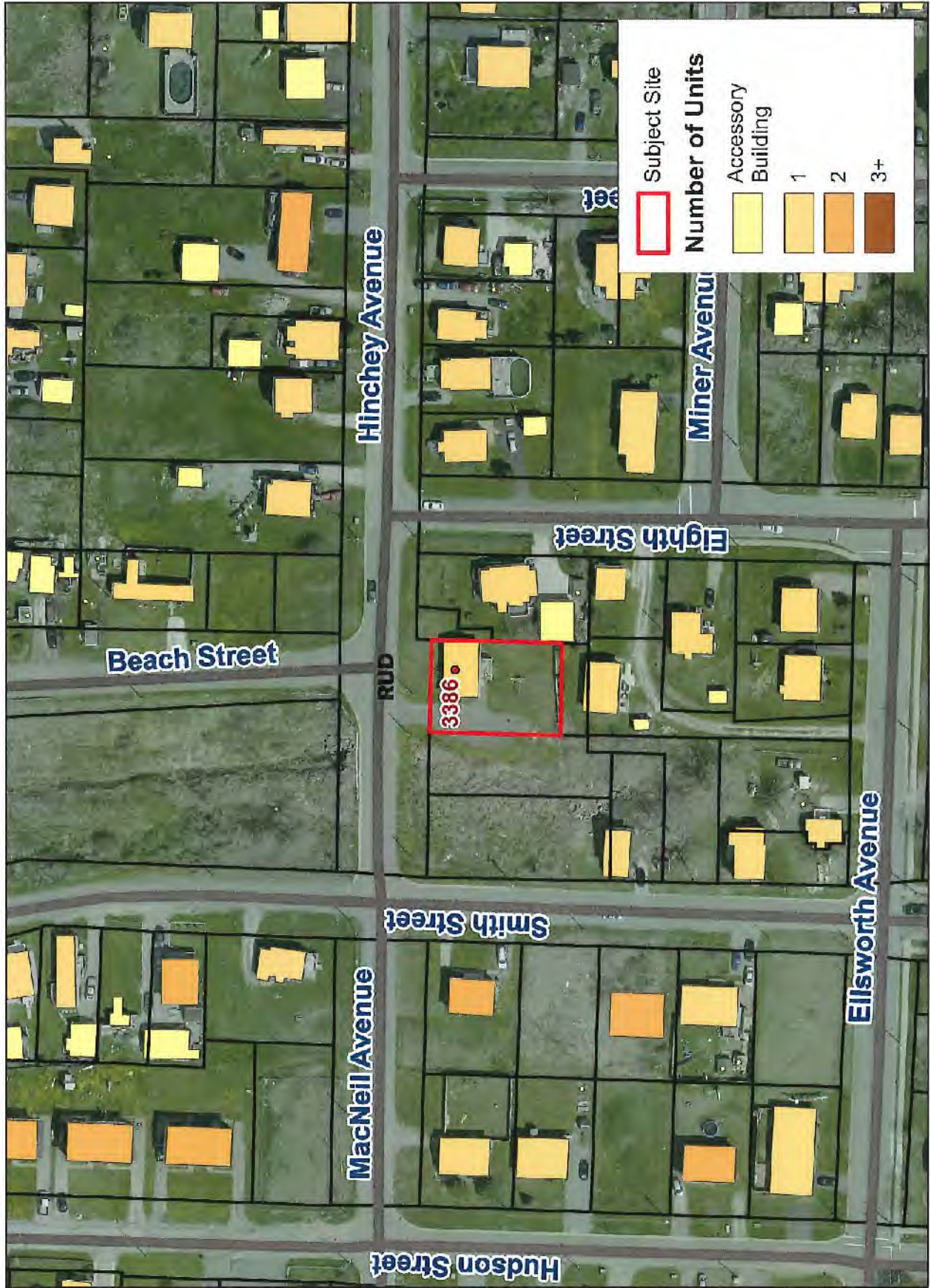
Given that the impacts will be similar to day-time operations, and that the Province regulates Extended Hours Child Care, it is reasonable to amend the definition of Day Care Facility to permit overnight childcare.

I recommend that the definition of Day Care Facility within the Land Use Bylaw be amended to permit overnight childcare, as outlined in the attached Amending By-law (Attachment B).

Respectfully submitted by:

Kristen Knudskov
Planning and Development Department

A



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

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: Part 100 of the Land Use By-law in hereby amended by deleting:

A day care facility is operated on a daily or hourly basis during all or part of the day but does not provide overnight accommodation.

PASSED AND ADOPTED: by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on February 18, 2020.

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 February 18, 2020 to amend the Cape Breton Regional Municipality's Land Use By-law.

Deborah Campbell Ryan, CLERK



TO: General Committee

FROM: Kristen Knudskov

**SUBJECT: CASE 1066 - ZONING AMENDMENT APPLICATION
FOR A 3 UNIT APARTMENT (PID 1S276074)
BY SGH HOLDINGS LTD.**

DATE: January 7, 2020

Background

The Planning and Development Department has received a zone amendment application from SGH Holdings Ltd. requesting to amend the zoning of PID 1S276074 (28, 36, and 38 Christy Lane, River Ryan) to permit a 3-unit dwelling (see Attachment A). The site is located near the intersection of Union Highway (Highway 28) and Ryan Street.

The property is approximately 1 acre and is currently occupied by two residential buildings – a semi-detached dwelling, currently under construction, and a 6-unit apartment (see Attachment B). The 6-unit apartment building was converted from the former St. Michael’s School in 2015 by site plan approval under Part 2 s. 6 of the Land Use Bylaw (LUB). The semi-detached dwelling is being constructed in such a manner that it may be converted to a triplex subject to the outcome of this amendment application.

The subject property is zoned Residential Urban D (RUD). The RUD zone permits only one- and two- unit dwellings and mobile homes. As a result, the proponent has requested an amendment to the LUB.

Evaluation

There are several policies under the Municipal Planning Strategy (MPS) which advocate for apartment developments under certain circumstances. Policy 1.b outlines a siting hierarchy for areas where apartment buildings should be encouraged to occur. The subject site falls into the lowest priority category:

- 1.b The following hierarchy of site and situation criteria shall influence where apartment building development is most encouraged to occur, and to what degree it is to be regulated:
- within the central business districts of the major urban concentrations of the CBRM;
 - within neighbourhoods in proximity to the central business districts;
 - along the higher level public street/roads linking our central business districts with the surrounding neighbourhoods and communities (*refer to Charts on pages 7.3 and 7.4*);

- in proximity to other concentrations of sales/service business developments;
- in other locales where they are already prevalent; and
- **all other urban service areas.**

However, when the current zoning does not permit the scale of a proposed residential development, it is a policy of the MPS to at least consider a zoning amendment. The density and scale of allowable apartment building development should be correlated with attributes of the immediate neighbourhood:

1. the level of the public street/road accessing the site (*refer to Charts on pages 7.3 and 7.4*);
2. the variety of land use types in the vicinity; and
3. the existing development densities in a given neighbourhood;
 1. The site fronts onto Christy Lane, a dead-end, unpaved, and unlisted road. CBRM Public Works East Division provides gravel, grading, and winter plowing on this street. Christy Lane is accessed by Ryan Street, a level 5 local road (as defined in the MPS road network hierarchy). This suggests that this site would not be suitable for large-scale apartment development. However, the proponent is proposing 3-units, which is reasonable for a site accessed by a minor street.
 2. The site is situated in a primarily low-density residential neighbourhood. Apart from the 6-unit apartment building located on the same property, all dwellings in the immediate area (outlined in blue on Attachment A), a total of 14, are single detached dwellings. A church and cemetery are also located in the immediate vicinity. Given the site's unique circumstance, containing a converted school, a 3-unit apartment is not out of scale.
 3. The current residential density of the subject site is 7.4 units per acre. The proposed density, if the amendment were to be approved, is 8.4 units per acre. This is approximately two-and-a-half times the density of residential lots in the immediate area (where residential density is 3.3 units per acre). The substantial difference in density is due to the unique attribute of being a former school site which was converted for residential use.

Also note that because the lot is so large, the applicant could construct a second two-unit building as-of-right under Part 2 s. 27 of the LUB.

The MPS outlines six specific criteria to assess amendments for sites classified as 'all other urban service areas' (Policy 1.d.9):

1. The development proposal must include a landscaping plan to buffer and screen low density residential uses from the starker ancillary components of the site (*e.g. parking spaces, driveways, utility facilities, etc.*)

The site plan provided does not indicate any intended screening measures. All exposed ground would be required to comply with the definition of landscaped open space as per the Land Use Bylaw.

2. An on-site parking and vehicular maneuvering plan which does not exacerbate traffic movement problems along any public street/road abutting the site shall be included;
3. Traffic emanating to and from the site shall not significantly increase the volume of traffic along any public street/road it will be accessing;

Section 30 of the LUB outlines that 1 parking space is required per dwelling unit. There are 8 existing units on the property, and with one additional proposed unit. Therefore, nine parking spaces are required on site. Parking areas are depicted on the site plan (Attachment B).

The traffic associated with one additional unit would only constitute a minor increase to existing levels generated by the property.

4. The development proposal must mitigate the potential adverse affects any significant buildings will have on much smaller scale low density residential buildings.
5. The site plan and building design must respect any aesthetic aspects of the streetscape that are easily discernable;
6. Any adverse affects such as bulk and height resulting from a significantly greater scale than existing residential development in proximity shall be mitigated.

On average, dwellings in the immediate area have a total floor area of under 1000 square feet and while the majority are single story, there are some which are 1 ½ or 2 stories in height. The two-unit dwelling, once construction is completed, will have 4480 square feet of floor area over two stories. While it will be significantly larger than dwellings in the immediate area, the semi-detached was approved as-of-right and is currently being constructed. The building footprint and square footage will not be altered with the addition of a third unit.

The subject building is an existing semi-detached dwelling constructed for conversion, and no design requirements were in place for permit approval.

Next Steps

If Council agrees to schedule a Public Hearing, the earliest date a Public Hearing could be held would be the February meeting of Council. Upon a decision to schedule a Public Hearing, the required notices would be published in the Cape Breton Post, and notice of this zone amendment application would be mailed to the assessed owners of property within the vicinity (100m or 325 feet) of the site. Notices would encourage them to contact the Planning and Development Department with any questions and to inform them of their opportunity to speak at the Public Hearing.

Recommendation

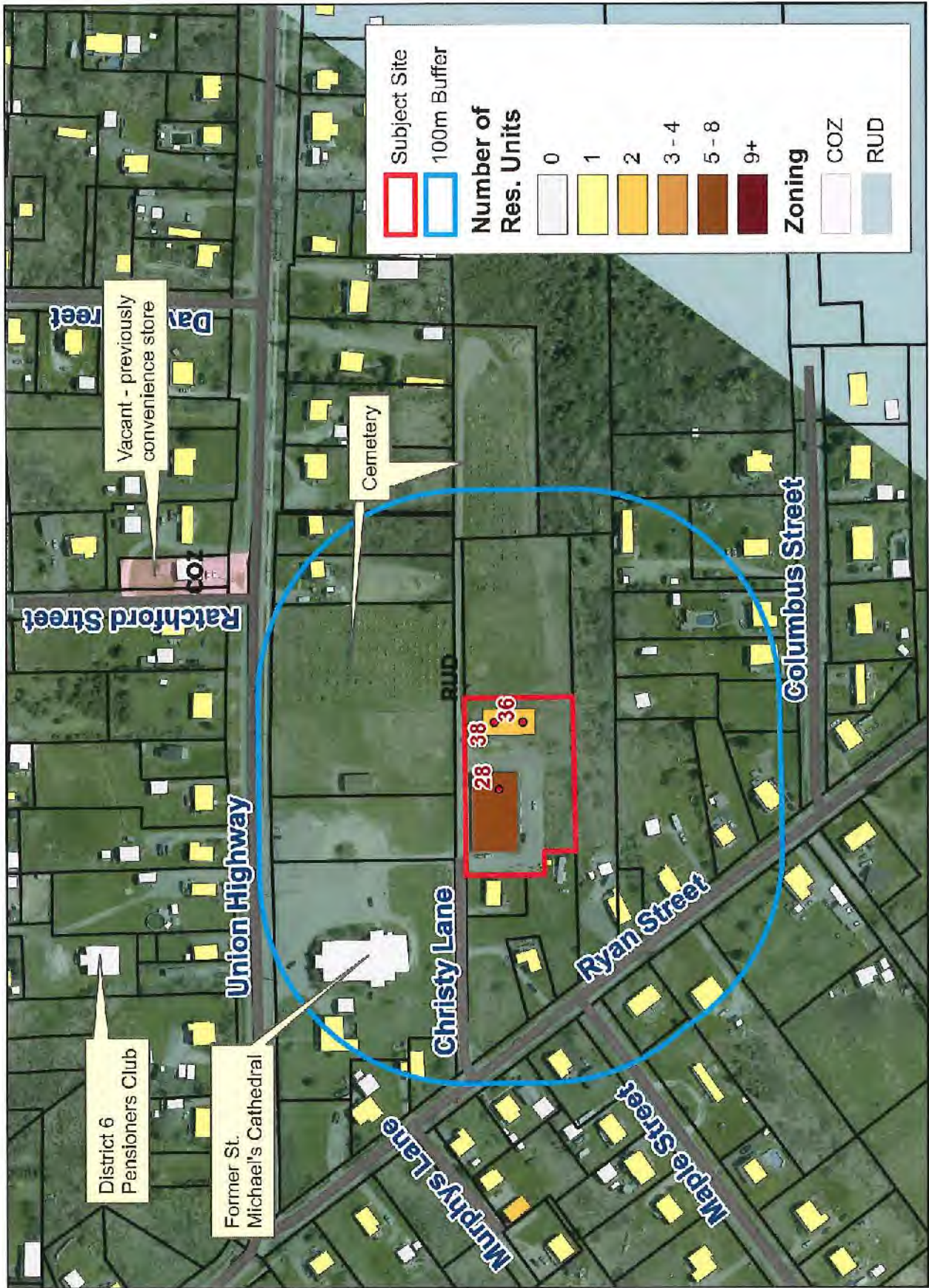
Based on the MPS Part 4, Policy 1.d.9, it is reasonable that Council at least consider the proposed amendment. I recommend the application be considered at a Public Hearing.

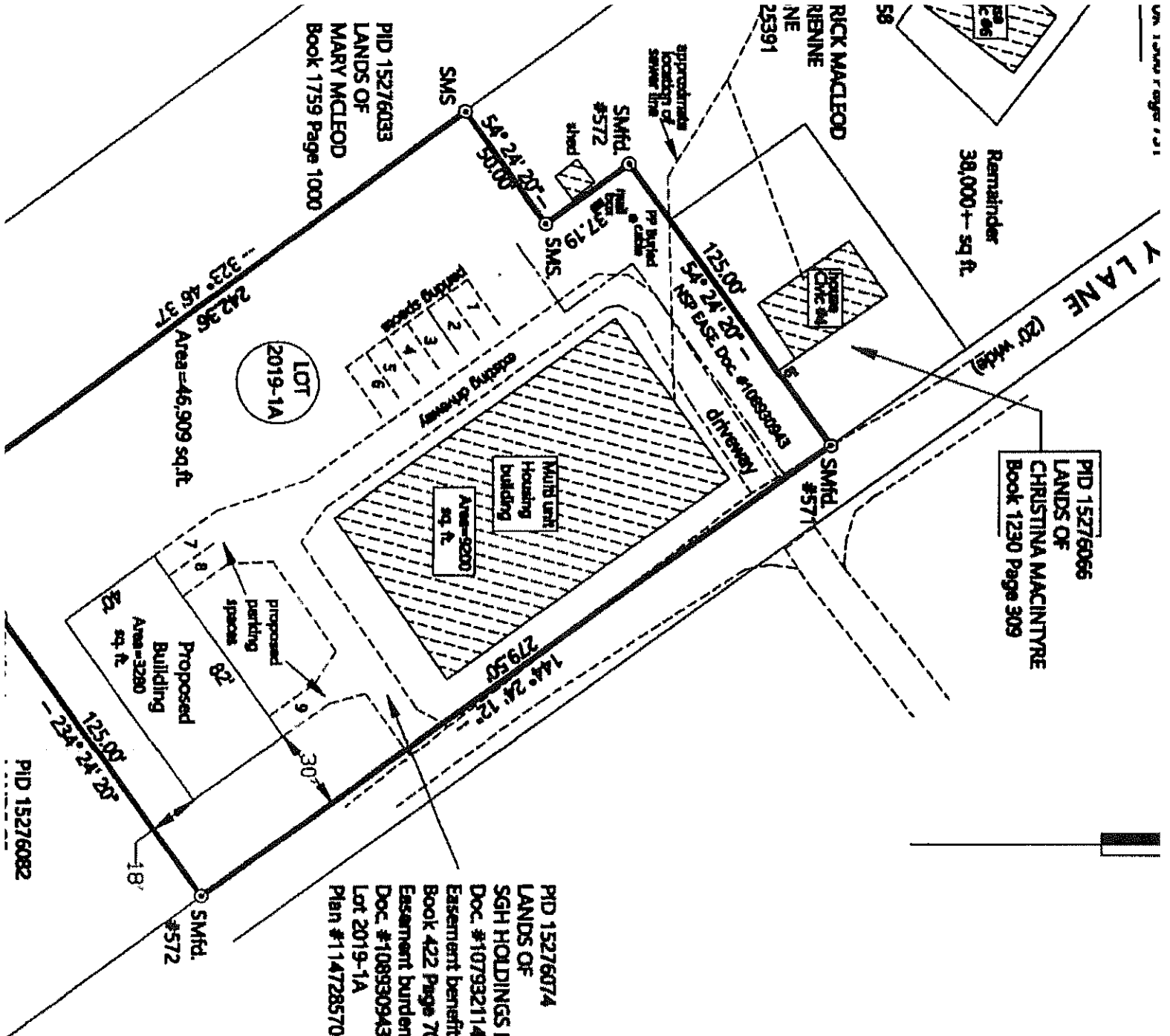
A draft Amending Bylaw for a site-specific zone is attached (Attachment C). The zone is modeled after the RUD zone currently in place on property, with the addition of apartment buildings permitted at a density which accommodates the nine proposed units.

Respectfully submitted by:

Kristen Knudskov
Planning and Development Department

A





I, JAMES A. REDDEN Nova Scotia Land Surveyor, here certify that this Survey was prepared under my supervision and in accordance with the provisions of the Nova Scotia Land Surveyor's Regulations made pursuant to the Land Survey Act, R.S.N.S. 1989, c. 220, s. 10(1).

DATED: This 2nd Day of October 2019:

James A. Redden

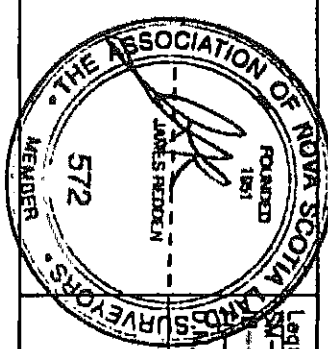
(1) The PROPOSED BUILDING shown here on one or more parcels of land as solid boundaries are defined by Doc. #114728570 as a reference document for the preparation of legal documents.

(2) All easements, documented in the deed recorded in Doc. #107932114, are shown here on this plan.

(3) Cultural features shown hereon are located to planimetric accuracy. This Surveyor's Location Certificate is not a reference document for the preparation of legal documents.

NOTE: Clearances shown are perpendicular to the class of road shown to a tolerance of 1.0 ft.

? Duplication of this document without the permission of the Surveyor is prohibited.



Legend
 --- SURVEY
 --- IRON BAR
 --- FOUND
 --- DEED MEASURED.

JAMES A. REDDEN
 NOVA SCOTIA
 UNIT A, 200 CHURCH
 SYDNEY, C.B. 8M
 B1P 1C5, PHC

PID 15276074
 LANDS OF
 SGH HOLDINGS LIMITED
 Doc. #107932114
 Easement benefit
 Book 422 Page 70
 Easement burden
 Doc. #108930943
 Lot 2019-1A
 Plan #114728570

PID 15276082

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

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 renumbers Part 100 DEFINITIONS to Part 101.

AND THAT: Council amends the Land Use Bylaw by inserting the following zone:

PART 100 CHRISTY LANE APARTMENT (CLA) ZONE

Section 1 CLA Uses Permitted

Development Permits shall only be issued in the CLA Zone for one or more of the following uses in compliance with any relevant section of the General Provisions Part, and any specific section of this Part devoted to the use.

- **agricultural – (all) *except kennels subject to Section 4***
- **recreational - only the following**
 - public indoor and outdoor
- **residential - only the following**
 - mobile homes
 - single detached dwellings
 - **two unit dwellings**
 - apartment buildings at a density of 1 dwelling unit per 5000 sq. ft. of land on the lot parcel subject to Section 3
- **service - only the following**
 - *community service in compliance with the site plan approval provisions of Section 4 (except day care facilities and community service residences which are listed below as not subject to the referenced Site Plan Approval provisions).* community service residences
 - cultural service
 - day care
 - educational
 - *inns in compliance with the site plan approval provisions of Section 3*
 - *protective only the following*
 - coast guard stations
 - fire
 - judicial
 - police

- residential care dwelling

Section 2 % Lot Coverage Provision for all Uses Permitted in this Zone

- a. The total maximum lot parcel coverage for all main uses in this Zone shall be 1/3rd (i.e. 33%) of the lot parcel area.
- b. The part of a building used to calculate this maximum lot parcel coverage is the roof to the edge of the eave (i.e. dripline)

Section 3 Apartment Buildings

- a. Apartment buildings shall have a maximum height of two stories.

Section 4 Inns and community services – site plan approval

All new inns and community service uses that reference this Section, and expansions of existing inns and community service uses that increase the floor area by more than 10%, are subject to approval of a site plan. The Development Officer shall measure the degree of stringency in interpreting the criteria so that it correlates with the scale of the development and each and every feature of the development (e.g. buildings, parking area etc.), and the proximity of the development, or any specific feature of it, to any other development or streetscape intended to be protected by the criteria.

- a. Utility structures and the parking spaces of a new parking area to be constructed shall be screened from a public street/road and any single detached dwellings to soften their starkness by a combination of vegetation and fencing. Where there is land available, landscaping that meets the definition of landscaped open space in this Bylaw, or fencing improvements, shall be introduced between existing parking spaces and any abutting yard on an adjacent property occupied by a residential use to soften the starkness of the parking spaces from that yard.
- b. All existing significant vegetation shall be retained except where its removal is necessary for the construction of the development.
- c. Measures, including lot parcel grading, shall be required to adequately dispose of storm and surface water.
- d. A minimum equivalent to 1/3rd of the floor area of the building shall be in compliance with the definition for landscaped open area. That percentage may be reduced to as low as 1/10th where the Development Officer is satisfied with the design of a Certified Horticultural Technician or Architect.
- e. For new construction and additions, the setbacks shall either meet the setback requirement of 20 ft. or be screened (as defined in this Bylaw) from adjacent lot parcel boundaries to soften the starkness of the building where the development on the adjacent lot parcel warrants protection e.g. residential development with an attractive façade, or a managed landscaped yard, or a business development that uses either an attractive façade e.g.

professional office or a managed landscaped yard to promote their establishment e.g. bed and breakfast establishment. For existing buildings proposed to be converted because of a change in use and development on the adjacent lot parcel warrants protection for the reasons given above, only the setback is waived.

- f. Signs advertising the business shall be of a scale and style and so located that they will not conflict with the streetscape.
- g. Ingress and egress points where the parking area is to be accessed from any public/street/road shall be designed to ensure that any known significant traffic problem identified by the Traffic Authority is not further exacerbated.

Section 5 Agricultural

- a. With the exception of kennels, 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 is 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.

Section 6 Landscaping Provisions

There is no requirement to provide a minimum landscaped open area. However, all exposed ground shall comply with the definition of this By-law for landscaped open area.

PASSED AND ADOPTED: by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on February 18, 2020.

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 February 18, 2020 to amend the Cape Breton Regional Municipality's Land Use By-law.

Deborah Campbell Ryan, CLERK



TO: General Committee of Council

FROM: Karen Neville

**SUBJECT: ZONING AMENDMENT APPLICATION – 1068
NSSC
Esplanade, Sydney**

DATE: December 23rd, 2019

Introduction

The Planning and Development Department has received an amendment request from Fathom 5studio on behalf of NSSC for properties located on the Esplanade which will be the site of the new NSSC Waterfront Campus (PID 15065113, PID 15069032, PID 15574452, PID 15065147, PID 15065154, PID 15065162, PID 15065220, PID 15890676, PID 15580152, PID 15065238, PID 15065246, PID 15551435, PID 15870918, and PID 15705759) [Attachment A]. The properties subject to the zone amendment are either under the ownership of NSSC or have been part of discussions with NSSC and the current property owner(s).

Due to the fact the final design of the campus is not complete, it is unknown if the site will need to be accessed via the CBRM property (PID 15580152) adjacent to the Cambridge Suites parking lot [Attachment C]. To ensure that this lot parcel is located in the appropriate zone if necessary, a portion of PID 15580152 identified on Attachment C is being included as part of the amendment request.

Why a zoning amendment is necessary for this development?

The proposed site of the NSSC Waterfront Campus is under the jurisdiction of the Downtown Central Business District (CBD) Zone and Downtown Sydney Waterfront (DWZ) Zone (Attachment B). While the CBD zone does permit educational service uses, the DWZ zone does not. Part 10, Policy 17, of the Municipal Planning Strategy Policy (MP5) indicates Council may consider a zone amendment to a zone immediately adjacent. In this case, the zone requested is the CBD zone which is immediately adjacent to the DWZ zone; therefore, the request is in keeping with the Part 10, Policy 17.

It should be noted that Section 197 of the *Municipal Government Act* states:

A department of the Province, before carrying out or authorizing any development in a municipality, shall consider the planning documents of the municipality.

This means that a Provincial Department needs to consider planning documents, but they do not need to comply with planning documents. NSSC wants to comply with CBRM's planning documents; as a result, they have requested the zoning on the properties identified in Attachment A be amended.

CBRM Property

The proposed waterfront campus will be located on several lot parcels owned by the CBRM. The lot parcels identified on Attachment D are identified as essential to the needs of the municipality. In accordance with the Property Management Policy, the General Committee of Council has the power to declare the CBRM properties as surplus for sale.

In addition to declaring the affected properties as surplus, CBRM is required to close an old public right-of-way running through PID 15705759 (Attachment E). Pursuant to the *Municipal Government Act*, Council is required to hold a Public Hearing prior to the closing of a public street.

Next Step

If Council agrees to schedule the necessary Public Hearings at their January meeting, the earliest date the Public Hearings can be held would be during the February meeting of Council. Upon a decision of Council to schedule Public Hearings, along with the required notices to be published in the Cape Breton Post, notice of this zone amendment application and street closing will be mailed to assessed owners of property in the vicinity of the proposed development encouraging them to contact the Planning and Development Department if they have any questions and of their opportunity to attend the Public Hearing.

Rob Leblanc, Fathom Studio, would like to make a more detailed overview of the proposed development to Council during the January Council meeting. This request will be forwarded to the Clerk's Office for the January agenda.

Recommendation

For this application, three Motions are required from the General Committee of Council:

1. Based on Part 10, Policy 17, of the Municipal Planning Strategy Policy, it is reasonable for Council to consider the proposed amendment. I recommend the General Committee of Council request that Council pass a motion to schedule a Public Hearing to consider this zoning amendment application during the February meeting of Council.
2. I recommend the General Committee of Council pass a motion declaring PID 15068331, PID 15267552, PID 15705759, PID 15271703, PID 15068315, and a portion of PID 15580152 identified in Attachment D as surplus.
3. I recommend the General Committee of Council request that Council to pass a motion directing staff to initiate a formal street closure pursuant to Section 135 of the *Municipal Government Act* for road parcel identified as PID 15705759.

Submitted by:

Originally Signed by

Karen Neville
Planning and Development Department

A

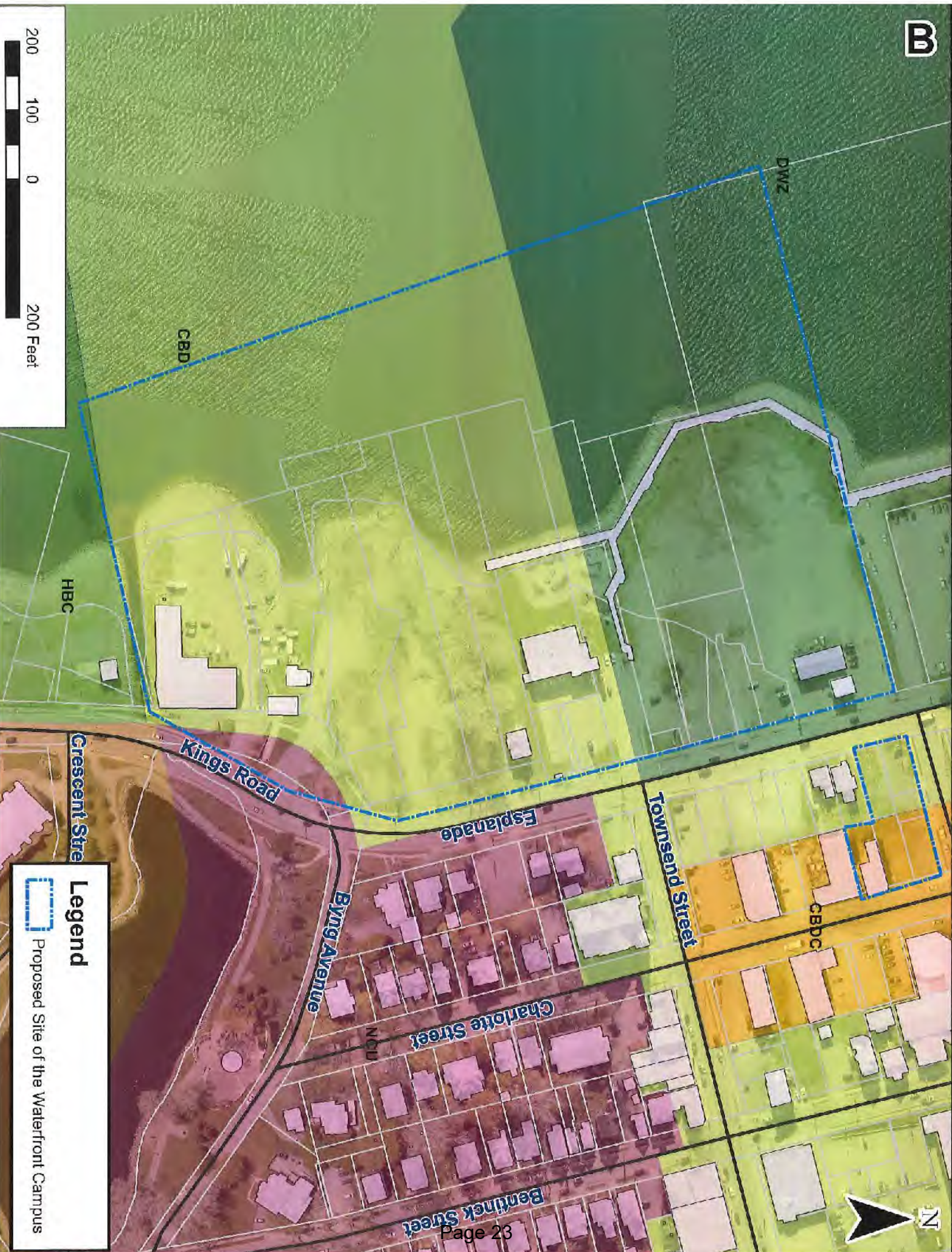


Legend

Properties Subject to the Zone Amendment

- CBD
- CBD/C
- DWZ
- NCU





Legend

 Proposed Site of the Waterfront Campus



Legend



-  PID 15580152
-  Portion of PID 15580152 subject to the Amendment Request



D



Legend

-  CBRM Properties to be Deemed Surplus
-  Portion of PID 15580152 to be Deemed Surplus





150
75
0

150 Feet

Legend



PID 15705759 -ROAD PARCEL OWNER UNDETERMINED



Status of CBRM Youth Council

Motion:

Moved by Councillor McDougall, seconded by Councillor Coombes, that staff provide Council with an update as to what has been taking place with CBRM Youth Council to date and what the go-forward plan is in terms of budget and recruitment, as outlined in the Council Agenda Request Form included in the agenda package.

Discussion:

The following items were discussed:

- Research and mandate for Youth Council
- Youth perspective presented to Council
- Future direction
- Funding

Motion Carried.



City Hall
 320 Esplanade
 Sydney, NS B1P 7B9

Item No.

Council Agenda Request Form		
<input checked="" type="checkbox"/> Included on Agenda (Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting)	<input type="checkbox"/> Late Item (Submitted to Municipal Clerk's Office by Noon the day before the meeting)	<input type="checkbox"/> Request from the Floor: (New Business) <ul style="list-style-type: none"> - Announcement - Referral - Submit Petition - Notice of Motion
Date of Council Meeting: January 15 th , 2019		
Subject: Status of CBRM Youth Council		
Motion for Council to Consider:		
That staff provide Council with an update as to what has been taking place with CBRM Youth Council to date and what the go forward plan is in terms of budget and recruitment.		
Reason:		
Early on in my term as Councillor, and even earlier on during my tenure at CBU working on the Immigration Pilot I had the great pleasure of sitting in on meetings of the CBRM Youth Council and even presenting to them on behalf of Lifeline Syria CB. What I experienced at both of these meetings was a fantastic example of brilliant and motivated young people we have in the communities that make up the CBRM.		
I have not heard much lately in terms of activity for this group in the past year and I am looking for an update as to participation and activities as well as ways in which Council can play a role in keeping Youth Council a meaningful and active experience for students.		
While I cannot speak for my colleagues around the table, I myself am eager to be a part of the CBRM Youth Council because I know the positive impact engagement in politics can be at a young age. These are the future leaders in our communities, these young minds know what they need when they plan for their future endeavours, we need to hear their thoughts and suggestions. I suppose what I am looking for today more than anything is how I can give my time to work with youth who are interested in CBRM Youth Council.		

Outcome Sought:

- 1.) An update from the staff member(s) who are overseeing the CBRM Youth Council on membership and activities**
- 2.) An answer to the question, "How can individual members of Council get involved in the activities and recruitment of CBRM Youth Council".**
- 3.) A dedicated budget similar to what once was allocated to the CBRM Youth Council.**

Councillor Amānda McDougall

District 8

Date: January 7th, 2018

Received by Clerk's Department (date):



Issue Paper: CBRM Youth Council

January 2020

PREVIOUS CBRM YOUTH COUNCIL

- Participants were chosen through expression of interest, and a limit on participants was not set; open to anyone who wanted to attend
- Three elected positions were chosen by youth participants: Chair, co-chair, and secretary
- Meeting minutes were taken/distributed by elected youth secretary
- Advisory committee members were selected by previous leadership
- Youth council met bi-weekly to carry out community action project of their choosing, as decided in first meetings. (e.g. educational video on the dangers of impaired driving)
- Focused on hosting events for youth, fundraising activities for youth causes and distributing CBRM funds to community organizations (similar to the Sustainability Fund)

BEST PRACTICES ACROSS CANADA

Outlined in the attached slides are examples of Youth Council models from across Canada.

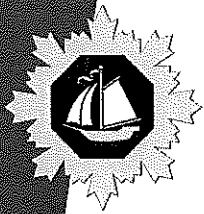
There were many common practices across the country. One that stood out was that the purpose of a Youth Council is to advise the Municipal Council on how issues, policies, programs or services affect youth, acting as an advisory body on behalf of youth. We believe this is the model that CBRM should also follow. These best practices are reflected in the proposed Terms of References (attached).

BENEFITS OF YOUTH COUNCIL

- Provides insight to Council on new issues or how current issues impact youth and young adults in the CBRM
- Educates youth on municipal issues and local government
- Encourages youth to work with other young people
- Builds strong and lasting friendships
- Develops self-esteem and self-confidence, communication skills, leadership and organizational skills
- Encourages youth to take responsibility for their actions
- Enables youth to get involved in their community

RECOMMENDATIONS

1. Adopt CBRM Youth Council Terms of References
2. Appoint 2 Councillors to serve one-year term each on the Advisory Committee



CAPE BRETON
REGIONAL MUNICIPALITY

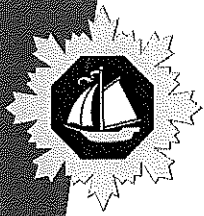
Youth Council

CBRM RECOMMENDATIONS

Benefits of Youth Council

- ▶ Provides insight for Council on new issues or how current issues impact youth and young adults in the CBRM
- ▶ Educates youth on municipal issues and local government
- ▶ Encourages youth to work with other young people
- ▶ Builds strong and lasting friendships
- ▶ Develops self-esteem and self-confidence, communication skills, leadership and organizational skills
- ▶ Encourages youth to take responsibility for their actions
- ▶ Enables youth to get involved in their community





CAPE BRETON
REGIONAL MUNICIPALITY

Youth Council Examples

FROM ACROSS CANADA

Halifax – “Youth Advisory Council”

The Youth Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on how municipal policies, programs, and services affect youth, and challenge the areas where we can do better.

Committee members regularly engage with youth throughout the municipality to:

- ▶ Help youth shape the future of our municipality
- ▶ Bring unheard voices to Regional Council
- ▶ Educate youth on policies and decisions that affect them
- ▶ Identify and remove barriers facing youth
- ▶ Help make our local government more diverse



Halifax – Youth Advisory Council

Overview:

- ▶ Youth Council members will make their reports personally to Council
- ▶ Present proposals to regional council
- ▶ Two councillors sit on the Youth Advisory Council
- ▶ All minutes are uploaded online for public access
- ▶ Ages 15-24
- ▶ A maximum of 16 members on the council, maximum of 3 from each district
- ▶ Internally elected chair
- ▶ Monthly meetings
- ▶ 1 year mandate, maximum 2 years on Youth Council



PEI – “Youth Futures Council”

The Youth Futures Council is a province-wide advisory body made up of 12 to 15 young people who represent the diversity of individuals, cultures and communities across Prince Edward Island. The Council gives non-partisan recommendations and guidance to the premier and ministers of provincial government about ways to enhance services, policies, strategies and resources to best serve the interests of young Islanders

- ▶ 16 to 29 years of age
- ▶ This council is a voice for young Islanders on key youth issues
- ▶ Lead community activities for PEI youth in order to give others the opportunity to also influence government decision-making
- ▶ Assist in developing retention strategies to keep young people in PEI to study, live and work
- ▶ Serve as a focus group for departments during preliminary policy development
- ▶ Reach out and connect with other youth on current and developing government practices, frameworks, and consultations



Amherst – “Youth Town Council”

The Youth Town Council acts as an advisory body to Town Council on those matters within the influence of the Town of Amherst which have an impact on the youth of the Town, regardless of their cultural and religious identity, socio-economic background, intellectual and physical abilities, sexuality or gender. The Council will create community awareness of youth facilities, youth services, youth organizations and the opportunities and programs they provide.

- ▶ Encourages its members to become more familiar with the workings of local government through education, involvement and participation *in council meetings*
- ▶ The Amherst Youth Town Council may address, foster discussion, or make recommendations to Town Council on issues that they believe need to be addressed for the benefit of the youth.
- ▶ The committee will meet bi-monthly or as required. Each month a member of the Amherst Youth Town Council will attend an Amherst Town Council regular meeting.
- ▶ students attending Amherst schools from grade 7 to 12



Victoria, B.C. – “Youth Council”

The City of Victoria Youth Council (CVYC) is a youth-driven, grassroots program that offers opportunities for civic engagement to youth who live, work, hang out or go to school in the City of Victoria. They emphasize leadership and skill development to help youth access City Hall.

- ▶ Create positive change and make recommendations to the municipal government on behalf of youth
- ▶ Collaborate with the Mayor and Council on strategic planning and implementation of campaigns that youth in our communities are passionate about
- ▶ Take-action and raise awareness about issues important to youth
- ▶ Being between the ages of 14 to 24
- ▶ Weekly meetings
- ▶ Create projects to better the social, economic and environmental climate



Grand Prairie – “Youth Council”

The City of Grande Prairie Youth Council contributes to building a society of active and engaged citizens by creating opportunities to connect youth with the civic order of governance, local organizations and each other. Young people in the area are provided with the opportunity to engage in various youth events, skill-building activities and forums.

- ▶ Address issues on but not limited to the following; Discrimination, LGBTQ+ Education, Sexual health education, Exploring and promoting youth friendly spaces in the community, Apathy is boring: Engaging youth to vote, The City of Grande Prairie’s Transit Master Plan, Truth and Reconciliation of the Indigenous People of Canada
- ▶ ages of 13-24
- ▶ Provide feedback or comments on Council policies or development applications
- ▶ Be consulted about particular youth issues or initiatives
- ▶ Influencing Council policies and decisions regarding local young people



Edmonton– “Youth Council”

Youth Council is an advisory body to City Council whose work is underpinned by two pillars: policy and input to City Council, and the production of initiatives and events.

- ▶ Educate and empower youth to provide meaningful input and to take action on local issues and municipal politics
- ▶ ages 13-23 since 1995
- ▶ researches and writes policy proposals for Council’s review
- ▶ receives direction from Council on work or reports it requires on youth matters
- ▶ Youth Council members educate youth on City governance, procedures and policy making
- ▶ Consists of up to 20 volunteer Youth Councillors appointed by City Council for one-year terms, as well as any youth that wishes to join. One City Councillor will be appointed by Council to act as an advisor liaison



Calgary– “Mayor’s Youth Council”

The Mayor’s Youth Council provides youth an opportunity to effect change, represent youth in regards to issues that matter to them, and help to create a city where the unique youth perspective contributes to a strong and sustainable community.

- ▶ Ages 12-18
- ▶ Meet weekly
- ▶ They have hosted events, conducted surveys, written reports and organize contests that shed light on youth issues in Calgary
- ▶ Every year, the Mayor’s Youth Council accepts and reviews applications for their Mayor for a Day essay contest! Related to the Mayor’s Civic Engagement Committee’s 3 Things for Calgary Initiative, the Mayor for a Day essay contest asks youth to submit three ideas they would want to be implemented to make Calgary an even better place to live. The chosen essay writer will work alongside Mayor Nenshi for the day and will discuss their 3 things for Calgary with City of Calgary staff, participate in a media scrum and other planned activities



Penetanguishene– “Youth Council”

A Youth Council is a formal board of young people that provides representation and a voice for youth in the community. Youth Councils provide recommendations and guidance around issues affecting young people. Councils facilitate the involvement of young people in local governance and decision-making.

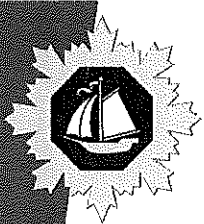
- ▶ The Youth Council will provide youth an opportunity to engage in topics such as safety concerns, playground design, and programming for youth (like recreation or dance parties)
- ▶ Youth Councillors work to: Represent the views of young people in
- ▶ Share their views with the Town Council on issues affecting young people
- ▶ Improve the range and quality of services for young people in Penetanguishene



Prime Minister's Youth Council

The Prime Minister's Youth Council is a group of young Canadians who provide non-partisan advice to the Prime Minister and the Government of Canada on issues of importance to them and to all Canadians. Listening to young people about issues that matter to them is an important commitment of the government. As Minister of Youth, the Prime Minister wants to hear directly from young people.

- ▶ Council members meet both online and in person several times a year to discuss issues that matter to them as well as to their peers, their community, and their country
- ▶ The Council is a platform for youth to use their voice, in their own voice. With this core value in mind, Council members develop and deliver input in their own words in the medium they choose, be it a video, a post on social media, a formal presentation, a written letter, or by using tools like e-petitions to Parliament
- ▶ Creating meaningful opportunities for youth voices to be heard and respected



CAPE BRETON
REGIONAL MUNICIPALITY

Recommendations

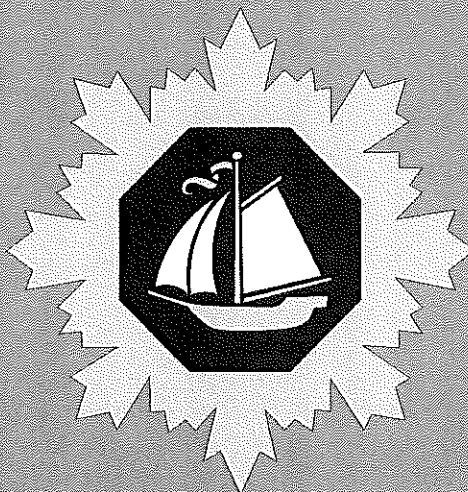
FOR THE CBRM

Recommendations for Youth Council in CBRM

► Adopt Terms of Reference for CBRM Youth Council

- Purpose: to provide Mayor and Council with a youth perspective, including recommendations and guidance on municipal issues. The Mayor, Council and CBRM staff are committed to working with the Youth Council to address their needs and concerns, and to further educate them on the operation of local government and how Council decisions affect them
- 12 Youth members, one from each District
- Ages 14-25
- At least one member of legal voting age
- Advisory Committee: 2 Councillors, 2 CBRM Staff, 1 REN Staff
- Meetings: bi-monthly in Council Chambers

► Appoint 2 Council Members to serve on Advisory Committee



CAPE BRETON
REGIONAL MUNICIPALITY



Cape Breton Regional Municipality Youth Council

TERMS OF REFERENCE

Purpose:

The mandate of the CBRM Youth Council is to provide Mayor and Council with a youth perspective, including recommendations, guidance and discussions on municipal issues. The Youth Council will also help to create community awareness of youth facilities, youth services, youth organizations and programs available for youth in the community.

The Mayor, Council and CBRM staff are committed to working with the Youth Council to address their needs and concerns, and to further educate them on the operation of local government and how Council decisions affect them. The Youth Council encourages its members to become more familiar with the workings of local government through education, involvement and participation.

Values:

Cape Breton Regional Municipality believes that:

- Youth are integral parts of the community and, like all residents, have inherent rights and responsibilities;
- Youth should be encouraged and given the opportunity to take a leading role in issues which affect their lives and their communities;
- Youth can make a positive contribution to their community; and,
- Investing in youth is an investment in the future.

Composition:

The CBRM Youth Council will be comprised of 12 individuals between the ages of 14 and 25; with at least one representative of legal voting age. One representative will be selected from each of the 12 CBRM Districts. If a representative does not come forward from a District, another applicant can be chosen from the same Division (Central, North, East) – for a maximum of 4 per Division.

Prospective members will be identified by soliciting applications through advertising in local print media, as well as CBRM Facebook, and website, with additional efforts to create awareness by connecting with local school groups at the high school, university, and community college level.

Membership should, where possible, represent the range of diverse individuals that live in and make up the community of the of CBRM.

All members shall serve without remuneration.

CBRM Council may appoint new voting members at any time to fill vacancies.

Appointment and Term:

Youth will be selected by the Advisory Committee based on a series of criteria as outlined in *Appendix A- Youth Selection Criteria* and will serve a one-year term with possibility for reelection.

Structure:

A Chair, Vice Chair and Secretary will be selected by voting Youth Council members each year term.

Advisory Committee:

The council will be advised by a group of individuals which will comprise of:

- Two members of CBRM Council, on a one-year term.
- Two CBRM Staff, appointed by CAO
- One representative from REN Staff, appointed by CBRM REN Executive Director

Meetings:

The CBRM Youth Council will meet bi-monthly and a minimum of one time each year with Mayor and Council. Meeting schedule will be designed to accommodate the academic calendar year in consultation with members of elected officials and will be determined at the beginning of each term. Additional meetings will be scheduled when required.

Meetings will be held at 320 Esplanade in the CBRM Council Chambers in the afterschool time period.

The Youth Council will develop an agenda of topics for discussion for meetings. CBRM Staff will provide a list of upcoming topics and CBRM working projects that can be considered for discussion. The Youth Council members can also bring forward topics of interest to them.

CBRM Council and the public are invited and encouraged to observe meetings of the CBRM Youth Council.

Authority:

The CBRM Youth Council may make recommendations to Council which are non-binding and may include requests for support for specific actions and projects.

Appendix A: Youth Council Selection Criteria

Youth applicants are encouraged to provide a resume and cover letter demonstrating proof of the following competencies:

Relevant Knowledge and Experiences	
Personal knowledge and experience	<ul style="list-style-type: none"> The applicant has spoken out about things that matter to them and have worked to make a positive difference. They have had some life experience that gives insight into what it means to be human and can use that insight to influence others. The applicant values people and ideas. The applicant is curious about the world and acts to learn more. The applicant has experience contributing to the community. It could be at their school community or communities outside of school. They may have influenced students, parents, teachers, principals or community members to take positive action. They demonstrate the ability to build networks and foster trusting relationships.
Personal Effectiveness Skills	
Leadership and Teamwork Skills	<ul style="list-style-type: none"> The applicant has a demonstrated ability to inspire, motivate and offer direction and leadership to others. They can demonstrate an understanding of the importance of teamwork. This may include an ability to inspire a shared vision for improving their community, the skill of recognizing and valuing the contributions of others and or a demonstrated ability to others to do great work. They might have some experience with leading a group, a club or a team. They might lead a team at work, school, or in a volunteer capacity.
Strategic Thinking and Planning Skills	<ul style="list-style-type: none"> The applicant has an ability to think strategically about opportunities and challenges they face. They can anticipate what might happen and plan accordingly. They may have managed a budget, planned for an event or organized a trip. They can demonstrate that people come to you for advice and suggestions for how to move forward.
Critical Thinking	<ul style="list-style-type: none"> The applicant can demonstrate the ability to apply critical thinking to creatively assess situations and to generate new or innovative solutions to challenges. This can include identifying potential risks and devising plans to minimize the impact of those risks.

THE MUNICIPAL YOUTH ENGAGEMENT HANDBOOK





CONTENTS

INTRODUCTION	2
SECTION 1: EDUCATE AND INFORM	4
Key Principles	5
Examples of Activities	5
Online Tools	6
Youth Engagement Organizations	8
Burlington: Youth Engagement in Action	9
SECTION 2: ENGAGE AND PARTICIPATE	10
Initiatives to Improve Youth Participation in Municipal Affairs	11
Recruiting Youth to be Municipal Champions	12
Youth Engagement in Action: Town of Pelham	12
Top Five Tips for Your Council to Be Engaged and Successful	12
SECTION 3: RECRUIT AND RETAIN	14
Opportunities Available to Municipalities	15
Case Study: MRC d'Argenteuil's Investment in Young Professionals	15
Going to Council, Finding the Budget, and Recruitment	16
Benefits	16
CONCLUSION	17
Words of Wisdom	17
Going Forward	17
ACKNOWLEDGEMENTS	18
APPENDICES	19
Appendix 1 – Matrices	19
Appendix 2 – List of Resources	22

INTRODUCTION

The *Municipal Youth Engagement Handbook* is designed to highlight the resources, strategies, and tools that elected municipal officials and public administrators alike can employ to address the challenges of engaging and recruiting young Canadians as future municipal leaders and workers.



Targeting youth aged 14 to 25, the Municipal Youth Engagement Handbook is organized into three different aspects of youth engagement that can be tailored to your local situation, available resources, and objectives. The handbook offers municipal elected officials and administrators a range of approaches from which to choose, depending on resources, staff commitment, and desired outcomes.

The need for municipalities to encourage active citizenship among young residents is clear from the evolving state of the Canadian workforce. According to a 2011 report by the Federation of Canadian Municipalities (FCM) titled Canada's Aging Population: The Municipal Role in Canada's Demographic Shift, Canada reached a significant demographic milestone when the first of its 'Baby Boomer' generation turned 65 years of age. According to Statistics Canada estimates, in 2011, one in seven Canadians was 65 or older, and this ratio is expected to grow to one in four by 2036.¹

While more and more Canadians are approaching retirement age, the number of young Canadians entering the workforce is not keeping pace. For the municipal sector, this ongoing demographic shift represents a significant threat to its ability to provide essential services to citizens. In fact, according to the Canadian Association of Municipal Administrators: "Attracting and retaining qualified employees ranks 2nd only to the economy as the most significant threat" to municipal organizations today. Some municipalities expect 30-50% of their municipal employees to retire within the next five to ten years, the bulk of which are anticipated to be senior experts.²

Because so many municipal employees are expected to retire within the next decade, it is critical for municipal leaders to make recruitment and retention of new municipal staff a priority now. Elected municipal leaders and administrators must engage with their young residents to demonstrate, to both those completing a post-secondary education, and also equally importantly, those entering high school, that careers in the municipal sector can be very rewarding. This will be critical to ensure that services Canadians rely on continue to operate smoothly and sustainably.

Municipal leaders need to engage their youth constituency through more outlets and in ways that are more accessible and interactive than ever before. Currently, young Canadians do not perceive their interests to be represented by the democratic institutions they have at their disposal. This is clear from the declining youth voter turnout that communities across Canada have experienced at all levels of government. Many young Canadians simply do not envision themselves working for institutions in which they perceive do not represent their interests. Municipal leaders have the tools, resources, and the responsibility to challenge this perception.

The Municipal Youth Engagement Handbook offers a variety of initiatives designed to encourage young people in your community to become active and engaged citizens. The handbook also demonstrates that a career in municipal government is not only one with plenty of opportunities but is personally rewarding as well.

¹ http://www.fcm.ca/Documents/reports/FCM/canadas_aging_population_the_municipal_role_in_Canadas_demographic_shift_en.pdf

² <http://www.camacam.ca/en/conference/resources/2011-presentation-Karen-Hall-Robert-Carlyle.pdf>



SECTION 1

Educate and Inform

Lack of basic knowledge about municipal institutions and an incomplete understanding of how to begin taking part in political life are key barriers to youth participation in government.³

Educating and informing youth about municipal government and inviting young people into the corridors of City Hall is a crucial first step to breaking down these barriers. An informed youth population will be more empowered and likely to vote, volunteer, work, and take a leadership role in their communities.

Educational campaigns aim to increase knowledge and change attitudes of a particular group in the community. These can feel like intangible goals, making the prospect of educating and informing youth seem infinite. However, designing a targeted campaign or educational initiative for a specific audience can ensure that you maximize municipal resources and achieve your resources.

With the advent of social media and online tools, increasing awareness and sharing information with youth does not have to be costly. In this section, you will find key principles for initiating an educational or awareness campaign that engages youth, suggested activities and tools, youth organizations to consider reaching out to, and best practices from municipalities who have experience in youth engagement.

Key Principles

Reaching out to young citizens and providing information about the work of municipalities can take a variety of forms: a contest or event, a presentation in a school, an awareness campaign, or utilizing online platforms like social media and websites. This section outlines four key ideas to think about in planning a successful activity and then provides concrete examples.

1. AUDIENCE: What audience are you targeting? Is it made up of elementary students, high school students or young professionals? Do they have specific areas of interest (e.g. sports and recreation, environment, or business)?

2. VISIBILITY AND TIMING: What is the best timing for your event or campaign? Will you be competing with other initiatives or can your efforts be maximized by coordinating with other municipalities or local events? Are you focusing on a specific day, week, or month?

3. PARTNERSHIP: Are there schools or other community stakeholders that can help you initiate the activity and reach your audience effectively?

4. RELEVANCE: Does your campaign, or event, focus on issues that are important to your audience? Are you using language and examples that link the issues to the immediate lives of those in your audience?

Examples of Activities

Local Government Week or Day

Organizing a Local Government Week (LGW) or Local Government Day (LGD) can be an effective way to raise awareness among youth about the important role that municipalities play in our communities. A LGW or LGD should target a specific audience, focus resources within a specific timeframe, reach out to schools or other partners, and focus on themes that are important to your target audience. In addition to an official proclamation by the municipality, a LGW or LGD might feature interactive activities that encourage participants to begin to make connections between their lives and municipal government. Examples of initiatives that could be included in a LGW are:

Simulation/Role Playing

- Hosting a mock council meeting in which students are the elected officials
- Partnering with schools to organize mock municipal elections or referenda
- Inviting students to debate school board trustees on an educational issue

⁵

⁵ Political Engagement: Building on Momentum to Increase Youth Participation
<http://www.arabellaadvisors.com/research/political-engagement-building-on-momentum-to-increase-youth-participation/#ixzz3Alj78vxH>

Municipal Politics in Action

- Inviting schools for a Town Hall tour
- Inviting students to observe council in session
- Organizing school visits by municipal staff and elected officials

Student Contest

- Organizing a “Mayor for a Day” student essay contest
- Organizing a photography or art contest inviting students to capture favourite places in their neighbourhood, challenges facing their community, portraits of community leaders, or other themes

READY-TO-GO RESOURCES AND TEMPLATES

- The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) has made available a [suite of resources](#) for municipalities organizing a Local Government Week. These include a municipal jeopardy trivia game, municipal careers trading cards, samples of initiatives organized by municipalities in the past and a local government resources guide.
- The Government of British Columbia also organized a [Local Government Awareness Week](#) and offers [online resources, information, and curriculum support materials for British Columbia municipalities and general activity ideas](#) for others interested in organizing a Local Government Week.

Online Tools

To reach a youth audience, municipalities need to be open to online tools and consider adopting new methods to communicate with constituents.

In 2011, 86% of Canadians aged 18 to 34 were likely to have a social media profile and that number is rapidly increasing.⁴ Social media platforms such as LinkedIn, Facebook, Twitter, and Instagram serve as a basis for networking and also sharing pictures, conversations, and user-generated ideas. By utilizing the most popular youth-accessed social media platforms or by implementing innovative applications, municipalities can send a direct message to the next generation that they are willing to share, listen, and discuss local governance with them.

Facebook

Facebook is a flexible platform that allows users to create events, invite other users, and post status updates and pictures. Through Facebook pages targeting young Canadians specifically, a sense of community can be fostered. Facebook pages are good alternatives to youth-specific websites as Facebook is free, easy to set up, and widely used by young people.

Twitter

Twitter is a social media site that is used by more than 145 million users worldwide.⁵ The concept of the site is to have people share posts limited to 140 characters, also known as “tweets,” to provide quick, concise information. Mayors can use Twitter as a tool to showcase their work, as well as to respond to and engage youth. Some municipalities may want to create an organizational Twitter account and invite different elected officials and municipal staff to “tweet for a day.” This dynamic, interactive platform can provide an accessible way to share information about the daily work of municipalities.

Tweet-a-thon/Town Hall

Municipalities can create a townhall/tweet-a-thon/twitter chat to involve youth in the city or town. Preceding words with a hashtag (#) on Twitter will make these words (like #auroratweetchat) a searchable link. This enables connectivity with youth through an interactive discussion.

Some questions that can be raised in a tweet chat are:

- What are the major city/town-wide issues that affect youth?
- If you were mayor, what is the first change you would make?
- What could help increase civic pride in your town/city?
- How can we help the next generation increase their interest in politics?
- Tough decisions in our community: what should we do about “X” issue?
- How would you solve “X” problem?

EXAMPLES

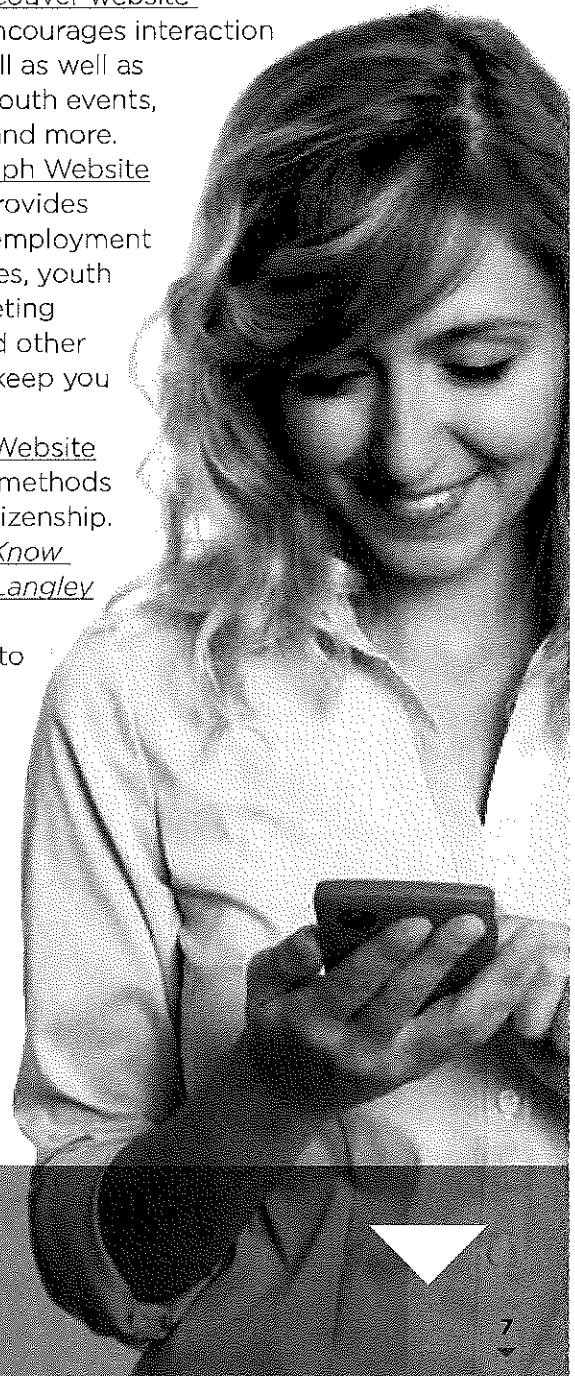
- Local Government Association’s annual [#OurDay Tweetathon](#) - UK
- [FCM Chat on Youth Engagement](#)

Create a Webpage/Website

Another option is to construct a page for youth on the municipal website or a separate online portal focused on youth. These sites can include contact information and updates from city hall and/or the youth council, municipal job postings and volunteer opportunities, election information, municipal surveys, and reports and toolkits.

EXAMPLES

- [City of Vancouver website for youth](#) encourages interaction with city hall as well as highlights youth events, resources, and more.
- [City of Guelph Website for Youth](#) provides resources, employment opportunities, youth council meeting minutes and other content to keep you updated.
- [B.C. Youth Website](#) focuses on methods of active citizenship.
- [Getting to Know the City of Langley](#) booklet is distributed to all grade 5 students so they can learn more about their city.

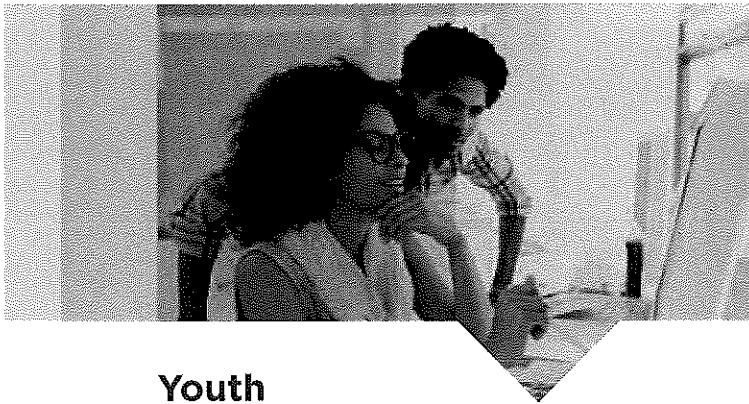


Innovative Applications

Municipalities can connect with youth and keep them actively engaged through interactive games or applications that keep them up-to-date on municipal issues, announcements, and events.

EXAMPLES

- City of Waterloo interactive municipal application called Ping Street provides on-the-go municipal information ranging from elections to road closures.
- Alberta Municipal Affairs created a fun, interactive flash game, Building Communities through Local Government, to teach youth the role of local government in their community.



Youth Engagement Organizations

There are dozens of organizations in Canada dedicated to promoting youth political engagement. For instance, Apathy is Boring, a national bilingual organization, uses art and technology to educate young people about democracy. Apathy is Boring offers free lesson plans for teaching young people about elections and political institutions. The organization also provides fact sheets and handouts on how youth can become more engaged in the democratic process



and institutional tips on how to make your organization friendlier to youth. All of its resources are available in both official languages.

Apathy is Boring also offers consultation, research, and youth event planning services (fees are charged for these services). For instance, this organization has partnered with municipalities to conduct audits that measure the “youth-friendliness” of municipal elections according to indicators developed in partnership with the Sheldon Chumir Foundation. The audit reports offer a community profile of the state of youth engagement in the municipality, as well as recommendations on strategies to encourage civic youth engagement, including voting in municipal elections. The organization is committed to working with partners in every region of the country and the cost of each project varies and is assessed on a case-by-case basis.

Similarly, Student Vote, a parallel election for students under the voting age, is another potential ally in increasing awareness and participation of youth in local government. Once registered with Student Vote, schools are given resource materials and support in hosting a mock student vote on the day of the federal, provincial, or municipal election. There is no cost for schools to participate. Although the municipality may not play a direct role in a Student Vote day, local government can make an important contribution to youth engagement by sharing information about these kinds of opportunities and encouraging local schools to participate.

In addition, there are community organizations in every region of the country doing important youth work that would benefit from a partnership with municipal government. The best way to maximize municipal time and resources and create high-impact youth engagement work is to seek out strategic partnerships with youth-driven organizations and create opportunities for collaboration.

Burlington: Youth Engagement in Action

Burlington has been participating in Ontario's Local Government Week (LGW) since 2009. The municipality has excelled in motivating and engaging youth of all ages in numerous activities within the community. The initiative, over the years, has shown a positive impact on the public and has increased morale among municipal staff. Burlington highly encourages other municipalities to initiate a LGW. This section, based on an interview with municipal staff, provides an overview of the city's program and tips for success.

Description of Program

Burlington organized three main activities for its 2013 LGW. These included:

- **A POSTER CONTEST** for grade 5 students based on the question: "What does local government mean to you?" About 45 children participated and voting took place at City Hall and on Burlington's website.
- **SCHOOL VISITS** targeted to grade 10 students in civic classes. The mayor and city councillors visited a high school in each ward to give a presentation on local government.
- **MUNICIPAL STAFF POSTERS** that profiled people leading key projects in the city. The posters enabled Burlington to personalize municipal champions and provide youth with a greater sense of the real people and the career opportunities in local government. These posters were hung in public places like libraries, art centres, arenas, community centres, and City Hall.

Resources Needed

In 2013, the clerks' department led Burlington's LGW with a voluntary staff committee. The committee included members from the communications and web graphics team, a councillor's assistant, a representative from the mayor's office, and two committee clerks. They had five, one-hour meetings to delegate tasks. Staff noted in an interview that, each year, the project becomes easier and more manageable as they accumulate templates and gain experience.

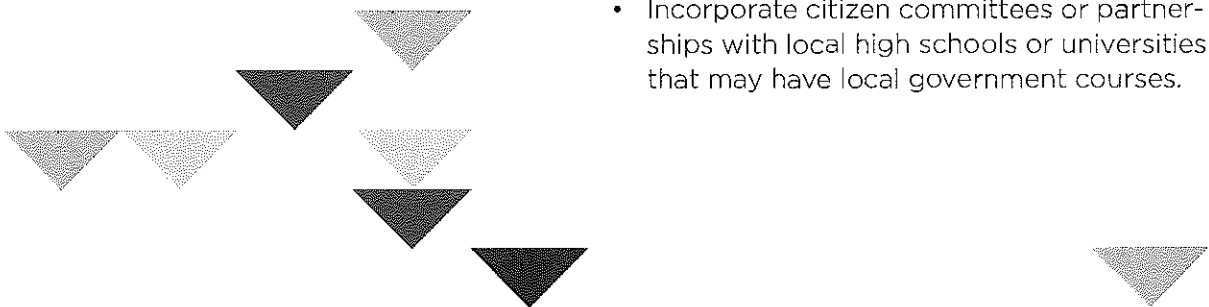
Lessons Learned

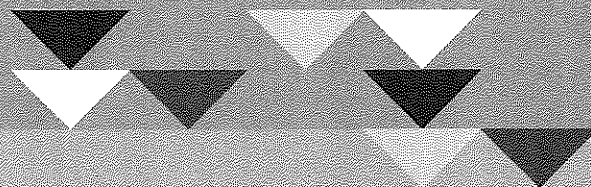
This initiative helped build awareness and create opportunities for citizens to see how close local government is to them. It encouraged youth to pursue municipal careers because it demonstrated what types of jobs exist and highlighted local government's role within the community. The youth also thoroughly enjoyed the initiative. Offering a prize in the poster contest added excitement and motivation, and helped increase participation.

Words of Wisdom

Burlington provided a list of suggestions for other municipalities hoping to initiate a similar event:

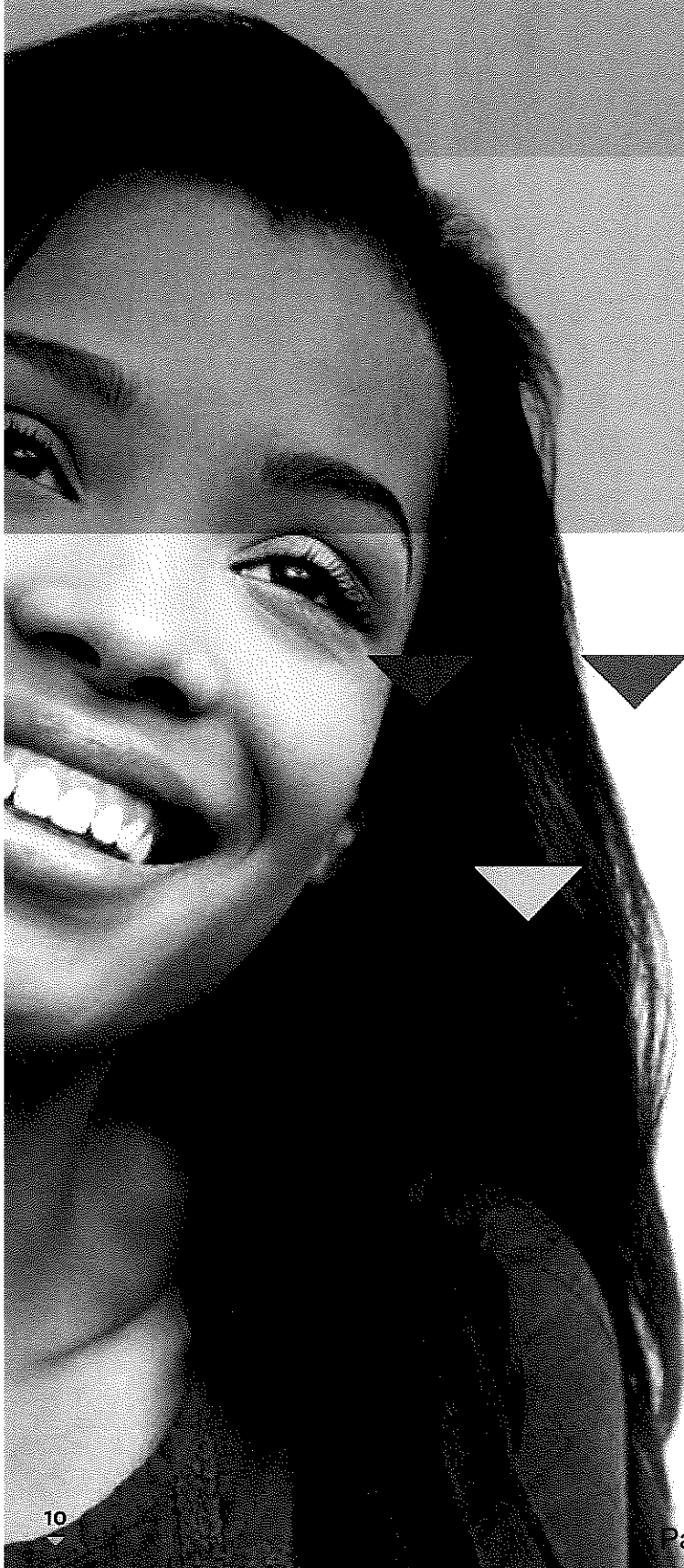
- Use ready-made resources such as the Association of Municipal Managers, Clerks and Treasurers of Ontario's LGW [webpage](#) and personalize it to the needs and style of the municipality.
- Collaborate, connect, and share resources with other municipalities, especially if from smaller towns.
- Incorporate citizen committees or partnerships with local high schools or universities that may have local government courses.





SECTION 2

Engage and Participate



To attract the next generation of municipal leaders in your community, young residents have to be engaged in a way that makes them excited, interested, and invested in the plans and processes that will shape how the community looks in the future.



This section highlights youth councils, youth advisory councils, and specially-mandated youth positions on municipal council as effective mechanisms to engage young people.

Establishing a municipal youth council is an exciting way to engage young local citizens and encourage them to participate in local affairs. It also offers elected municipal officials and public administrators alike a formal means to include youth perspectives in the regular debates that shape local policy in municipalities across Canada.

Because young leaders that join youth councils have the ability to inform local policy debates in a meaningful way, they are motivated to encourage their peers to become more active in shaping the community and raising issues that matter to them. If young citizens in your community see their priorities reflected in municipal debates, they are likely to envision a future working for the local government whose goals and priorities build a healthy, prosperous, safe, and sustainable place for them to live.

Initiatives to Improve Youth Participation in Municipal Affairs

Youth Advisory Committees and Mayors' Youth Advisory Councils

Youth advisory committees are official committees that report to municipal council. They are expected to connect with, engage, and represent the youth who live in the municipality by setting goals and priorities, hosting public committee meetings, and referring youth issues back to municipal council. In many municipalities, the youth advisory committee may be established as the mayor's youth advisory committee/council. Instead of advising the whole of municipal council, the committee is responsible for directly advising the mayor on youth issues.

In establishing a new youth committee or advisory council, the most significant procedural change for municipal councils is scheduling regular and predictable sessions to meet with these new committees. With this in mind, municipalities should expect to incur some nominal costs to accommodate room or facility bookings, refreshments, and, potentially, transportation costs.

Youth Representatives on Municipal Councils

In April 2014, council of the Town of Essex voted to allow two youth representatives, selected from each of the town's two high schools, to sit as members of municipal council. The decision to create two youth council positions arose from the efforts of a working committee of elected councillors, the chief administrative officer, and local students who felt disconnected from their community. The students agreed that having youth representatives on council gives elected officials the benefit of hearing a youth perspective. It also encourages young people to participate in the decisions that affect them and their futures.

Establishing youth positions on council generally requires a by-law amendment to set out the rules of order and procedure for council and its committees. Because the youth representatives are unelected and, therefore, unaccountable to the public, the by-law amendment restricts them from having a formal vote, attending closed council sessions, or being involved in municipal meetings related to human resource or property negotiations. To learn more about the Town of Essex's Youth Representatives on Council initiative, please contact their Chief Administrative Officer.

Recruiting Youth to be Municipal Champions

The following are a few suggestions for strategies to recruit youth for advisory committees or councils, or how to include youth representatives on municipal council. Individual communities will have to evaluate whether they prefer candidates to be selected from the community at large or from within local high schools.

EXAMPLES

- Have students nominate candidates from their local high school by submitting maximum 250-word essays about why they think their nominees would be passionate and effective representatives. The essays could be submitted for judging to high school officials or to councillors elected in the candidates' wards.
- Request that a member, or members, of a high school's student council participate in the municipal council's chosen youth representation initiative.
- Invite local high schools to hold elections for their allotted number of representatives.

Youth Engagement in Action: Town of Pelham

With the establishment of its Mayor's Youth Advisory Council (MYAC), the Town of Pelham has seen firsthand the impact these initiatives can have in engaging youth in municipal issues.

Structure of the Council

The MYAC was implemented through a town by-law amendment and has a constitution that outlines its structure. The council is composed of 15 to 20 youth from grades 7 to 12, with several appointed each year from every elementary and high school across Pelham. The MYAC meets monthly, and an executive committee made up of a president, secretary, treasurer, and others meets bi-weekly. While the mayor attends meetings to update the MYAC on town developments, the meetings are chaired and led by the youths themselves.

The Pelham MYAC is an example of a small group of young people doing an excellent job of engaging the wider youth population. It is recommended that at least one MYAC representative from each school be on the

Top Five Tips for Your Council to be Engaged and Successful

1 Make sure that all meetings with your youth advisory council or youth representatives are scheduled regularly. One of the biggest complaints from those who serve in these roles is that they lose interest or do not feel their input is valued because they are not routinely engaged by the elected officials they are intended to be advising.

school's student council as well, creating a communication link between leadership within the MYAC and the school community. By choosing youth from a diversity of schools and ensuring that at least some are from leadership roles, the concerns, ideas, and initiatives brought forward by the MYAC is disseminated to the larger youth population of Pelham. The MYAC also organizes a youth forum that gives all youth in the community the opportunity to have their voices heard.

Successes of a Council in Action

A major role of the MYAC is to provide a communication link between the youth of Pelham and the town council. MYAC members have the opportunity to join town committees and participate as active voting members. The youth of the MYAC have participated in a variety of committees and brought forward a diversity of ideas and initiatives. For example, the MYAC advised the city on how to design a new community centre that is youth friendly.

In an interview with the Jack Layton Fellows, Mayor Dave Augustyn of Pelham stressed that the MYAC has given the youth of Pelham the chance to speak on issues that matter the most to them, such as a lack of public spaces for youth and bullying within the community and schools. More importantly, these concerns are then addressed by the MYAC through initiatives such as the development of a skateboard park and the anti-bullying awareness campaign, Pink Shirt Day. These projects and ideas were drafted and presented by the MYAC as recommendations to town council, giving the MYAC a strong leadership role within the local government structure.

Empowerment of Young Leaders

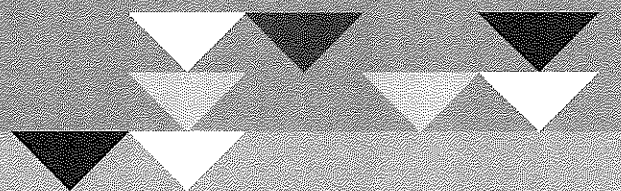
The MYAC makes significant contributions to town council and the overall community. The members of the MYAC also benefit from participation; they hone leadership skills, access networking opportunities, and develop an increased knowledge of municipal government structure, politics, and issues. Finally, throughout their tenure, MYAC members are also exposed to a wide variety of careers within municipal government.

2 When using Twitter to engage local residents, mention the youth representatives if you are tweeting about issues that are of interest to them and their peers. This will extend the dialogue beyond your own network and reach the youth representatives' networks as well. Also encourage your youth representatives to tweet regularly about their activities related to your municipality to broaden your reach.

3 Have your community's youth representatives create a Facebook page where they regularly post updates about their work and ongoing issues affecting the community, providing that their peers with a regular source of current information.


4 Encourage youth representatives to hold youth town halls at their high school as a way to promote engagement in municipal affairs and gain diverse youth perspectives on local issues.

5 Be creative! Encourage your youth representatives to write a monthly article in the local or regional newspaper or to inquire about having a radio show timeslot to discuss issues that matter to them and to engage the wider population in their work.



SECTION 3

Recruit and Retain



The objective of the third section of this handbook is to outline initiatives to attract and recruit top young professionals, and promote career development.

These initiatives have emerged from the youth panel conversation at the 2014 Annual General Meeting of the Federation of Canadian Municipalities (FCM). They were identified as highly promising avenues in recruiting and retaining young professionals. In implementing these initiatives, municipalities will be able to create an organizational culture more catered to young professionals and will be better positioned to compete with the private sector for top talent.

Opportunities Available to Municipalities

- **CAREER MENTORING** – a senior municipal employee is partnered with a young professional in the same field and provides guidance on professional development and career paths. Example: [FCM's Protégé Program](#)
- **JOB SHADOWING** – a municipal employee takes on a young professional for a determined length of time. The young professional accompanies and observes the day-to-day responsibilities of the municipal employee. Example: [University of Alberta Job Shadow Week](#)
- **INTERNSHIPS** – a short-term program that provides young professionals with practical experience working within their fields as they take on real job responsibilities within the municipal sector. Example: [The Municipal Internship Program](#)
- **YOUNG PROFESSIONAL NETWORKS** – an association of young municipal workers who are able to utilize the network to share experiences and resources and gain insight on issues and opportunities. Example: [Young Professionals Network – Municipal Finance Officers' Association of Ontario](#)
- **YOUNG PROFESSIONAL COMMITTEES** – a committee of young professionals working for or within municipalities that outlines concerns over municipal issues pertinent to young professionals and provides innovative solutions and opportunities to municipal challenges.

Case Study: Municipalité régionale de comté (MRC) d'Argenteuil's Investment in Young Professionals

The municipalité régionale de comté (MRC) d'Argenteuil is a leader in recruitment and retention. With statistics showing 98% employee retention, 98.44% attendance, and a team that seems to be growing exponentially, one might inquire as to what makes this MRC so exceptionally suited to attract and retain staff. Mr. Marc Carrière, Director-General and Secretary-Treasurer of the MRC d'Argenteuil, says that the MRC's dedication to bettering the work experience of its employees, the organizational culture, and the management's sensitivity to the needs of the organization and the community make for a winning combination.

Description of the Program

The MRC d'Argenteuil has several partnerships with educational institutions spanning high school to postgraduate programs with prestigious universities. Targeting all age groups and educational backgrounds ensures that the broadest range of youth within the community has the opportunity to participate and work within the MRC. Furthermore, the young people recognize the numerous opportunities available to them if they choose to stay within the public sector.

Examples of these partnerships include:

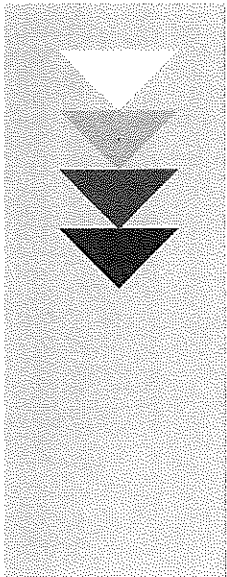
- **UNIVERSITIES** – the MRC has invested in internships for university students and provides support and resources to students completing graduate studies.
- **COLLEGES** – the MRC has provided paid internship opportunities for college students. It has also provided unpaid mixed work/study opportunities so students may gain professional skills.

- **HIGH SCHOOLS** – the MRC participates in the Centre de formation en entreprise et récupération program. The program works with young high school students who are not planning on continuing their education and provides them experience working with skilled trades workers and in some manual labour jobs.

These partnerships allow students to get a feel for what it means to be a municipal public servant and learn from the best mentors.

Going to Council, Finding the Budget, and Recruitment

This is what Mr. Carrière had to say about the challenges in implementing these initiatives:



"When it came to convincing council to implement a youth recruitment program, the process was fairly smooth. At the MRC d'Argenteuil, like most municipal entities, staff recruitment is a prerogative of the Director-General and this reduces institutional barriers to implementation. In other words, as long as the program remains within the budgetary constraints, council will undoubtedly agree. If the program requires more money and an addition to the budget needs approval, it is important to focus on the financial, organizational, and community returns brought about by the investment."

A common hurdle when implementing such programs is the initial hesitancy from directors who are worried about the resources and staff required to support the training and work of these young professionals. These programs also require a reorganization of supervisor workloads so that proper training and mentoring is provided. Lastly, there

needs to be a commitment for, and follow-through of, proper integration and supervision to ensure that there are benefits for all involved.

Benefits

The efforts and commitment of the MRC to incorporate youth within its organization has resulted in the following successes that continue to impact, influence, and shape the organization today.

- By working with youth and young professionals, the MRC has a significant return on investment. Most programs need minimal financial funding and in return the MRC gains access to current knowledge, new perspectives, and innovation while benefitting from young energy.
- Recruiting and retaining young employees facilitates transition of other staff to senior positions if supported internally. This propagates a strong corporate culture of organizational stability.
- In addition, the data, research, and other work completed by young professionals through educational partnerships are used to support the decisions of the MRC d'Argenteuil's council.
- Early investment in employees results in higher retention rates, as these employees become committed to the organization and its values.
- Young professionals who begin their professional careers with the MRC become passionate community members and advocates for municipal programs and issues because of the strong corporate culture.
- Municipalities need to ensure that there is an understanding among senior staff and management of the role and importance of young professionals to the organization. This will result in a management team that is committed to making these programs a core component of the organization.



CONCLUSION

Words of Wisdom

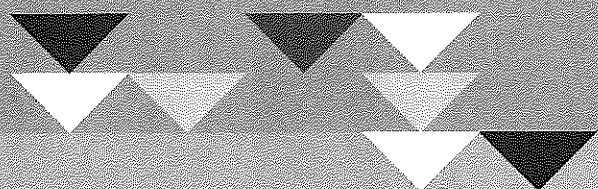
Advice to other municipalities:

- Listen to what the community asks of you. If there are opportunities for partnerships with local youth institutions, make it a responsibility to involve them.
- Avoid stereotypes and prejudices towards young people who, after all, merely require some mentoring to become champions in the workforce. Recognize their talents and their strengths.
- Give credit to youth when they are involved in municipal projects. Make sure to value and look for their input as young professionals.
- Consider work environment and organizational culture when choosing long-term placements.

Going Forward

FCM's Jack Layton Fellows will continue to assist municipal officials in increasing youth interest and participation within the municipal public service. Without developing an interest in municipal affairs in their formative teenage years nor accessing professional municipal opportunities in their early adult lives, the next cohort of potential municipal leaders may not find its way into the municipal sector. As highlighted in case studies throughout the handbook, many municipalities across the country have already put in place innovative programs to recruit and retain youth. With sustained effort, imagination, and an appetite for organizational change, municipalities in every region can meet the challenge of bringing in the next generation of municipal leaders.

All the resources referenced in the following appendices are valuable and adaptable to your situation. We hope you find them useful.



ACKNOWLEDGEMENTS

This handbook would not have been possible without the precious collaboration of numerous municipal champions. The Jack Layton Fellows would like to extend our sincerest thanks to all the municipalities and organizations referred to in the document. Their resources and expertise were of a great help when it came to identifying key initiatives to engage youth in municipalities.

Toronto Councillor Mike Layton, Pelham Mayor Dave Augustyn and Director-General Marc Carrière of the MRC d'Argenteuil as well as the folks at Burlington City Hall, Apathy is Boring, and [Samara Canada](#) were gracious enough to spend time with the Jack Layton Fellows to help us create this handbook for Canadian municipalities. We would also like to extend special thanks to Councillor Bill Baker and Chief Administrative Officer Russ Phillips of the Town of Essex for contributing knowledge about youth representatives on municipal councils.

APPENDICES

Appendix 1 – Matrices

The following tables provide a very high-level cross comparison of initiatives that municipalities may choose to implement. This is to provide a qualitative overview of each initiative's requirements and potential effectiveness.

Criteria

RESOURCES: This refers to the amount of material costs necessary for the successful implementation of the initiative. Resources represent items such as staff (supervision), office equipment, and capital that are necessary for the day-to-day activities/functions of each option. One star indicates relatively low resources are required and three stars indicate a significant amount of resources required.

TIME: This refers to the amount of time that must be dedicated for the successful implementation of the initiative. Factors include screening, hiring and acceptance of students, training, check-in meetings, review periods, and others that are all essential to the objectives of each initiative. One star indicates that a relatively low amount of time is required and three stars indicate a significant amount of time must be invested.

ADAPTABILITY: This refers to the flexibility of the initiative to be implemented within the various contexts of municipalities. There is recognition that not every municipality is the same and each has its own capacities and limitations. Adaptability assesses whether the initiative can be implemented successfully regardless of which municipality chooses to implement it. One star indicates that the initiative is difficult to adapt and three stars indicate that the initiative is accommodating and easy to adapt.

EFFICACY: This refers to how effective the initiative is in recruiting and retaining young professionals. Each initiative addresses the issue differently and some are more direct than others. Efficacy assesses how effective or successful each initiative would be towards achieving the desired outcome of attracting and retaining young professionals. One star indicates that the initiative is less effective and three stars indicate that the initiative is very effective.

Education and Awareness Initiatives

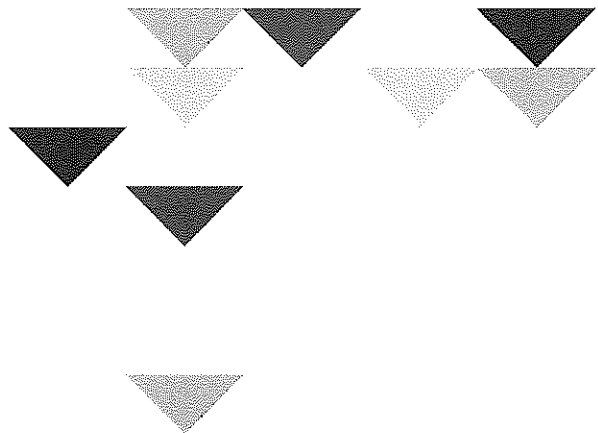
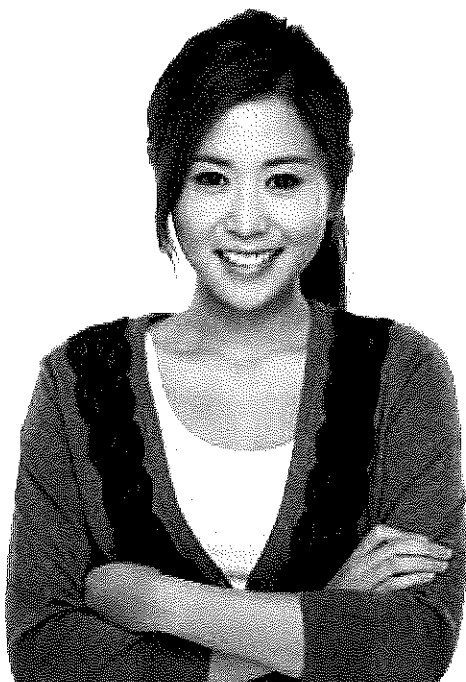
	RESOURCES	TIME	ADAPTABILITY	EFFICACY
LOCAL GOVERNMENT WEEK/DAY ACTIVITIES				
Town Hall tour	▼	▼	▼▼▼	▼
Mock council meeting	▼▼	▼▼	▼▼▼	▼▼▼
Photo contest	▼▼	▼▼	▼▼▼	▼▼▼
School visit by municipal staff or elected officials	▼	▼	▼▼▼	▼▼
ONLINE TOOLS				
Facebook	▼	▼	▼▼	▼▼
Twitter	▼	▼	▼	▼▼
Website/webpage	▼▼▼	▼▼▼	▼▼▼	▼▼▼
Innovative applications	▼▼▼	▼▼▼	▼	▼

Engagement and Participation Initiatives

	RESOURCES	TIME	ADAPTABILITY	EFFICACY
Youth advisory committees	▼▼▼	▼▼	▼▼▼	▼
Mayors' youth advisory councils	▼	▼	▼	▼▼
Youth representatives on municipal council	▼▼	▼▼▼	▼▼	▼▼▼
RECRUITMENT TECHNIQUES				
Peer nomination of youth representatives	▼▼	▼▼	▼▼	▼
Essay contest	▼	▼▼▼	▼▼▼	▼▼
Selecting youth representatives from student councils	▼	▼	▼	▼▼
High school election of youth representatives	▼▼▼	▼	▼▼▼	▼▼▼

Recruitment and Retention Initiatives

	RESOURCES	TIME	ADAPTABILITY	EFFICACY
Career mentoring	▼▼	▼▼	▼▼▼	▼▼▼
Job shadowing	▼	▼▼	▼▼▼	▼▼▼
Internships	▼▼	▼▼	▼▼	▼▼
Young professional networks	▼	▼	▼▼	▼
Young professional committees	▼	▼	▼	▼▼



Appendix 2 – List of Resources

Section 1: Educate and Inform

- [A Guide to Youth Friendly Practices](#), Handbook by the City of Calgary
- [Canadian Policy Research Network](#), numerous publications
- Reid, Linda. (2012). [Engaging Youth Through Social Media](#), [Canadian Parliamentary Review 35 \(4\)](#)
- Online Tools: Greater Victoria has an online youth portal ([youthcore.ca](#)) that includes an excellent resource section: [youthcore.ca/resources](#)
- [Strengthening Civic Collaboration: New strategies for engaging young voters](#)

Section 2: Engage and Participate

- [A Guide to Youth Friendly Practices](#), Handbook by the City of Calgary
- [City of Edmonton Youth Council](#)
- [City Youth Council of Toronto](#)
- [Congress of Aboriginal Peoples' National Youth Council](#)
- [Create a Youth Council in Your Community](#), Rural Ontario Institute resource

Section 3: Recruit and Retain

- [FCM Protégé Program \(Mentoring\)](#)
- [Kawartha Young Professionals Association](#), City of Kawartha Lakes
- [Municipal Management Internship Program](#), Association of Municipal Managers, Clerks and Treasurers of Ontario
- [Rural Communities Interested in Attracting Professionals](#), a compilation by Alberta Government
- [Succession Planning \(Corporate Planning/Internships/Mentoring\)](#), Government of Saskatchewan
- [The Municipal Internship Program](#), Alberta Municipal Affairs
- [Toronto Urban Fellows \(Internships\)](#), Ville de Toronto
- [Youth Advisory Council](#), City of Quinte West
- [Young Professionals of Chatham-Kent Networking Group](#)
- [Young Professionals Network](#), Municipal Finance Officers' Association of Ontario

Resources on Job Shadowing

- [Big Brothers Big Sisters](#)
- [Canadian Management Centre](#)
- [Concordia University](#)
- [University of Toronto](#)
- [Western University](#)

Amendments to the Responsible Animal Husbandry By-Law

At the Council meeting on December 10, 2019 it was **agreed** to withdraw the motion regarding the Amendments to the Responsible Animal Husbandry By-Law. Further, staff was directed to draft amendments to the said By-Law which would ban roosters in urban areas of CBRM, which amendments are to be brought back to a future meeting. It was also suggested that staff consult with Council to obtain input from those who raised concerns at the meeting.



TO: General Committee Council

FROM: Karen Neville

SUBJECT: Amendments to the Responsible Animal Husbandry By-law

DATE: December 24th, 2019

Introduction

In February 2019, staff of the Planning and Development Department presented an issue paper and by-law intended to address complaints from citizens about noise and odour caused by the keeping of livestock animals. Subsequent to the adoption of the By-law by Council in March of 2019, staff requested that Schedule M-1 of the *Summary Offence Tickets Regulations* be amended to include the offences outlined in the Responsible Animal Husbandry By-law.

During the Provincial review of the By-law, Provincial staff identified areas where the wording of the By-law could be improved for better enforceability by way of Summary Offence Tickets. Based on the Province's suggestions, CBRM Staff have prepared amendments to the By-law to improve its enforceability which Provincial staff have indicated would be acceptable. The purpose of this issue paper is to present a series of amendments to Council for their consideration.

Section A Definitions

For the purposes of clarification, the definitions for at large and offensive odour are proposed to be revised. The current wording for the definition for at large speaks to domestic animals found outside its owner's premises or property. It is suggested that the definition should read:

At large means that the domestic livestock is not

- (a) under the direct, continuous and effective control of a person competent to control it, or
- (b) securely confined within an enclosure or otherwise so that it is unable to roam at will.

Offensive odour will be amended by deleting the phrase "that is offensive is" and replacing it with "produced by domestic livestock".

Section B Provisions

Section B outlines those activities that are offences under the By-law. Originally individual subsections identified the classification of properties where the By-law was in effect. To improve the administration of the By-law, the reference to property classification from Subsection 3 and Subsection 4 was removed and replaced with one provision that applies to all the offences under the By-law. This new provision reads:

The provisions of this Part shall apply with respect to properties that are:

- an urban property; or
- a rural property where the raising and/or caring of livestock is not as an agricultural commodity.

Subsection 4 was further amended by deleting the technical terminology for determining an offensive odour because this information was already addressed in the definition for offensive odour; therefore, its inclusion in Subsection 4 was deemed to be repetitive. The reference to offensive odours unreasonably interfering with the enjoyment of life of residents is also being deleted on the basis the language would make the offences difficult to enforce.

Subsection 6 was reworded to improve the enforcement of with animals at large. This subsection now reads:

It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit a domestic livestock animal to go at large.

As the result of the provision addition to Section B, Subsections 3, 4, 5, and 6 needed to be renumbered.

During the December 10th Council Meeting, concerns were raised surrounding the keeping of roosters on urban properties. Based on these comments, it is being suggested the following provision be added to Section B Provisions:

It shall be an offence under this By-law for the assessed owner of an urban property where agricultural uses are not permitted by the CBRM Land Use By-Law having jurisdiction to keep a rooster or allow a rooster to be kept on said property.

Section C Enforcement

When it came to the issuance of a Summary Offence Ticket, the By-law had identified the assessed property owner as being the person for whom a ticket would be issued. It has been suggested to simplify Subsection C.4 by removing the reference to the assessed owner and replacing with "any person who commits an offence". Reference to the assessed owner has been incorporated in Section B Subsection 7 (formerly Subsection 6).

A copy of the By-law showing the proposed changes can be found in Attachment A. The formal Amending By-law can be found in Attachment B

Recommendation

I recommend the General Committee of Council request that Council proceed with first reading of the amendments to the Responsible Animal Husbandry as attached in Attachment B and schedule a Public Hearing for an upcoming meeting of Council.

Submitted by:

Originally Signed by

**Karen Neville
Planning and Development Department**

Responsible Animal Husbandry By-law

of the Cape Breton Regional Municipality regulating the care of domestic livestock animals

Pursuant to Provision 174.f of the Municipal Government Act of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby adopts the following Bylaw:

WHEREAS Provision 174.f gives municipalities the authority to adopt Bylaws respecting domestic livestock animals and activities in relation to them; and

WHEREAS the Cape Breton Regional Municipality intends to regulate incessant sounds and/or noises caused by domestic livestock animals, and also odours caused by improper care of domestic livestock animals that adversely affect the reasonable enjoyment of neighbouring properties

The Council of the Cape Breton Regional Municipality hereby adopts this Responsible Animal Husbandry By-law regulating the care of domestic livestock animals.

PURPOSE

The purpose of this Bylaw is to allow the keeping of most domestic livestock animals for non-agricultural purposes **throughout** the Cape Breton Regional Municipality **provided** responsible animal husbandry is practiced to ensure the reasonable use of their property by other property owners in the neighbourhood is not adversely affected because of **offensive odours or noise**.

Section A. Definitions

Agricultural commodity means a product of an agricultural operation sold on the retail or wholesale market.

Animal husbandry is the branch of agriculture concerned with animals that are raised for meat, fibre, milk, eggs, or other products. It includes day-to-day care, selective breeding and the raising of livestock.

Agricultural operation means the use of land, buildings and structures for the production of crops, or raising and/or caring of livestock with the expectation of financial gain as a commodity.

At large means any domestic livestock animal found outside its owner's premises or property

CBRM wherever used in this Bylaw means the Cape Breton Regional Municipality.

Domestic fowl means poultry which are valued for their meats and eggs including chickens, turkeys, ducks, geese, pigeons and guinea fowl which are kept as pets or for personal use only, but does not include roosters.

Domestic livestock means an animal capable of providing a product (e.g. eggs, milk, meat, fur, wool, honey etc.), or bred historically to perform a task (e.g. large draft animals such as a horse, oxen, carrier pigeons). Domestic livestock do not need to be currently used to provide a product or perform a task to be subject to the provisions of this Bylaw. A domestic livestock is not wild, feral, or a pet animal as defined by this Bylaw.

Incessant sound means vocal sound produced by the larynx of a domestic livestock exceeding a cumulative twenty (20) minute period within any one (1) hour timeframe;

Large draft animal means a domestic livestock animal bred to perform a task such as pulling (e.g. oxen) or riding (e.g. horse).

Living space means any confined area to which domestic livestock animals have access.

Offensive Odour means odour ~~that is offensive~~ is produced by domestic livestock that is detectable in the ambient air greater or equal to 7 D/T (dilution to threshold) for two observations not greater than 15 minutes apart at the same location as measured by a field olfactometer device (Nasal Ranger or equivalent equipment).

Pet animal means a tamed animal primarily kept within a dwelling for companionship.

~~**Rooster** means an adult male chicken.~~

Stable means a building designed to house, or breed large draft animals (e.g. horses, cattle, donkeys) either for agricultural, recreational, or business purposes and shall include riding stable businesses.

Urban property means a lot parcel serviced by a CBRM sanitary sewer main or a property being charged the sanitary sewer rate in the CBRM tax system.

In this Bylaw words used in the **singular** may be interpreted to also mean the **plural** and words used in the **plural** may also be interpreted to mean **singular**, unless they are prefaced with a specific number (e.g. one large draft animal)

Section B. Provisions

1. Domestic livestock animals used solely to provide a product exclusively for the use of the owner of the property on which they are kept are permitted throughout the Regional Municipality.
2. The keeping of domestic livestock animals:
 - used to provide an agricultural commodity; or
 - used as a draft animal in an agricultural operation;shall be considered an agricultural use and subject to compliance with the CBRM Land Use Bylaw having jurisdiction and therefore, is not subject to this By-law.
- ~~3. Incessant sound produced by a domestic livestock animal experienced on a property other than where the incessant sound is emanating from shall be a violation of this By-law when the incessant sound is emanating from:
 - an urban property; or
 - any rural property where the raising and/or caring of livestock is not as an agricultural commodity.~~
- ~~4. Offensive Odour is odour from domestic livestock animals, and/or their shelters, and/or any ancillary facilities associated with the care of the animals emanating from:
 - an urban property; or
 - any rural property where the raising and/or caring of livestock is not as an agricultural commodity;that unreasonably interferes with the enjoyment of life of residents, or the use of property in proximity is a violation of this By-law if the odour is detectable in the ambient air greater or equal to 7 D/T (dilution to threshold) for two observations not greater than 15 minutes apart at the same location as measured by a field olfactometer device (Nasal Ranger or equivalent equipment).~~
3. The provisions of this Part shall apply with respect to properties that are:
 - an urban property; or
 - a rural property where the raising and/or caring of livestock is not as an agricultural commodity.
4. It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit incessant sound produced by domestic livestock to emanate from said property.
5. It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit an Offensive Odour to emanate from said property.

6. All buildings used as shelters or stables for domestic livestock animals shall be constructed in compliance with the Regulations under the Building Code of Nova Scotia.

~~6. Any owner or harbourer of domestic livestock animal who does not prevent it from going at large shall be liable of an offence under this By-law.~~

7. It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit a domestic livestock animal to go at large.

8. It shall be an offence under this By-law for the assessed owner of an urban property where agricultural uses are not permitted by the CBRM Land Use By-Law having jurisdiction to keep a rooster or allow a rooster to be kept on said property.

Section C. Enforcement

1. Enforcement of this Bylaw shall be the responsibility of the Police Department of the CBRM.

2. The Police may Order the assessed owner of the property on which domestic livestock animals are being kept to remedy the condition when sufficient evidence of a violation of any of the provisions of Section B of this Bylaw has been collected.

3. If the condition is not remedied within the time specified in the Order:

- a Summary Offence Ticket may be issued, and/or
- an officer may to enter upon the property without warrant or other legal process and remove the domestic livestock animal. The cost associate with the removal and retention of a domestic livestock animal will be the responsibility of the owner.

~~4. The assessed owner of a property on which a domestic livestock animal is being kept which is not in compliance with any of the provisions of Section B of this~~ Any person who commits an offence under this Bylaw is subject, on summary conviction, to a fine for each violation as described below. Every day during which the condition is not remedied is a separate offence.

- 1st offence within a 12 month period = \$165.00
- 2nd offence within a 12 month period = \$279.00
- 3rd offence within a 12 month period = \$425.00
- 4th offence within a 12 month period = \$605.00

PASSED AND ADOPTED: by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on March 12th, 2019.

MAYOR

CLERK

THIS IS TO CERTIFY that the attached is a true and correct copy of the Responsible Animal Husbandry Bylaw of the Cape Breton Regional Municipality adapted by Regional Council during a meeting held on March 12th, 2019.

CBRM CLERK

PUBLICATION DATE: April 10, 2019

By-law

of the Cape Breton Regional Municipality

amending the

Cape Breton Regional Municipality's Responsible Animal Husbandry By-law

Pursuant to Section 168 of the *Municipal Government Act* of Nova Scotia, the Council of the Cape Breton Regional Municipality hereby amends the Cape Breton Regional Municipality's Responsible Animal Husbandry By-law in the following manner:

THAT: Section A Definitions of the Responsible Animal Husbandry By-law is hereby amended by deleting 'at large' and replacing it with the following:

At large means that the domestic livestock is not

- (a) under the direct, continuous and effective control of a person competent to control it, or
- (b) securely confined within an enclosure or otherwise so that it is unable to roam at will.

THAT: Section A Definitions of the Responsible Animal Husbandry By-law is hereby amended by deleting 'offensive odour' and replacing it with the following:

Offensive Odour means odour produced by domestic livestock that is detectable in the ambient air greater or equal to 7 D/T (dilution to threshold) for two observations not greater than 15 minutes apart at the same location as measured by a field olfactometer device (Nasal Ranger or equivalent equipment).

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by deleting Subsection 3 and replacing it with the following:

The provisions of this Part shall apply with respect to properties that are:

- an urban property; or
- a rural property where the raising and/or caring of livestock is not as an agricultural commodity.

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by deleting Subsection 4 and replacing it with the following:

It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit incessant sound produced by domestic livestock to emanate from said property.

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by deleting Subsection 5 and replacing it with the following:

It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit an Offensive Odour to emanate from said property.

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by deleting Subsection 6 and replacing it with the following:

All buildings used as shelters or stables for domestic livestock animals shall be constructed in compliance with the Regulations under the Building Code of Nova Scotia.

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by adding the following:

7. It shall be an offence under this By-Law for the assessed owner of a property on which a domestic livestock animal is being kept to permit a domestic livestock animal to go at large.

THAT: Section B Provisions of the Responsible Animal Husbandry By-law is hereby amended by adding the following:

8. It shall be an offence under this By-law for the assessed owner of an urban property where agricultural uses are not permitted by the CBRM Land Use By-Law having jurisdiction to keep a rooster or allow a rooster to be kept on said property.

THAT: Section C Enforcement of the Responsible Animal Husbandry By-law is hereby amended by deleting Subsection 4 and replacing it with the following:

Any person who commits an offence under this Bylaw is subject, on summary conviction, to a fine for each violation as described below. Every day during which the condition is not remedied is a separate offence.

- 1st offence within a 12 month period = \$165.00
- 2nd offence within a 12 month period = \$279.00
- 3rd offence within a 12 month period = \$425.00
- 4th offence within a 12 month period = \$605.00

PASSED AND ADOPTED: by a majority of the whole Council at a duly called meeting of the Cape Breton Regional Municipal Council held on _____2019.

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 _____2019 to amend the Cape Breton Regional Municipality's Responsible Animal Husbandry By-law.

Deborah Campbell Ryan, CLERK



CBRM

A Community of Communities

Cape Breton Regional Municipality

Issue Paper

Date: December 4, 2019
To: Mayor and Council
From: Jennifer Campbell, CPA, CA Chief Financial Officer
Re: Legislative amendments – 65C – Grant Disclosure Policies

Recent legislative changes to section 65C of the Municipal Government Act require that Council adopt a policy for the public disclosure of grant recipients. The full text of Section 65C of the MGA states:

Grant disclosure policies

65C (1) The council shall adopt a policy that requires the municipality to disclose to the public a list of recipients of grants made by the municipality and the amounts of those grants.

(2) A policy adopted under subsection (1) must include the

- (a) frequency and timing of disclosure;
- (b) content to be included in a disclosure; and
- (c) form in which the disclosure must be made.

(3) A policy adopted under subsection (1) may include any other matter that the council considers necessary or advisable to carry out effectively the intent and purpose of the policy. 2019, c. 19, s. 5.

In conference with Municipal Affairs staff, grants whose amounts are specifically identified and approved as part of budget deliberations (ie. library funding, fire department grants, REN, DCBA, etc.) are not subject to the new legislative requirement. However, grants whereby applications are submitted, evaluated and awarded from a general grant pool do require that a disclosure protocol be adopted. As such, grants awarded under our Municipal Grants Program Policy and Heritage Incentive Program Policy are subject to this legislation.

We have been advised that amendments to each of our existing policies that incorporate the requisite changes are sufficient to meet the requirements and a new policy need not be adopted.

As such, staff propose the addition of the following text to each policy:

Grant Disclosure:

A list of grant recipients, including the type of grant and funding amount shall be published on CBRM's website annually, within 90 days of each fiscal year end.

The amended policies are attached for your review and consideration.

Staff recommendation and suggested motion:

That Council approve the proposed amendments to the Municipal Grants Program Policy and Heritage Incentive Program Policy as presented.

Respectfully submitted,

Original Signed By

Jennifer Campbell, CPA, CA
Chief Financial Officer



MUNICIPAL GRANTS PROGRAM

The Municipal Grants Program is a portfolio of programs which offer project grants, or operating grants to community nonprofit organizations and charities throughout the municipality. The portfolio is managed and administered under a committee designated by Council.

Municipal Grants General Eligibility Criteria

Annual (application deadline April 30)

- The applicant shall be a registered Canadian Charity or non-profit society registered with the Nova Scotia Registry of Joint Stocks. Registration must be current: **defaulted, expired or revoked status is ineligible for further consideration.** Non-profit groups incorporated under an Act of the NS Legislature are also eligible.
- Grants are not awarded to individuals, commerce, business, industry or sole proprietorships.
- The application organization and/or event is located within the geographic boundary of the Cape Breton Regional Municipality.
- The applicant must have been registered for at least one (1) year prior to the date of application to the Community Grants Program. The Grants Committee may, at its discretion, permit the application from a new organization in circumstances where the absence or delay of a program is to the detriment of the general public or a community of interest.
- All applicants to the Community Grants Program are screened for debt to the municipality. Those in debt (e.g. taxes/water owed, delinquent on final reports for previous grants, fines, etc.) will be deemed ineligible for consideration.
- The applicant shall respect the Canadian Charter of Human Rights and promote equal access and opportunity for all persons.
- The municipality is non-partisan and does **not** provide financial support to religious or political doctrine. Therefore, church halls and affiliated organizations are not eligible.

- Grants are not awarded for the salary/ wages of staff positions, volunteer bursaries or honoraria, or recurring operating costs.
- Grant applicants are not required to match funds; however, they should be able to demonstrate active fundraising efforts to support the continuation of a program, project or service.

Ineligible

Applications will not be accepted from:

- Individuals
- For-profit businesses
- Organizations that are political or religious in nature
- Hospitals, clinics-based services or medical treatment programs;
- School boards

Municipal Grants Financial Eligibility Criteria

The following criteria support the principles of self-sufficiency, public accountability for the expenditure of public money, and outcomes of benefit to the general public. The aim is to acknowledge and support good financial practices regardless of the size of an organization or its financial assets. The applicant shall submit a financial statement for the prior year in addition to a budget for the project for which they are seeking a grant. The statement should contain a complete list of all sources of revenue and expenses as well as assets and liabilities if applicable.

The Community Grants Program does not provide funding for fund-raising initiatives.

The Community Grants Program does not provide core operating assistance (e.g. Excludes salaries and wages, rent, office supplies, insurance, etc.), however special consideration may be given to community museums.

Applicants are expected to demonstrate they have applied to a designated Provincial and/or Federal grant program. Some projects can be phased and may be partially funded. Matching funding is **not required** but applicants are **encouraged to cost share** or seek assistance from other sources (for example: fund-raising, other levels of government, foundations, corporate sponsors. etc.). Operating grants are not intended to replace Provincial or Federal obligations.

Ineligible

- Core operating assistance (rent, insurance, office supplies)
- Private property
- Government Property
- Public and private schools and post-secondary institutions
- Research for academic or commercial purposes

- Annually recurring fees, core operating costs, general administration, or insurance
- Staff salary or wages, volunteer bursaries or honoraria
- Travel
- Uniforms
- Fund-Raising

Application Requirements

Each grant category requires a separate application to be completed through the use of approved forms. Potential applicants are encouraged to review the associated application forms for specific application requirements.

Evaluation Process

The Grants Review Committee, made up of members of staff, will review applications received under this policy. The role of this committee is to determine which applications meet the basic eligibility requirements within this policy, evaluate the application, and report grant awards to Council within the approved Grants to Organizations budget.

Evaluation Criteria

The Municipality may utilize, but is not limited to, the evaluation criteria in *Schedule A*, for the scoring of grant applications.

Approval

The total budget for grants to organizations will be considered as part of the Municipality's annual budget process. Council may allocate funds over and above the amount approved in the budget process when requests for grants of an emergency or pressing nature are received. Council reserves the right to grant partial requests, or grant or reject any application that may or may not qualify in accordance with the guidelines set out in this policy. Applicants are not guaranteed funding. Grants to organizations will be considered public knowledge. Grants may be awarded with certain terms and conditions. Applicants will be notified of the staff committee's approval with a *Letter of Award*, which will state if any particular restrictions apply to the grant.

Appeal Process

If an organization wishes to appeal a decision of the staff committee, the organization is required to submit a letter to the Chief Administrative Officer (CAO) within 30 days of the date of the *Letter of Award* detailing the basis for their appeal. The CAO shall render a decision following a review of the information submitted and further discussion with the applicant and staff committee. All decisions of the CAO shall be final.

Grant Disclosure:

A list of grant recipients, including the type of grant and funding amount shall be published on CBRM's website annually, within 90 days of each fiscal year end.

Reporting Requirements

All groups receiving a financial and/or an in-kind grant from the Municipality must complete a *Project Evaluation Form* and abide by any conditions listed within the *Letter of Award*. Groups in noncompliance with these obligations may not be considered for future grant opportunities.

I. Operating Grants- Maximum \$10,000

- Operating grants are considered annually for organizations with a mandate to deliver an ongoing service or program that is generally delivered by a municipality, or complements a service being offered by CBRM. Operating grants may also be granted to community not for profit museums under special circumstances.
- Operating grants may assist a group with its operations through tax relief (see below), the provision of in-kind support, or direct financial support.
- Operating grants are not intended to support permanent full-time staff salaries or wages.
- Although an organization may be awarded an operating grant several times, the award does not carry the guarantee of renewal over several years.

II. Tax Relief for Non-Profit Organizations Program

This program offers conversions from commercial to the residential tax rate, to a non-profit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organization.

III. Capital Grants- Maximum \$25,000

A capital grant provides **one-time** support for the purchase of property; the construction of a facility, remodeling, expansion of a facility; or purchase of equipment.

The award of a capital grant is reserved for special circumstances and thus, may not be awarded on an annual basis. The Municipality may pay capital grants to groups over two or more fiscal years. Applicants must hold the deed/lease to the property/facility or acceptable alternative (if relevant).

**Municipal Grant Programs Application Deadline:
Applications must be received, in full, on or before April 30 each year.**

FESTIVAL & EVENT FUNDING

IV. Special Events Grants Program—Parks and Recreation: Events and Cultural Initiatives- \$1000 to \$40,000

Annual (application deadline March 31)

The municipal Grants Program also provides funds for events to community non-profit organizations and charities throughout the Municipality. The portfolio is managed and administered under a committee designated by Council.

Funding programs:

- **Community Celebrations:** Focuses on local residents and community gatherings, all of which are free admission or low cost activities.
- **Significant Anniversaries:** Event organized to commemorate or celebrate a major quarterly anniversary (25th, 50th, 75th, 100th etc.).
- **Cultural Events and Showcases:** Events with strong cultural content that furthers the disciplines of literary, media, performing and visual arts, accessible to the public with free or low cost activities.
- **Sporting Events:** Events that demonstrate Economic Impact as described in Schedule A and are open to all residents of the Cape Breton Regional Municipality.

Non-Eligible events:

- Consumer shows
- Private events
- Tradeshows
- Awards
- Clinics
- Symposiums
- Individual registration for sports team
- Religious events
- Seminars
- Banquets
- Marketing initiatives
- Uniforms
- Fundraising events
- Political events,
- Travel

Festival & Event Application Deadline:
Festival & Events Applications must be submitted on or before March 31st each year.

SCHEDULE A

Grant Evaluation Criteria

In general, preference will be given to groups that demonstrate community support, efficient use of resources, sound business practices and a commitment to achieving self-reliance.

I. Tax Relief and Operating Grant Evaluation Criteria

a. Relevance of Service

- The extent to which the organization offers a service that is a legislated responsibility of municipal government.
- The extent to which the service complements the Municipality's Strategic Plan and/or a service currently offered by CBRM.
- The extent to which residents of CBRM will directly benefit from the service.
- The extent to which the service or program enhances the quality of life for CBRM residents.
- The extent to which the benefits of the service are broad-based and not specific to a special interest group.

b. Financial Need

- Demonstrated need for financial assistance from the Municipality.
- Demonstrated efforts to seek other funding sources.

c. Organizational Effectiveness

- Group has a solid leadership structure.
- Group operates with a clear mandate.
- Budgets are well developed

II. Capital Grant Evaluation Criteria

a. Relevance of Capital Project/Purchase

- The extent to which the capital project/purchase enhances an organization's ability to offer a service that is a legislated responsibility of municipal government.
- The extent to which the capital project/purchase enhances the organization's ability to complement the Municipality's Strategic Plan and/or a service currently offered by CBRM.
- The extent to which residents of CBRM will directly benefit from the capital project/purchase.
- The extent to which the capital project/purchase improves the quality of life for CBRM residents.
- The extent to which the benefits of the capital project/purchase are broad-based and not specific to a special interest group.

b. Financial Need

- Demonstrated need for financial assistance from the Municipality.
- Demonstrated efforts to seek other funding sources.

c. Organizational Effectiveness

- Group has a solid leadership structure;

- Group operates with a clear mandate.
- Budgets are well developed

III. Event/Program Grant Evaluation Criteria

a. Merit of the Event

- Organizers have communicated a solid vision and goals for the event/activity/program, which supports the purpose of a development grant.
- The event/activity/program does not duplicate other community events/activities/programs.
- Residents of CBRM will directly benefit from the event/activity/program.

b. Economic Impact

- The applicant has described the expected economic benefits to CBRM (dollars spent in the municipality, staff hired, and number of local volunteers, training offered to staff/volunteers, local performers, and hotel rooms rented).
- The event/activity/program promotes economic activity in CBRM.
- The event/activity/program promotes CBRM as a destination for visitors.

c. Financial Need

- Demonstrated need for financial assistance from the Municipality.
- Demonstrated efforts to seek other funding sources.

d. Organizational Effectiveness

- Event organizers have presented an application that indicates a well-planned and organized event/activity/program.
- Group has a solid leadership structure.
- Group operates with a clear mandate.
- Budgets are well developed

*The above policy replaces the former *Community Facilities Grants and Contributions Policy* dated February, 2010.

Amended by Council June 26, 2018, December xx, 2019

Heritage Incentive Program Policy

1. OBJECTIVE:

To encourage owners of registered municipal heritage properties to upgrade their properties in a manner that is consistent with the heritage value of the property as stated in the statement of significance for the property and the associated character defining elements.

2. AVAILABLE INCENTIVE:

The incentive shall be 50% of the cost of the repairs or renovations up to a maximum of \$12,000 per property. In the case of roof replacement and/or repair, the maximum grant shall be 30% of the cost up to a maximum of \$6,000. In exceptional circumstances, the Committee may award a higher percentage of cost-sharing, as outlined in 4(c)

3. ELIGIBLE APPLICANTS:

All owners of municipally registered heritage properties and all owners of properties located within municipal heritage conservation districts, except:

- a) Government owned properties, except where the property is leased to a registered non-profit society which is partially or totally responsible for building maintenance;
- b) Properties within a heritage conservation district that were built in 1940 or later.

4. CRITERIA:

- a) All work done must be approved under the Heritage Property Bylaw or, in the case of properties within the Heritage Conservation District, the Heritage Conservation District Bylaw. All work must comply with the Building Bylaw and the Land Use Bylaw.
- b) Work funded under the program should be carried out on the exterior of the property and shall include but not be limited to windows, doors, cladding, roofing, and steps. Landscaping, fencing, and driveway paving are not eligible under any circumstances.

- c) Work that is necessary to ensure the long term viability of a structure (for example, repairs to the foundation, repairs to beams or trusses, or repairs to address significant stormwater infiltration problems) may be considered by the committee for funding assistance at levels higher than the normal amounts in exceptional circumstances. In these cases assistance may be provided for work in the structure's interior if necessary.
- d) Architectural, engineering and other consulting fees are eligible for funding; consultants may have to supply proof of professional qualifications to the HIP Committee.
- e) When an application is being considered priority shall be given to projects that significantly enhance the heritage value of the property. An example would be the removal of windows that are inconsistent with the original windows and replacing them with ones that more closely resemble the originals.
- f) When considering an application priority shall be given to projects that are unlikely to proceed without CBRM assistance. Where a property is owned by a non-profit organization, the availability of funds from other sources (such as federal government programs) shall be a consideration.
- g) Only one project may be approved per property in any given fiscal year. Properties which have received grants in one fiscal year may apply in subsequent years but priority shall be given to first time applicants.
- h) Use of original materials (such as brick or wood) shall normally be required for exterior cladding and corner boards although exceptions may be made where a substitute material is used that very closely resembles the original in appearance. Under no circumstances shall an incentive grant be provided to assist with the cost of replacing or installing vinyl or metal siding on a building originally clad in wood or brick.

5. APPLICATION PROCEDURES:

- a) Applicants must submit an application to the CBRM Heritage Officer. Applications will be reviewed and approved by the Heritage Incentive Program (HIP) Committee, which is comprised of the Heritage Officer, one other CBRM employee or Heritage Advisory Committee member, and an architect licensed to practice in Nova Scotia. Any applicants whose projects do not meet the criteria will be informed of the reason why their projects are not acceptable and will be given an opportunity to revise and resubmit their applications.
- b) All decisions of the HIP Committee shall be final.

6. DISBURSEMENT OF FUNDS:

Funds will be disbursed only after completion of the work and inspection of same by the Heritage Officer. Proof of payment in the form of paid invoices, cancelled cheques, or credit card receipts must be submitted prior to the disbursement of any funds. CBRM will not reimburse any portion of the harmonized sales tax.

7. GRANT DISCLOSURE:

A list of grant recipients, including the type of grant and funding amount shall be published on CBRM's website annually, within 90 days of each fiscal year end.

Approved by Council: January 15, 2019, December xx, 2019

Revenue	Year To Date Assigned	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
Total Taxes	\$ 74,089,311	\$ 73,589,968	\$ 499,343	\$ 110,384,952	\$ 36,295,641
Total Federal Government	2,037,063	2,037,063	(0)	3,055,594	1,018,531
Total Federal Government Agencies	498,130	498,130	(0)	747,195	249,065
Total Provincial Government	1,466,932	1,466,932	-	2,200,398	733,466
Total Provincial Government Agencies	2,080,674	2,125,549	(44,875)	3,188,324	1,107,650
Total Services to Other Local Government	405,833	405,833	0	608,750	202,917
Total Transit	943,395	748,334	195,061	1,117,500	174,105
Total Environmental Development Services	219,393	164,133	55,260	246,200	26,807
Total Licenses & Permits	95,672	100,667	(4,994)	151,000	55,328
Total Fines & Fees	412,342	410,985	1,357	616,477	204,135
Total Rentals	381,865	397,660	(5,795)	596,490	204,625
Total Concessions & Franchises	238,112	246,667	(8,554)	370,000	131,888
Total Interest on Taxes	739,956	1,006,667	(266,711)	1,510,000	770,044
Total Finance Revenue	18,005	20,000	(1,995)	30,000	11,995
Total Solid Waste Revenue	1,810,877	1,790,500	20,377	2,700,000	889,123
Total Recreation & Cultural Service Programs	898,812	1,031,619	(132,807)	2,100,000	1,201,188
Total Water Utility Charges	3,301,007	3,301,007	(0)	4,951,510	1,650,503
Total Unconditional Transfers	10,548,899	10,623,892	(74,993)	15,935,838	5,386,939
Total Conditional Transfers	-	-	-	-	-
Year To Date Assigned	\$ 100,196,278	\$ 99,965,605	\$ 230,673	\$ 150,510,228	\$ 50,313,950

Departmental

Reviewed

Summary

Statement of Expenditures

November 30, 2019

Expenditures	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
Legislative	\$ 983,804	\$ 1,074,057	\$ 90,253	\$ 1,626,311	\$ 642,507
Administration	434,282	521,720	87,438	1,082,923	648,641
Finance	1,717,442	1,850,634	133,192	2,663,928	946,486
Legal	1,245,487	1,182,869	(62,618)	1,843,611	598,124
Human Resources	706,894	822,874	115,980	1,350,257	643,363
Technology & Communications	689,207	706,780	17,573	1,339,155	649,948
Municipal Clerk	273,044	290,176	17,133	544,230	271,186
Fiscal Services	25,583,785	25,626,518	42,732	32,506,114	6,922,329
Police Services	18,483,213	18,575,791	92,579	27,611,933	9,128,720
Fire Services (Incl EMO)	12,052,920	12,458,739	405,818	17,891,006	5,838,086
Engineering & Public Works	30,155,687	30,463,941	308,254	47,080,056	16,924,369
Planning	1,653,470	1,715,098	61,628	2,665,010	1,011,540
Facilities C200 & Arenas	2,453,681	2,388,314	(65,367)	3,507,642	1,053,961
Parks & Grounds	2,015,239	2,022,825	7,586	2,889,432	874,193
Buildings	2,022,236	2,095,259	73,023	3,253,791	1,231,555
Recreation	2,081,174	2,089,125	7,951	2,654,825	573,651
Total expended to date	\$ 102,551,565	\$ 103,884,719	\$ 1,333,154	\$ 150,510,224	\$ 47,958,659

Departmental

Reviewed

Legislative	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 712,968	\$ 717,457	\$ 4,490	\$ 1,065,900	\$ 352,932
6010 BENEFITS	85,831	136,223	50,392	202,382	116,551
6030 TRAVEL/CONFERENCES	94,266	118,825	24,560	178,238	83,972
6040 PROF MEM/DUES & FEES	16,937	16,200	(737)	61,632	44,695
6050 OFFICE SUPPLIES	4,851	12,267	7,416	18,400	13,549
6060 OFFICE EQUIPMENT	2,615	4,333	1,718	5,000	2,385
6080 ADVERTISING	10,250	9,667	(584)	14,500	4,250
6100 COURIER	121	167	46	250	129
6110 TELEPHONE/FAX	17,406	16,373	(1,033)	24,560	7,154
6120 PUBL./SUBSCRIPTIONS	1,427	1,178	(249)	1,849	422
6130 COMPUTER HARDWARE	2,264	4,700	2,436	6,600	4,336
6150 MEETING EXPENSES	13,708	16,667	2,958	25,000	11,292
6170 PROMOTION	21,160	20,000	(1,160)	22,000	841
Total expended to date	\$ 983,804	\$ 1,074,057	\$ 90,253	\$ 1,626,311	\$ 642,507

Departmental

Finance

Administration	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 183,172	\$ 245,093	\$ 61,921	\$ 364,126	\$ 180,954
6010 BENEFITS	24,939	43,430	18,491	64,522	39,583
6020 TRAINING/EDUCATION	-	1,500	1,500	4,800	4,800
6030 TRAVEL/CONFERENCES	15,724	16,500	776	36,000	20,276
6040 PROF MEM/DUES & FEES	636	1,950	1,314	2,700	2,064
6050 OFFICE SUPPLIES	328	1,867	1,538	2,800	2,472
6110 TELEPHONE/FAX	1,646	2,667	1,021	4,000	2,354
6120 PUBL./SUBSCRIPTIONS	307	475	168	475	168
6150 MEETING EXPENSES	2,791	3,500	709	3,500	709
6170 PROMOTION	9,953	9,953	-	15,000	5,047
8100 PROFESSIONAL SERVICES	41,450	41,450	-	105,000	63,550
8150 GRANTS/SUBS TO ORG	153,336	153,336	-	480,000	326,664
Total expended to date	\$ 434,282	\$ 521,720	\$ 87,438	\$ 1,082,923	\$ 648,641

Departmental

Finance

Finance	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,290,510	\$ 1,316,728	\$ 26,217	\$ 1,956,214	\$ 665,704
6010 BENEFITS	252,672	254,781	2,109	378,519	125,847
6020 TRAINING/EDUCATION	2,205	15,190	12,985	18,940	16,735
6030 TRAVEL/CONFERENCES	15,956	24,080	8,124	25,780	9,824
6040 PROF MEM/DUES & FEES	4,737	6,625	1,888	6,625	1,888
6050 OFFICE SUPPLIES	6,787	9,880	3,093	14,500	7,713
6060 OFFICE EQUIPMENT	4,234	10,750	6,516	14,500	10,266
6080 ADVERTISING	22,931	28,750	5,819	42,650	19,719
6090 POSTAGE	127,824	147,250	19,426	166,000	38,176
6100 COURIER	21,004	21,220	216	31,700	10,696
6110 TELEPHONE/FAX	10,978	10,600	(378)	15,900	4,922
6130 COMPUTER HARDWARE	4,438	5,000	562	10,500	6,062
6140 COMPUTER SOFTWARE	-	-	-	48,000	48,000
6180 COST RECOVERY	(221,047)	(232,150)	(11,103)	(322,150)	(101,103)
8010 OPERATIONAL MAT/SUPP	1,850	3,000	1,150	4,500	2,650
8100 PROFESSIONAL SERVICE	47,033	50,000	2,967	50,000	2,967
8110 CONTRACTS/AGREEMENTS	35,429	40,190	4,761	48,650	13,221
8120 LEASES	8,790	8,740	(50)	13,100	4,310
8180 TAX EXEMPT/WRITE OFF	81,110	130,000	48,890	140,000	58,890
Total expended to date	\$ 1,717,442	\$ 1,850,634	\$ 133,192	\$ 2,663,928	\$ 946,486

Departmental

Finance

Legal	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 265,975	\$ 266,721	\$ 746	\$ 396,258	\$ 130,283
6010 BENEFITS	52,256	53,625	1,369	79,669	27,413
6020 TRAINING/EDUCATION	3,657	6,000	2,343	6,500	2,843
6030 TRAVEL/CONFERENCES	3,458	4,250	792	8,500	5,042
6040 PROF MEM/DUES & FEES	12,605	12,700	95	13,100	495
6050 OFFICE SUPPLIES	1,012	2,333	1,322	3,500	2,488
6060 OFFICE EQUIPMENT	2,675	2,750	75	4,200	1,525
6070 PHOTOCOPIER LEASE	2,667	2,067	(601)	3,100	433
6080 ADVERTISING	660	667	6	1,000	340
6100 COURIER	258	533	275	800	542
6110 TELEPHONE/FAX	2,192	2,267	75	3,400	1,208
6120 PUBL./STATUTES	10,106	10,000	(106)	10,000	(106)
6130 COMPUTER HARDWARE	2,599	2,650	51	3,000	401
6140 COMPUTER SOFTWARE	-	-	-	2,500	2,500
6150 MEETING EXPENSE	89	333	245	500	411
6160 LIABILITY INSURANCE	840,807	768,723	(72,085)	1,153,084	312,277
8100 PROFESSIONAL SERVICE	44,470	47,250	2,780	154,500	110,030
Total expended to date	\$ 1,245,467	\$ 1,182,869	\$ (62,618)	\$ 1,843,611	\$ 598,124

Departmental

Finance

Human Resources	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 506,566	\$ 577,673	\$ 71,107	\$ 858,228	\$ 351,662
6010 BENEFITS	111,220	123,853	12,633	184,004	72,784
6020 TRAINING/EDUCATION	1,631	3,567	1,935	9,850	8,219
6030 TRAVEL/CONFERENCES	9,418	12,450	3,032	24,500	15,082
6040 PROF MEM/DUES & FEES	931	1,533	603	2,300	1,369
6050 OFFICE SUPPLIES	8,214	12,000	3,786	18,000	9,786
6060 OFFICE EQUIPMENT	-	2,500	2,500	2,500	2,500
6080 ADVERTISING	-	3,270	3,270	4,000	4,000
6110 TELEPHONE/FAX	5,662	8,917	3,254	13,375	7,713
6120 PUBL./SUBSCRIPTIONS	549	3,444	2,895	4,000	3,451
6130 COMPUTER HARDWARE	-	-	-	6,000	6,000
6140 COMPUTER SOFTWARE	-	-	-	500	500
6150 MEETING EXPENSE	1,663	3,000	1,337	4,500	2,837
8100 PROFESSIONAL SERVICE	56,845	62,333	5,488	206,000	149,155
8110 CONTRACTS/AGREEMENTS	4,194	8,333	4,139	12,500	8,306
Total expended to date	\$ 706,894	\$ 822,874	\$ 115,980	\$ 1,350,257	\$ 643,363

Departmental

Finance

Technology/
Communications

Statement of Expenditures

November 30, 2019

Technology/Communications	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 385,974	\$ 379,725	\$ (6,249)	\$ 564,143	\$ 178,169
6010 BENEFITS	76,146	76,620	474	113,831	37,685
6020 TRAINING/EDUCATION	3,459	4,100	641	12,000	8,541
6030 TRAVEL/CONFERENCES	13,540	14,333	794	20,000	6,460
6040 PROF MEM/DUES & FEES	688	667	(22)	1,000	312
6050 OFFICE SUPPLIES	1,283	1,496	213	2,000	717
6060 OFFICE EQUIPMENT	-	2,200	2,200	3,000	3,000
6080 ADVERTISING	-	333	333	500	500
6100 COURIER	-	200	200	300	300
6110 TELEPHONE/FAX	26,759	40,800	14,041	61,200	34,441
6120 PUBL./SUBSCRIPTIONS	991	1,000	9	1,000	9
6130 COMPUTER HARDWARE	37,594	39,667	2,072	130,000	92,406
6140 COMPUTER SOFTWARE	125,260	127,000	1,740	178,500	53,240
6150 MEETING EXPENSE	78	333	255	500	422
8100 PROFESSIONAL SERVICES	498	-	(498)	-	(498)
8110 CONTRACTS/AGREEMENTS	16,936	18,306	1,369	40,000	23,064
8120 LEASES SAP	-	-	-	106,121	106,121
8130 LICENSES/PERMITS	-	-	-	105,060	105,060
Total expended to date	\$ 689,207	\$ 706,780	\$ 17,573	\$ 1,339,155	\$ 649,948

Departmental

Finance

Municipal Clerk	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 183,522	\$ 187,893	\$ 4,371	\$ 279,146	\$ 95,624
6010 BENEFITS	39,411	40,231	820	58,284	18,873
6020 TRAINING/EDUCATION	1,962	3,789	1,827	5,500	3,538
6030 TRAVEL/CONFERENCES	3,286	4,628	1,342	6,500	3,214
6040 PROF MEM/DUES & FEES	636	917	281	1,000	364
6050 OFFICE SUPPLIES	1,483	2,667	1,184	4,000	2,517
6060 OFFICE EQUIPMENT	1,465	4,500	3,035	6,500	5,035
6070 PHOTOCOPY SUPPLIES	14,672	17,000	2,328	25,500	10,828
6080 ADVERTISING	-	500	500	750	750
6100 COURIER	-	500	500	750	750
6110 TELEPHONE/FAX	1,776	2,333	558	3,500	1,724
6120 PUBL./SUBSCRIPTIONS	1,486	1,800	314	1,800	314
6130 COMPUTER HARDWARE	2,628	2,828	-	4,500	1,872
6140 COMPUTER SOFTWARE	11,124	11,124	-	12,000	876
6150 MEETING EXPENSES	9,594	9,667	72	14,500	4,906
8110 CONTRACTS/AGREEMENTS	-	-	-	120,000	120,000
Total expended to date	\$ 273,044	\$ 290,176	\$ 17,133	\$ 544,230	\$ 271,186

Departmental

Finance

Fiscal Services	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
9010 INT SHRT TERM BORROW	\$ 176,275	\$ 233,333	\$ 57,058	\$ 350,000	\$ 173,725
9020 INT ON DEBT	1,487,256	1,487,256	-	1,487,256	0
9051 PRINC ON DEBT	10,200,069	10,200,069	-	10,110,068	(90,001)
9052 DEBT/CAP BOND DISC	52,000	52,000	-	78,000	26,000
9090 BANK CHARGES	50,970	63,333	12,363	95,000	44,030
9200 ALLOWANCE FOR UNCOL. TAXES	400,000	400,000	-	600,000	200,000
9420 APPROP TO CAPITAL FUND	60,000	60,000	-	90,000	30,000
9430 APPROP TO B.I.D.C.	91,102	64,735	(26,367)	97,102	6,000
9600 PROV. CORRECTIONS	718,800	729,413	10,613	1,094,120	375,320
9610 CB REG. HOUSING	1,292,827	1,281,893	(10,935)	1,922,839	630,012
9620 REGIONAL LIBRARY	468,000	468,000	-	702,000	234,000
9630 CB/VIC. SCHOOL BOARD	9,652,295	9,652,295	-	14,478,442	4,826,147
9640 PROPERTY ASSESSMENT	934,191	934,191	-	1,401,287	467,096
Total expended to date	\$ 25,583,785	\$ 25,626,518	\$ 42,732	\$ 32,506,114	\$ 6,922,329

Departmental

Finance

Police Services

Statement of Expenditures

November 30, 2019

Police Services	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010 , & 6011 WAGES & BENEFITS NET OF COST RECOVERY	\$ 15,931,734	\$ 16,076,761	\$ 145,027	\$ 23,847,758	\$ 7,916,024
6020 TRAINING/EDUCATION	132,701	118,347	(14,355)	177,520	44,819
6030 TRAVEL/CONFERENCES	58,079	70,833	12,755	105,000	46,921
6040 PROF MEM/DUES & FEES	2,180	3,333	1,153	5,000	2,820
6050 OFFICE SUPPLIES	22,208	32,000	9,792	48,000	25,792
6060 OFFICE EQUIPMENT	33,923	36,667	2,743	65,000	21,077
6070 PHOTOCOPY SUPPLIES	11,546	12,000	454	18,000	6,454
6080 ADVERTISING	1,363	3,333	1,970	5,000	3,637
6090 POSTAGE & 6100 COURIER	9,056	4,667	(4,390)	7,000	(2,056)
6110 TELEPHONE/FAX	213,791	183,333	(30,458)	275,000	61,209
6120 PUBL./SUBSCRIPTIONS	3,979	4,000	21	4,000	21
6130 COMPUTER HARDWARE	57,268	58,000	732	132,000	74,732
6140 COMPUTER SOFTWARE	235,206	220,000	(15,206)	240,000	4,794
6150 MEETING EXPENSES	5,105	11,333	6,228	17,000	11,895
6160 LIABILITY INSURANCE	1,299	-	(1,299)	-	(1,299)
6170 PROMOTION	4,822	7,333	2,512	11,000	6,179
7000 HEAT	20,831	31,333	10,502	47,000	26,169
7010 ELECTRICAL	57,247	76,667	19,420	115,000	57,753
7020 WATER	4,286	5,333	1,047	8,000	3,714
7030 BLDG/FACILITY MAINT	40,183	55,333	15,150	83,000	42,817
7040 BLDG/FACILITY REPAIR	14,644	10,000	(4,644)	15,000	356
7060 BLDG/FACILITY RENOV	20,498	20,000	(498)	20,000	(498)
7070 BLDG/FACILITY RENTAL	38,114	42,667	4,553	64,000	25,886
7110 SECURITY	954	2,467	1,512	3,700	2,746
7500 VEH/EQUIP MAINT	7,829	6,667	(1,162)	10,000	2,171
7505 GASOLINE & DIESEL	249,043	270,000	20,957	405,000	155,957
7510 VEH/EQUIP REPAIRS	276,358	221,811	(54,546)	287,717	11,359
7530 VEH/EQUIP REPLACEMENT	332,747	332,747	-	580,000	247,253
7540 VEH/EQUIP RENTAL	222	1,333	1,111	2,000	1,778
7550 VEH/EQUIP TOWING	313	3,333	3,020	5,000	4,687
8000 OPERATIONAL EQUIP	68,167	70,000	1,833	135,000	66,833
8010 OPERATIONAL MAT/SUPP	57,388	60,000	2,612	135,000	77,612
8020 MAINTENANCE EQUIP	4,524	5,047	522	7,570	3,046
8040 COMM EQUIPMENT LINES	3,008	5,000	1,992	7,500	4,492
8090 UNIFORMS/CLOTHING	101,304	103,333	2,029	200,000	98,696
8100 PROFESSIONAL SERVICE	135,140	63,333	(71,807)	95,000	(40,140)
8110 CONTRACTS/AGREEMENTS	93,665	91,333	(2,332)	137,000	43,335
8125 MAJOR INVESTIGATIONS	62,247	86,112	23,865	129,168	66,921
8130 LICENSES/PERMITS	-	-	-	3,000	3,000
8150 GRANTS/SUBS TO ORG	170,241	170,000	(241)	170,000	(241)
Total expended to date	\$ 18,483,213	\$ 18,575,791	\$ 92,579	\$ 27,611,933	\$ 9,128,720

Departmental

Finance

Police Services

Statement of Revenue

November 30, 2019

Police Services Revenue	Year to date Assigned	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
4751 RECORDS INQUIRIES	\$ 76,583	\$ 93,333	\$ (16,750)	\$ 140,000	\$ 63,417
5151 FINES	201,441	183,333	18,107	275,000	73,559
Total Revenue to date	\$ 278,024	\$ 276,667	\$ 1,357	\$ 415,000	\$ 136,976

Departmental

Finance

Fire Services

Statement of Expenditures

November 30, 2019

Fire Services Including EMO	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 3,787,498	\$ 3,975,918	\$ 188,420	\$ 5,906,876	\$ 2,119,378
6010 BENEFITS	660,593	774,128	113,536	1,150,094	489,501
6011 MISC. BENEFITS	82,827	80,732	(2,095)	108,112	25,286
6020 TRAINING/EDUCATION	36,159	46,190	10,030	217,200	181,041
6030 TRAVEL/CONFERENCES	43,719	48,449	4,730	65,900	22,181
6040 PROF MEM/DUES & FEES	8,141	8,298	157	12,272	4,131
6050 OFFICE SUPPLIES	6,628	8,067	1,438	12,100	5,472
6060 OFFICE EQUIPMENT	373	8,633	8,260	12,950	12,577
6080 ADVERTISING	7,615	3,567	(4,048)	5,350	(2,265)
6110 TELEPHONE/FAX	27,152	29,999	2,848	44,999	17,847
6120 PUBL./SUBSCRIPTIONS	840	1,800	960	2,700	1,860
6130 COMPUTER HARDWARE	12,189	12,274	85	11,507	(682)
6140 COMPUTER SOFTWARE	-	10,837	10,837	16,006	16,006
6150 MEETING EXPENSES	2,102	2,936	834	4,404	2,302
6170 PROMOTION	15,793	26,000	10,207	39,000	23,207
7000 HEAT	38,191	68,234	30,043	102,351	64,160
7010 ELECTRICAL	28,593	41,204	12,611	64,536	35,943
7020 WATER	19,937	16,401	(3,536)	25,407	5,470
7030 BLDG/FACILITY MAINT	23,479	42,486	19,007	63,729	40,250
7040 BLDG/FACILITY REPAIR	15,637	14,835	(801)	22,253	6,616
7060 BLDG/FACILITY RENOV	5,586	6,667	1,081	10,000	4,414
7500 VEH/EQUIP MAINT.	164,042	119,894	(44,148)	179,841	15,799
7505 GASOLINE/DIESEL	40,030	52,973	12,943	79,459	39,429
7510 VEH/EQUIP REPAIRS	1,406	2,667	1,261	4,000	2,594
7530 VEH/EQUIP REPLACEMENT	42,262	51,000	8,738	87,500	45,238
7550 VEH/EQUIP TOWING	-	1,333	1,333	2,000	2,000
7560 VEH/EQUIP GEN SUPPLY	6,047	10,667	4,620	16,000	9,953
8000 OPERATIONAL EQUIP	244,703	251,016	6,313	376,524	131,821
8010 OPERATIONAL MAT/SUPP	36,756	30,967	(5,789)	45,870	9,114
8020 MAINTENANCE EQUIP	18,931	35,066	16,135	52,599	33,668
8040 COMM EQUIPMENT LINES	3,439	-	(3,439)	-	(3,439)
8090 UNIFORMS/CLOTHING	43,501	56,851	13,350	85,277	41,776
8100 PROFESSIONAL SERVICE	38,326	8,538	(29,788)	8,538	(29,788)
8110 CONTRACTS/AGREEMENTS	52,879	61,009	8,130	91,514	38,636
8120 LEASES	75,011	85,953	10,941	128,929	53,918
8130 LICENSES/PERMITS	16,723	17,335	612	17,335	612
8150 GRANTS/SUBS TO ORG	1,728,226	1,728,226	-	1,741,490	13,265
8195 WATER SUPPLY & HYDR	4,717,589	4,717,589	-	7,076,384	2,358,795
Total expended to date	\$ 12,052,920	\$ 12,458,739	\$ 405,818	\$ 17,891,006	\$ 5,838,086

Departmental

Finance

Fire Services

Statement of Revenue

November 30, 2019

Fire Services Revenue	Year to date Assigned	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
4776 PROV NS FIRE PROTECTION GRANT	\$ 106,823	\$ 106,823	\$ -	\$ 160,235	\$ 53,412
4776 MEMBERTOU MUNICIPAL SERVICES AGRMNT	299,010	299,010	-	448,515	149,505
Total Revenue to date	\$ 405,833	\$ 405,833	\$ -	\$ 608,750	\$ 202,917

Departmental

Finance

Engineering and Public Works Actuals to November 30, 2019

REVENUE	Actual & Committed Y-T-D Nov 30, 2019	Budget Y-T-D Nov 30, 2019	Variance Y-T-D Nov 30, 2019	Total Annual Budget	Annual Budget Remaining	% of Annual Budget
TRANSIT	\$943,395	\$748,334	\$195,061	\$1,100,000	-\$156,605	85.76%
SOLIDWASTE TIP FEES	1,620,396	1,600,000	20,396	2,400,000	-779,604	67.52%
SOLIDWASTE COST RECOVERIES	190,481	190,500	-19	300,000	-109,519	63.49%
SEWER PERMIT FEES	62,561	66,667	-4,106	100,000	-37,440	62.56%
WATER UTILITY ADMIN FEE	3,301,007	3,301,007	0	4,951,510	-1,650,503	66.67%
TOTAL PW REVENUES	\$6,117,839	\$5,906,507	\$211,332	\$8,851,510	-\$2,733,671	69.12%

EXPENDITURES

ADMINISTRATION	2,662,446	2,775,839	113,393	4,506,923	1,844,477	59.07%
ENGINEERING	475,127	502,438	27,311	757,778	282,651	62.70%
CENTRAL DIVISION	4,495,980	4,586,146	90,166	7,324,613	2,828,633	61.38%
EAST DIVISION	4,053,550	4,274,703	221,153	6,677,089	2,623,539	60.71%
NORTH DIVISION	1,887,938	2,120,977	233,039	3,234,929	1,346,991	58.36%
SOLID WASTE	8,847,975	8,693,827	-154,148	13,053,166	4,205,191	67.78%
MECHANICAL FLEET	2,641,328	2,610,161	-31,166	3,872,765	1,231,437	68.20%
TRANSIT	3,212,175	3,045,347	-166,828	4,560,582	1,348,407	70.43%
QUALITY CONTROL	1,879,169	1,854,503	-24,666	3,092,211	1,213,042	60.77%
TOTAL PW EXPENDITURES	\$30,155,687	\$30,463,941	\$308,254	\$47,080,056	\$16,924,369	64.05%

Signature: _____

ORIGINAL SIGNED BY

Director of Engineering & Public Works

ORIGINAL SIGNED BY

Chief Financial Officer

	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
Planning / ByLaw / Fire Inspection					
6000 WAGES/SALARIES	\$ 899,706	\$ 912,574	\$ 12,867	\$ 1,355,777	\$ 456,071
6010 BENEFITS	189,856	188,356	(1,500)	279,833	89,977
6020 TRAINING/EDUCATION	9,942	15,000	5,058	22,000	12,058
6030 TRAVEL/CONFERENCES	39,647	30,667	(8,980)	31,000	(8,647)
6040 PROF MEM/DUES & FEES	2,002	5,000	2,998	7,500	5,498
6050 OFFICE SUPPLIES	8,700	13,000	4,300	19,500	10,800
6060 OFFICE EQUIPMENT	11,053	11,000	(53)	16,500	5,447
6080 ADVERTISING	6,106	16,500	10,394	24,500	18,394
6110 TELEPHONE/FAX	11,395	13,000	1,605	19,500	8,105
6120 PUBL./SUBSCRIPTIONS	-	867	867	1,300	1,300
6130 COMPUTER HARDWARE	3,811	7,000	3,189	10,500	6,689
6140 COMPUTER SOFTWARE	5,758	5,833	76	6,500	742
6150 MEETING EXPENSE	16	2,133	2,118	3,200	3,184
6170 PROMOTION	704	704	-	30,000	29,296
7130 DEMOLITIONS	11,934	11,934	-	120,000	108,066
8000 OPERATIONAL EQUIPMENT	21,393	22,000	607	33,000	11,607
8010 OPERATIONAL MAT/SUPP	566	2,667	2,101	4,000	3,434
8090 UNIFORMS / CLOTHING	3,367	5,667	2,299	8,500	5,133
8100 PROFESSIONAL SERVICE	12,762	33,333	20,571	50,000	37,238
8110 CONTRACTS/AGREEMENTS	291,027	288,289	(2,738)	421,400	130,373
8130 LICENSES/PERMITS	66,868	71,567	4,698	74,500	7,632
8135 REGULATORY FEES	35,182	36,333	1,152	41,000	5,818
8150 GRANTS /SUBS TO ORG	21,675	21,675	(0)	85,000	63,325
Total expended to date	\$ 1,653,470	\$ 1,715,098	\$ 61,628	\$ 2,665,010	\$ 1,011,540

Departmental

Finance

	Year to date Assigned	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
Bylaw Revenue					
5112 Vendor Licenses	\$ 9,050	\$ 9,667	\$ (617)	\$ 14,500	\$ 5,450
5113 Animal Licenses	7,159	7,333	(174)	11,000	3,841
5114 Taxi Licenses	15,871	12,000	3,871	18,000	2,129
5115 Vending Machine Licenses	1,032	5,000	(3,968)	7,500	6,468
5301 Parking Meter Revenue	238,112	246,667	(8,554)	370,000	131,888
Total Bylaw Revenue	\$ 271,224	\$ 280,667	\$ (9,443)	\$ 421,000	\$ 149,776
Development / Planning Revenue					
5496 Mapping Sales	\$ 403	\$ 1,400	\$ (998)	\$ 2,100	\$ 1,698
5495 Other Sales	2,985	2,733	252	4,100	1,115
5101 Building Permits	182,585	133,333	49,252	200,000	17,415
5102 Subdivision Fees	33,420	26,667	6,753	40,000	6,580
5103 Development Permits	-	-	-	-	-
Total Develop / Planning Rev	\$ 219,393	\$ 164,133	\$ 55,260	\$ 246,200	\$ 26,807
Total Bylaw / Dev / Planning Revenue	\$ 490,617	\$ 444,800	\$ 45,817	\$ 667,200	\$ 176,583

Departmental

Finance

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

November 30, 2019

	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,003,346	\$ 981,489	\$ (21,857)	\$ 1,458,162	\$ 454,816
6010 BENEFITS	175,012	180,714	5,702	268,480	93,468
6020 TRAINING	5,753	6,000	247	6,000	247
6030 TRAVEL/CONFERENCES	5,356	8,000	2,644	12,000	6,644
6040 PROF MEM/DUES & FEES	1,664	1,500	(164)	1,500	(164)
6050 OFFICE SUPPLIES	4,210	3,000	(1,210)	4,500	290
6060 OFFICE EQUIPMENT	2,912	2,000	(912)	2,000	(912)
6080 ADVERTISING	6,406	6,667	261	10,000	3,594
6100 COURIER	126	667	541	1,000	874
6110 TELEPHONE/FAX	13,464	12,667	(798)	19,000	5,536
6130 COMPUTER HARDWARE	2,064	1,667	(397)	2,500	436
6140 COMPUTER SOFTWARE	3,602	2,500	(1,102)	2,500	(1,102)
6150 MEETING EXPENSES	1,224	1,000	(224)	1,500	276
7000 HEAT	43,381	46,944	3,563	70,000	26,619
7010 ELECTRICAL	294,583	356,667	62,084	535,000	240,417
7020 WATER	24,020	27,000	2,980	40,500	16,480
7030 BLDG/FACILITY MAINT	44,088	55,000	10,912	82,500	38,412
7040 BLDG/FACILITY REPAIR	132,582	67,500	(65,082)	67,500	(65,082)
7080 PLANT MAINTENANCE	71,326	45,000	(26,326)	70,000	(1,326)
7110 SECURITY	46,181	51,333	5,152	77,000	30,819
7510 VEH/EQUIP REPAIRS	13,953	10,000	(3,953)	10,000	(3,953)
7540 VEH/EQUIP RENTAL	38,728	2,500	(36,228)	2,500	(36,228)
8000 OPERATIONAL EQUIPMENT	16,751	2,500	(14,251)	2,500	(14,251)
8010 OPERATIONAL MAT/SUPP	70,853	95,333	24,480	135,000	64,147
8050 COST OF SALES	398,168	373,333	(24,835)	560,000	161,832
8090 UNIFORMS/CLOTHING	5,048	5,667	619	8,500	3,452
8100 PROFESSIONAL SERVICE	20,810	10,000	(10,810)	10,000	(10,810)
8110 CONTRACTS/AGREEMENTS	8,070	31,667	23,596	47,500	39,430
Total expended to date	\$ 2,453,681	\$ 2,388,314	\$ (65,367)	\$ 3,507,642	\$ 1,053,961

Departmental

Finance

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

Statement of Revenue

November 30, 2019

	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 5001 Ice Rentals	\$ 170,876	\$ 345,000	\$ (174,124)	\$ 805,000	\$ 634,124
GL 5004 Arena Rental	108,697	113,333	(4,637)	170,000	61,303
GL 5006 Canteen Sales	296,174	364,286	(68,112)	850,000	553,826
GL 5009 Major Events	25,509	105,000	(79,491)	125,000	99,491
GL 5010 Other Revenue	243,167	66,667	176,500	100,000	(143,167)
GL 5033 Program Equipment	24,636	6,667	17,969	10,000	(14,636)
GL 4808 Advertising Revenue	7,000	11,000	(4,000)	17,500	10,500
Total Revenue To Date	\$ 876,058	\$ 1,011,952	\$ (135,894)	\$ 2,077,500	\$ 1,201,442

Departmental

Finance

**Parks and Grounds
Operations**

Statement of Expenditures

November 30, 2019

Parks & Grounds	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 1,020,059	\$ 1,061,434	\$ 41,376	\$ 1,576,934	\$ 556,875
6010 BENEFITS	235,150	234,209	(941)	347,956	112,806
6011 MISC BENEFITS	3,045	970	(2,075)	2,500	(545)
6020 TRAINING/EDUCATION	99	9,350	9,251	10,000	9,901
6030 TRAVEL/CONFERENCES	8,158	8,865	707	12,750	4,592
6040 PROF MEM/DUES & FEES	-	200	200	200	200
6050 OFFICE SUPPLIES	668	1,585	917	2,100	1,432
6060 OFFICE EQUIPMENT	74	350	276	500	426
6080 ADVERTISING	-	-	-	300	300
6110 TELEPHONE/FAX	5,855	4,000	(1,855)	6,000	145
6130 COMPUTER HARDWARE	-	250	250	250	250
7000 HEAT	2,133	2,565	432	4,500	2,367
7010 ELECTRICAL	48,381	69,455	21,074	84,150	35,769
7020 WATER	17,328	15,368	(1,960)	23,052	5,724
7030 BLDG/FACILITY MAINT	3,254	3,333	80	5,000	1,746
7040 BLDG/VACILITY REPAIR	2,798	-	(2,798)	-	(2,798)
7060 BLDG/FACILITY RENOV	2,618	-	(2,618)	-	(2,618)
7110 SECURITY	-	-	-	7,350	7,350
7510 VEH/EQUIP REPAIRS	-	900	900	1,350	1,350
7530 VEH/EQUIP REPLACEMENT	-	25,000	25,000	25,000	25,000
7540 VEH/EQUIP RENTAL	2,821	9,000	6,179	15,000	12,179
8000 OPERATIONAL EQUIP	18,563	19,850	1,287	28,050	9,487
8010 OPERATIONAL MAT/SUPP	257,088	247,650	(9,438)	340,000	82,912
8020 MAINTENANCE EQUIP	45,588	21,140	(24,448)	32,640	(12,948)
8040 COMM EQUIP LINES (GPS)	6,268	-	(6,268)	-	(6,268)
8080 STREET LIGHTS	4,454	-	(4,454)	-	(4,454)
8090 UNIFORMS/CLOTHING	7,801	9,000	1,199	13,500	5,699
8100 PROFESSIONAL SERV	4,418	350	(4,068)	350	(4,068)
8110 CONTRACTS & AGRMNT	318,620	278,000	(40,620)	350,000	31,380
Total expended to date	2,015,239	\$ 2,022,825	\$ 7,586	\$ 2,889,432	\$ 874,193

Departmental

Finance

Building Operations

Statement of Expenditures

November 30 2019

Buildings	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
6000 WAGES/SALARIES	\$ 926,864	\$ 931,191	\$ 4,327	\$ 1,383,437	\$ 456,573
6010 BENEFITS	217,338	203,863	(13,775)	302,426	85,088
6020 TRAINING/EDUCATION	821	6,667	5,846	10,000	9,179
6030 TRAVEL/CONFERENCES	420	1,667	1,246	2,500	2,080
6040 PROF MEM/DUES & FEES	-	67	67	100	100
6050 OFFICE SUPPLIES	686	1,333	648	2,000	1,314
6060 OFFICE EQUIPMENT	1,177	2,467	1,290	3,700	2,523
6110 TELEPHONE/FAX	6,360	5,433	(927)	8,150	1,790
6130 COMPUTER HARDWARE	2,055	2,667	611	4,000	1,945
6140 COMPUTER SOFTWARE	-	5,333	5,333	8,000	8,000
6150 MEETING EXPENSE	-	-	-	-	-
7000 HEAT	32,873	35,665	2,792	100,000	67,127
7010 ELECTRICAL	238,770	256,103	17,333	465,000	226,230
7020 WATER	20,525	15,251	(5,274)	22,700	2,175
7030 BLDG/FACILITY MAINT	7,595	27,333	19,738	41,000	33,405
7040 BLDG/VACILITY REPAIR	-	-	-	-	-
7060 BLDG/FACILITY RENOV	59,333	66,667	7,333	100,000	40,667
7070 BLDG/FACILITY RENTAL	136,808	118,885	(17,922)	178,328	41,520
7080 PLANT MAINTENANCE	-	12,333	12,333	18,500	18,500
7100 MAINT. TOOLS/EQUIP	3,829	2,333	(1,496)	3,500	(329)
7110 SECURITY	72,848	81,000	8,152	121,500	48,652
7540 VEH/EQUIP RENTAL	1,347	2,667	1,320	4,000	2,653
8000 OPERATIONAL EQUIP	936	2,633	1,697	3,950	3,014
8010 OPERATIONAL MAT/SUPP	86,722	70,333	(16,388)	105,500	18,778
8020 MAINTENANCE EQUIP	3,587	2,667	(921)	4,000	413
8040 COMM EQUIP LINES (GPS)	2,450	-	(2,450)	-	(2,450)
8090 UNIFORMS/CLOTHING	2,628	3,667	1,039	5,500	2,872
8100 PROFESSIONAL SERVICE	29,409	34,000	4,591	51,000	21,591
8110 CONTRACTS/AGREEMENTS	126,854	163,333	36,479	245,000	118,146
8150 GRANTS/SUBS TO ORG	40,000	40,000	-	60,000	20,000
Total expended to date	\$ 2,022,236	\$ 2,095,259	\$ 73,023	\$ 3,253,791	\$ 1,231,555

Departmental

Finance

Recreation Cultural Services

Statement of Expenditures

November 30, 2019

Recreation/Cultural Services	Year to date Expended	8 Month Budget	8 Month Budget Variance	Annual Budget	Annual Budget Remaining
GL 6000, 6010, & 6011 Wages & Benefits Including Summer Students	\$ 915,139	\$ 901,187	\$ (13,952)	\$ 1,183,448	\$ 268,309
6020 TRAINING/EDUCATION	2,796	3,752	956	16,000	13,204
6030 TRAVEL/CONFERENCES	15,782	17,333	1,551	35,000	19,218
6040 PROF MEM/DUES & FEES	1,303	3,500	2,197	3,500	2,197
6050 OFFICE SUPPLIES	4,644	5,333	690	8,000	3,356
6060 OFFICE EQUIPMENT	3,494	4,500	1,006	8,000	4,506
6080 ADVERTISING	31,907	33,555	1,647	70,000	38,093
6110 TELEPHONE/FAX	6,881	7,333	452	11,000	4,119
6120 PUBL./SUBSCRIPTIONS	-	159	159	200	200
6130 COMPUTER HARD/SOFTWARE	4,788	7,000	2,212	7,000	2,212
7070 BLDG/FACILITY RENTAL	22,915	30,667	7,752	46,000	23,085
8000 OPERATIONAL MAT/SUPPLY	114,675	116,667	1,991	175,000	60,325
8025 COMMUNITY EVENTS	199,788	201,077	1,289	334,615	134,827
8150 SCHOLORSHIPS	20,000	20,000	-	20,000	-
8160 SPECIAL EVENTS & FESTIVALS	356,562	356,562	-	356,562	-
8170 OPERATING GRANTS POLICY	380,500	380,500	-	380,500	-
Total expended to date	\$ 2,081,174	\$ 2,089,125	\$ 7,951	\$ 2,654,825	\$ 573,651

Departmental

Finance

Recreation /
Cultural Services

Statement of Revenue

November 30, 2019

<u>Recreation/Cultural Services</u>	<u>Variance</u>				<u>Remaining</u>	
5031 PROGRAM REVENUE	\$ 24,000	\$ 24,000	\$ -	\$ 30,000	\$ 6,000	
5034 FACILITY RENTALS	5,754	6,667	(913)	10,000	4,246	
Total Revenue To Date	\$ 29,754	\$ 30,667	\$ (913)	\$ 40,000	\$ 10,246	

Departmental

Finance

Cape Breton Regional Municipality Water Utility
Statement of Operations - period ending November 30th, 2019

Revenue	Actual November 30th, 2019	Budget November 30th, 2019	Variance November 30th, 2019	Total Annual Budget 2019-2020
Operating:				
Metered Sales	14,086,289	12,706,834	1,379,455	19,060,251
Public Fire Protection	4,718,923	4,718,923	(0)	7,078,384
Interest on Overdue Accounts	289,742	233,333	56,408	350,000
Other Operating Revenue	3,877	47,333	(43,457)	71,000
Total Operating Revenue	19,088,830	17,706,423	1,392,406	26,559,635
Expenditures				
Operating Expenses				
Source of Supply	260,798	347,667	86,868	521,500
Power and Pumping	1,120,603	1,412,933	292,331	2,119,400
Water Treatment	2,839,726	2,476,442	(363,284)	3,714,663
Transmission & Distribution	2,889,105	3,177,181	288,077	4,765,772
Administration & General	2,022,185	2,031,922	9,737	3,047,883
Depreciation	2,754,813	2,754,813	(0)	4,132,220
Taxes	1,323,971	1,581,338	257,367	2,372,007
Total Operating Expenses	13,211,201	13,782,297	571,096	20,673,445
Operating Profit/(Loss)	5,887,629	3,924,127	1,963,502	5,886,190

Cape Breton Regional Municipality Water Utility
Statement of Operations - period ending November 30th, 2019

	Actual November 30th, 2019	Budget November 30th, 2019	Variance November 30th, 2019	Total Annual Budget 2019-2020
Non Operating Revenue				
Debt Charge Income	-	-	-	-
Interest Income	-	-	-	-
Amortization of Deferred Capital contribution	(143,586)	-	(143,586)	-
Total Non Operating Revenue	(143,586)	-	(143,586)	-
Non Operating Expenses				
Short term interest charges	62,759	62,759	0	141,207
Debt Charges				
Principal	2,376,333	2,376,333	0	3,564,500
Interest	599,326	599,326	(0)	1,348,483
Amortization of Debt Discount	26,264	21,333	(4,930)	32,000
Capital Expenditures out of operations	100,000	100,000	-	150,000
Total Non Operating Expenses	3,164,682	3,159,751	(4,931)	5,236,190
Non- Operating Profit/(Loss)	(3,308,267)	(3,159,751)	(148,516)	(5,236,190)
TOTAL UTILITY REVENUES (OPERATING & NON-OPERATING)	18,955,244	17,706,423	1,248,821	26,559,635
TOTAL UTILITY EXPENSES (OPERATING & NON-OPERATING)	16,375,883	16,942,048	566,165	25,909,635
CBRM WATER UTILITY PROFIT/(LOSS)	2,579,362	764,376	1,814,986	650,000

Prepared by Amanda R. Carroll

Review by _____

Date _____

Port of Sydney Development Corporation

November 30, 2019 Income Statement

	Year to Date Actual	Year to Date Budget	Variance to Budget	Annual Budget
Wharfage and Berthage	\$ 447,622	\$ 416,455	\$ 31,168	\$ 553,385
Event Revenue	153,693	128,703	24,990	73,100
Miscellaneous Reveue	104,409	17,034	87,375	4,300
Storage and Rental	253,574	256,565	(2,991)	289,927
Passenger tax	1,324,104	1,172,691	151,413	1,172,691
Security/Traffic Control	243,653	242,476	1,178	264,436
Government Grants	201,800	103,900	97,900	153,900
Craft Market Revenue	87,728	83,545	4,183	83,545
	<u>2,816,584</u>	<u>2,421,369</u>	<u>395,214</u>	<u>2,595,284</u>
Wages and Salaries	682,343	660,152	22,191	931,041
Professional Fees	65,663	56,800	8,863	80,800
Advertising & Promotions	154,801	39,255	115,546	59,155
Cruise Activities	22,081	48,670	(26,589)	59,595
Dues & Membership Fees	24,496	25,864	(1,368)	39,176
Event Expense	7,963	7,130	833	7,775
Insurance	60,982	50,140	10,842	84,960
Interest & Bank Charges	14,003	4,670	9,333	6,870
Office & Admin	38,641	86,777	(48,136)	94,555
Office Rent	34,880	34,880	0	52,320
Miscellaneous	2,765	3,200	(435)	4,800
Fender replacement	175,000	0	175,000	0
Repairs & Maintenance	172,972	364,146	(191,174)	426,428
Repairs -JHCP	61,157	73,000	(11,843)	73,000
Travel	12,714	33,120	(20,406)	43,630
Utilities	115,743	124,834	(9,091)	206,584
Bad Debts	1,300	1,000	300	1,500
Security Expense	157,559	203,200	(45,641)	217,696
Leasehold Improvements	1,430	11,500	(10,070)	11,500
Transport Canada Marketing	51,245	0	51,245	0
	<u>1,857,738</u>	<u>1,828,337</u>	<u>29,401</u>	<u>2,401,385</u>
	958,846	593,032	365,813	193,899
Less Amortization	<u>233,333</u>	<u>233,333</u>	<u>0</u>	<u>350,000</u>
Surplus	725,513	359,699	365,813	(156,101)
Less reserve for south dock	500,000	0	500,000	0
	<u>\$ 225,513</u>	<u>\$ 359,699</u>	<u>\$ (134,187)</u>	<u>\$ (156,101)</u>

