



Cape Breton Regional Municipality

Committee of the Whole Agenda

Tuesday, September 8, 2026

10:00 a.m.

Council Chambers

Second Floor, City Hall

320 Esplanade, Sydney, Nova Scotia

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Land Acknowledgement**Roll Call**

1. **Approval of Agenda:** (Motion required)
2. **Approval of Minutes:** (Previously circulated)
 - Committee of the Whole Minutes – January 13, 2026
3. **Presentations**
 - 3.1 **Building Community:** Alana MacLellan, Cape Breton Regional Coordinator for Souls Harbour Rescue Mission; Cherry Laxton, Chief Operating Officer for Souls Harbour Rescue Mission
(See page 5)
 - 3.2 **New Waterford and District Community Centre Facility Expansion and Retrofit Study:** David Wilton, Chairman of the Board for the NWDC; Spyro Trifos, Principal Architect Trifos Design Consultants (See page 11)
4. **Corporate Services Issues**
 - 4.1 **Request to Deem Municipal Property Surplus – PID 15182306 Intersection of Whitney / Davenport and Ashby Road, Sydney:** Sheila Kolanko, Property Manager
(See page 30)
 - 4.2 **Request to Convey Municipal Property Surplus to New Aberdeen Revitalization Affordable Housing Society – PID 15438906, Vacant Property – Third Street, Glace Bay:** Sheila Kolanko, Property Manager (See page 36)

4.3 Approval of Water Utility Administrative Protocols:

Raymond Boudreau, Director of Water and Wastewater

(See page 42)

4.4 Water and Wastewater Bill Redesign Initiative: Raymond

Boudreau, Director of Water and Wastewater (See page 55)

4.5 New Solid Waste Rates Contract with Circular Materials:

John Phalen, Director of Public Works (See page 66)

5. Council Agenda Requests

5.1 New Waterford Community Crisis Response Task Force:

Councillor Darren O'Quinn (See page 69)

6. Committee / Council Reports

6.1 Festival Recognition for District One: Councillor Gordon

MacDonald (See page 71)

Adjournment

Building a Community,

Better Together

Programs, people, and partners



Hi! I'm, Margo

Community Meal Program

I came for the meals, but I stayed for the conversations. For the first time in years, I felt like I had a neighborhood again. Drop-In is now the highlight of my day.



Our Growing Family



Volunteers

Dedicated volunteers who gave their time to help their Neighbours in need.



Local Partners

Small businesses and individuals who share in our vision.



New Initiatives

Developing new programs and services to meet growing needs in local communities.

The Power of a shared Meal

1000 +

Hours of Shared Time

Beyond the Plate

We measure our success not just by the number of meals served or programs completed but by the number of smiles, shared stories and time spent together.

These figures represent the actual number of plates served in Sydney Mines and New Waterford
SM-2025- 6878 SM 2026- 4722
NW-2025-7334. NW 2026- 7321

Programs & Projects

Programs		Specific Contribution	Impact Area
	Sydney Mines and New Waterford Meals, drop-in, free mart and community garden.	Provides meals, companionship, free clothing, basic needs and hygiene essentials.	Food Insecurity, loneliness, essentials of life.
	Hope House Addiction Recovery Program	6 month Addiction & Recovery programming and life support	Long term sobriety, quality of life
	Ferry Street Development. Includes drop-in, meals, free-mart, community showers, and three floors of affordable housing Mix of 1, 2, & 3 Bdrms.		
			

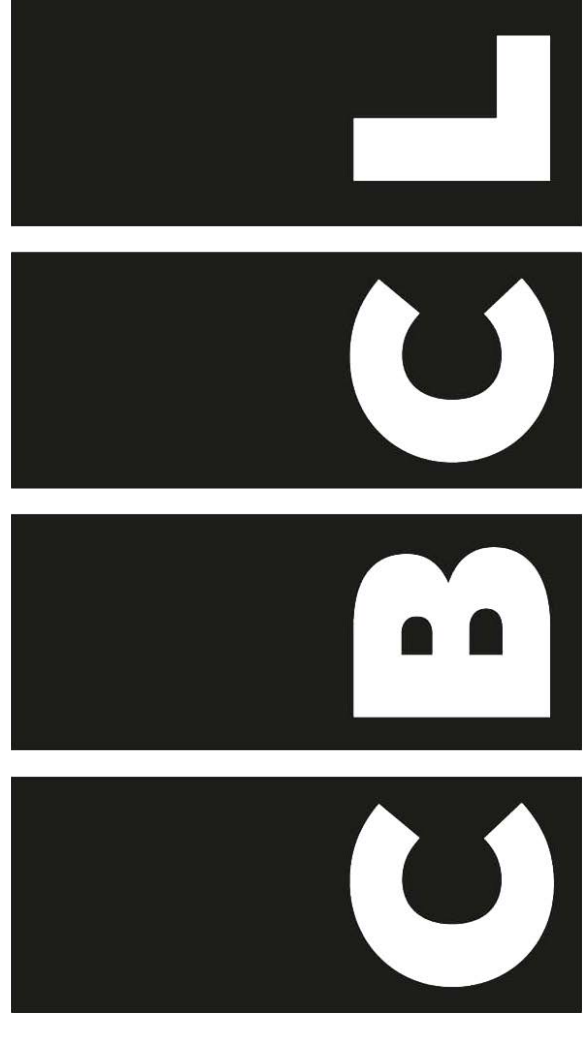
Lets build it together!



New Waterford & District Community Centre

Facility Expansion and Retrofit Study

CBRM Presentation Slides



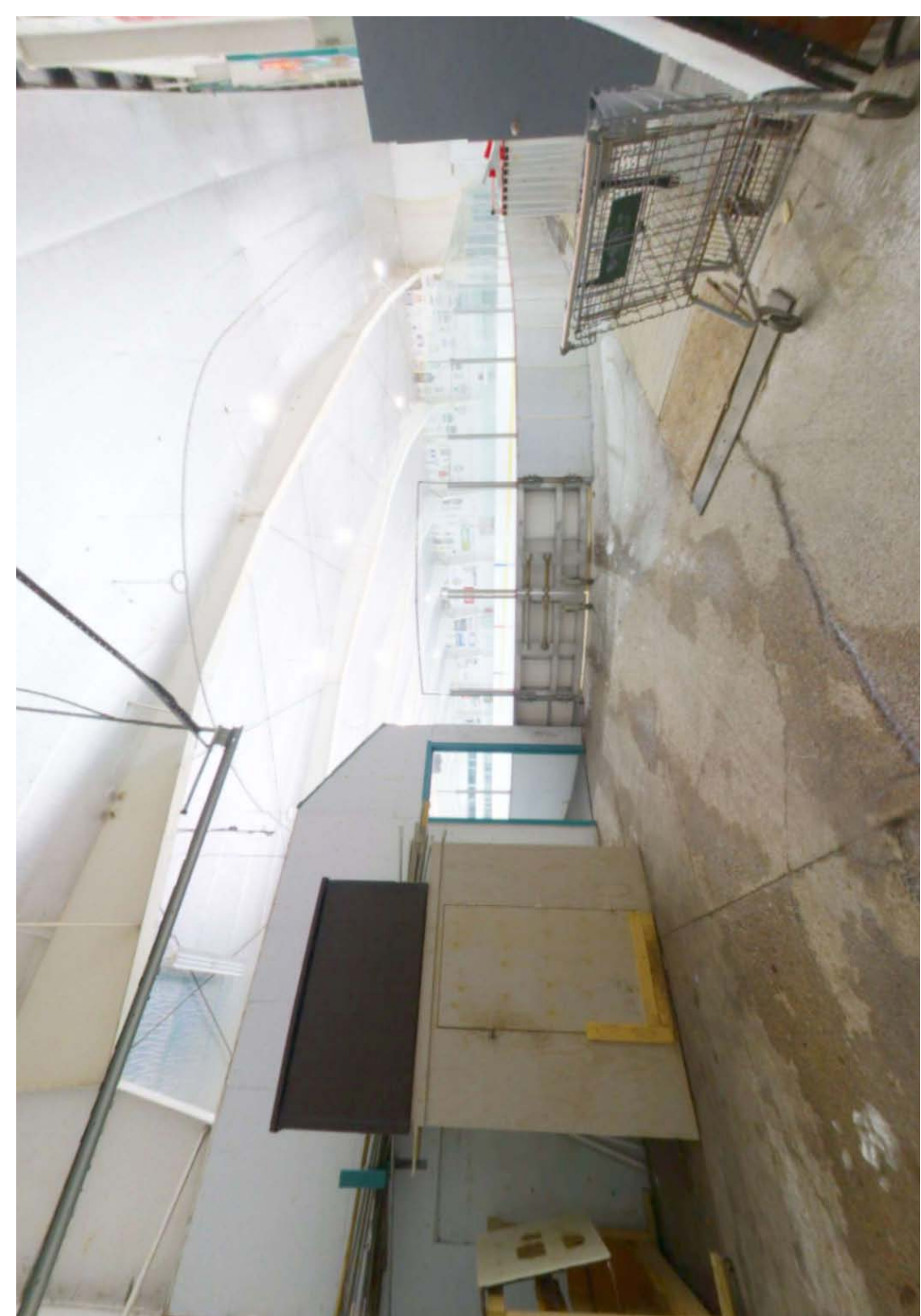
September 2026

Solutions Today | Tomorrow **IN** Mind

New Waterford & District Community Centre



- A community facility serving New Waterford for approximately **50 years**.
- A place for hockey, skating, recreation, and community activities.
- A significant community asset — and a significant investment decision.



A 50 Year-Old Building Reaching the End of Its Service Life

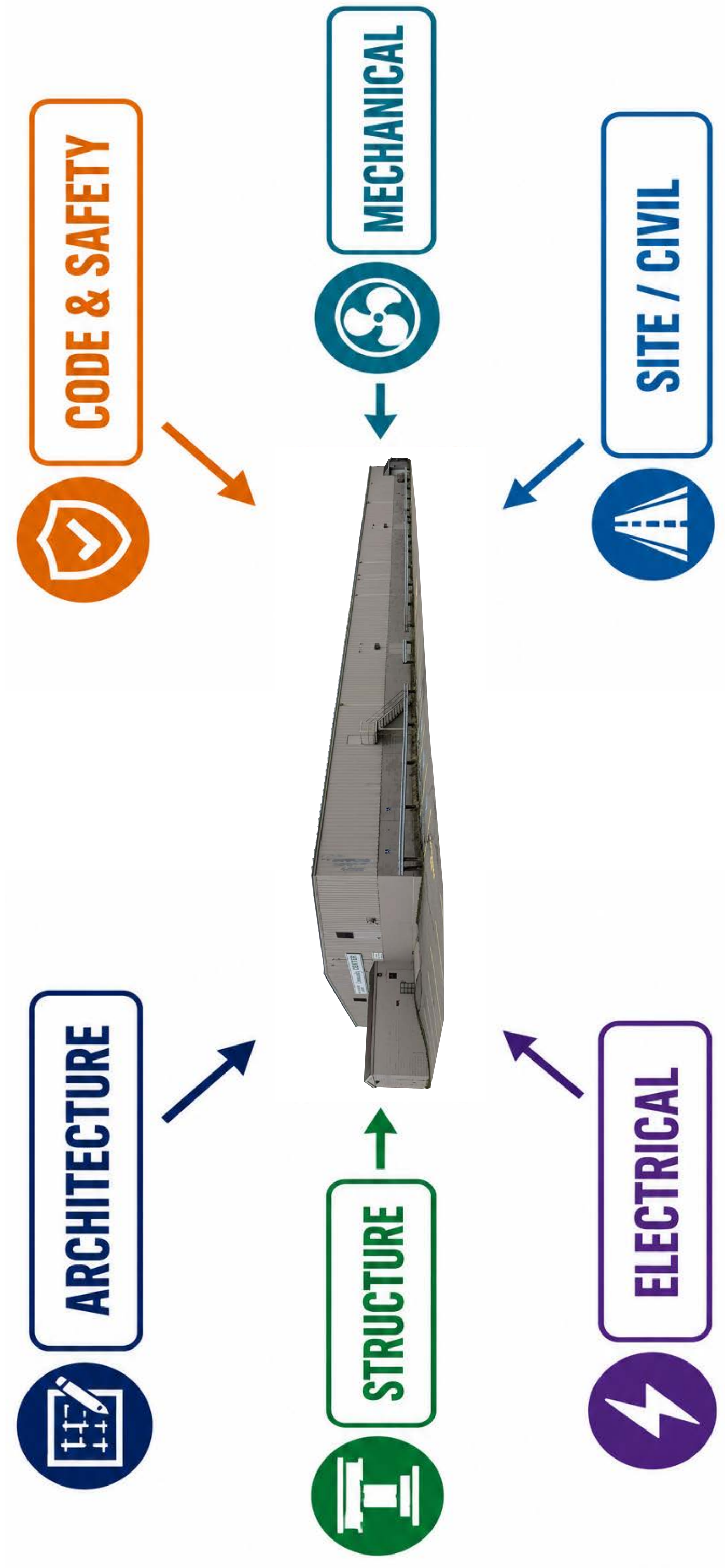
- The arena was constructed in the **mid-1970s**.
- Many building systems are now **worn, dated, and approaching end-of-life**.
- Major systems require replacement rather than minor repairs.
- Existing Deficiencies affect **safety, accessibility, reliability, and performance**.



CBCL Team Conducted a Comprehensive Review of the Facility

The facility was reviewed from several perspectives:

- Building & Accessibility
 - Mechanical & Electrical Systems
 - Building Code & Life Safety
- Structure
 - Site & Civil Infrastructure
 - Construction Cost & Project Risk





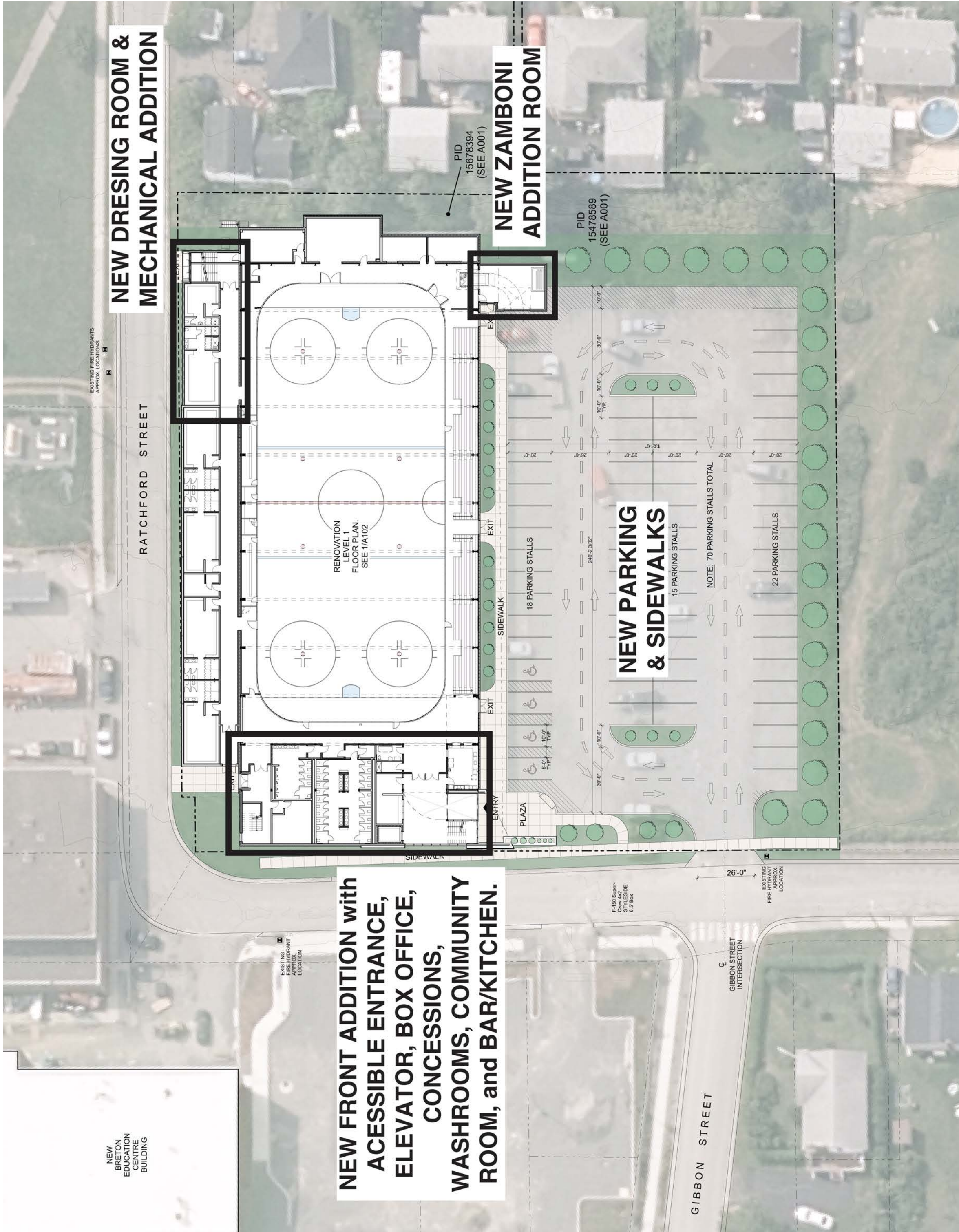
The Existing Facility Has Several Significant Challenges

- Aging building envelope and interior components.
- Aging mechanical and electrical infrastructure.
- Accessibility barriers throughout the facility.
- Fire protection and life-safe deficiencies.
- Parking, drainage, and site deficiencies.
- Limited space for growing community needs.



Consider Renewing the Existing Building — and Add What the Community Needs

- Renovate and modernize the existing arena.
- Improve accessibility and life safety.
- Replace major aging building systems.
- Add new spaces to expand the facility's usefulness.
- Improve the site, parking, and drainage.



A More Accessible Community Centre

- New accessible main entrance.
- New foyer lobby and elevator providing access between levels.
- Accessible washrooms throughout the facility.
- Improved circulation throughout.
- Accessible seating and community spaces.



Bringing the Facility Up to Current Safety Standards

- New sprinkler system.
- Upgraded fire alarm and emergency lighting.
- Improved exit routes.
- Improvements to existing fire separations.
- Correction of other identified life-safety deficiencies.



Building Code

Compliance Comments

- A. Egress from mezzanine not compliant with door hardware and dimensional requirements of the Nova Scotia Building Code Regulations and National Building Code of Canada (NSBCR & NBCC).
- B. Mezzanine assembly does not provide the required fire resistance rating for a building of this size/occupancy.
- C. Exterior stairs are not compliant with the dimensional and functional requirements of the NSBCR & NBCC for stairs that are part of a means of egress/exit.
- D. Fire alarm system appears functional but dated. A new fire alarm system will be required to accommodate a sprinkler system that a facility of this size/occupancy requires.



Civil Comments

A. Asphalt surface shows severe deterioration, including alligator cracking indicative of sub-base failure.



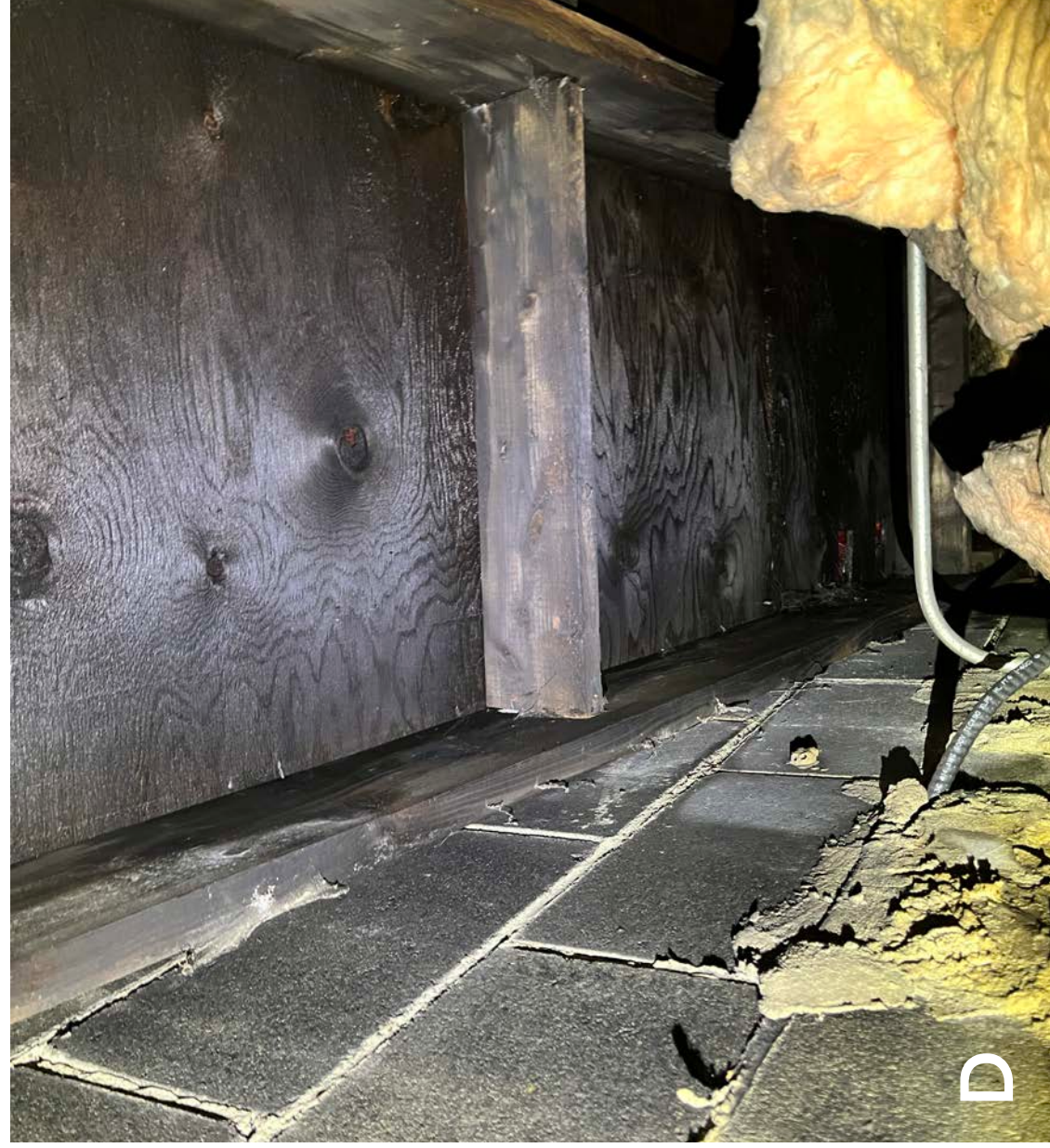
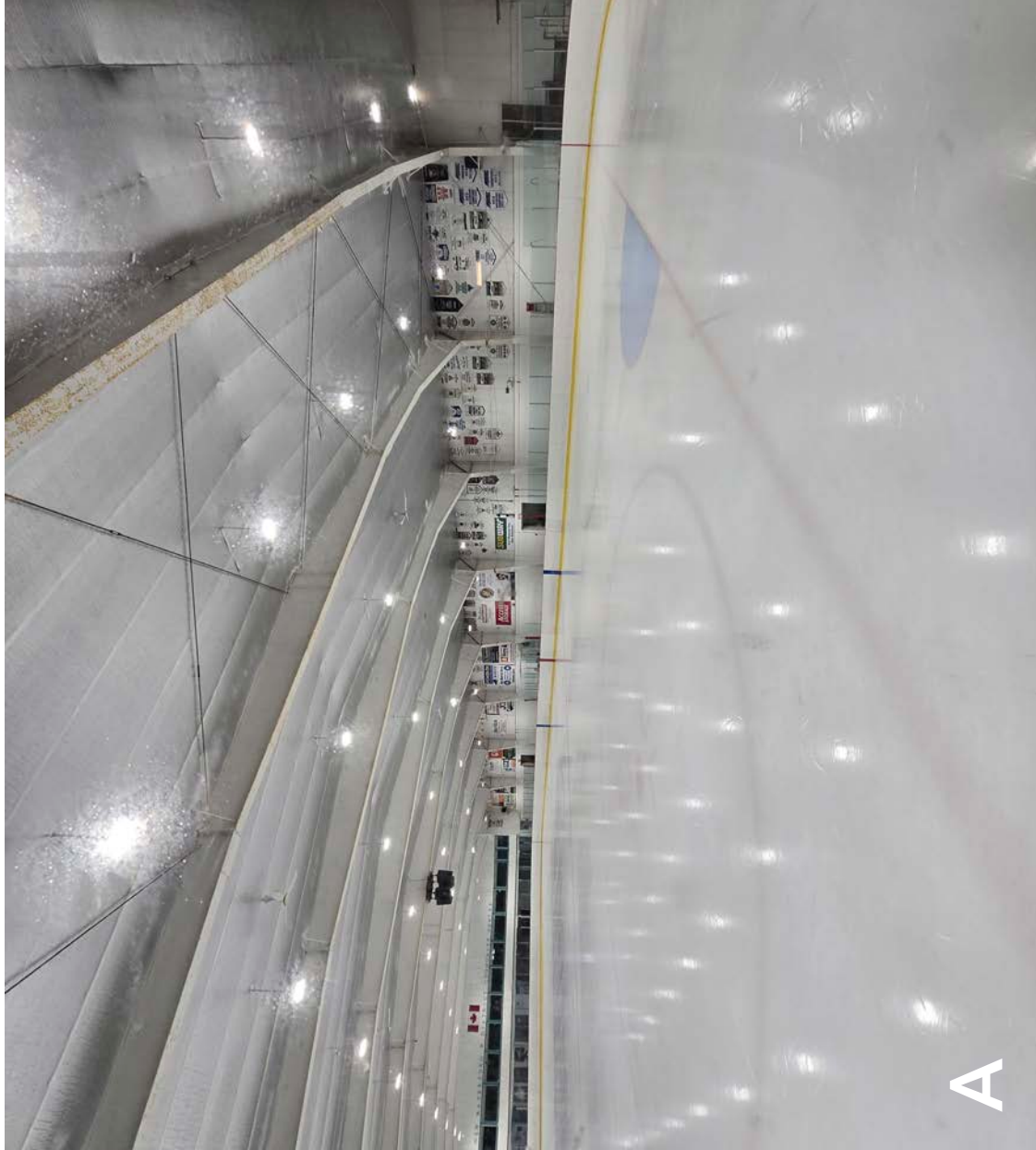
B. Localized grading directs runoff toward the building at the south and southeast corners.



C. No delineation of parking, entries, poor lighting, etc.

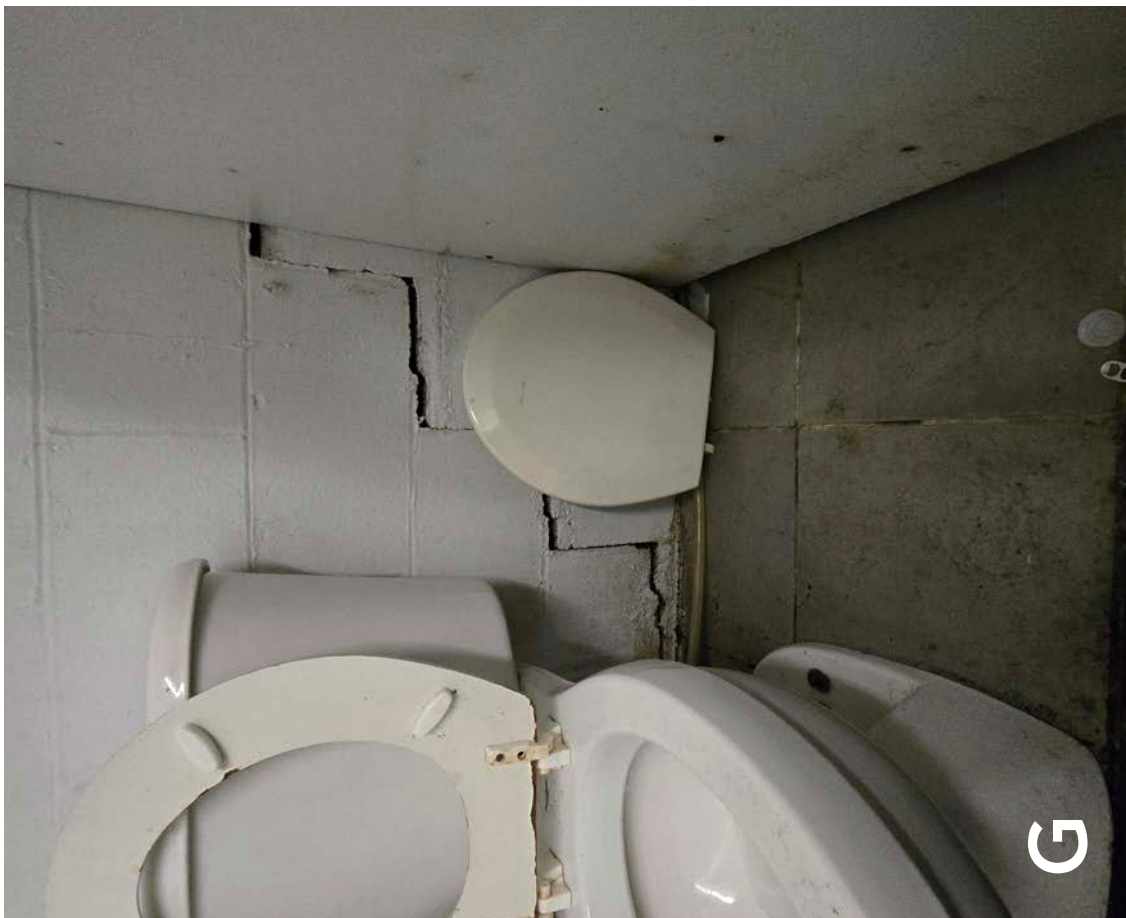
Structural Comments

- A. Arena Steel Framing: Lightweight pre-engineered system designed to past code requirements; load increases or load path changes should be minimized to avoid costly structural assessment and reinforcing.
- B. End Wall Column: Significant deterioration of a light-gauge building column requires reconstruction of the column base.
- C. Front Upper Floor: Short-span OWSJ and timber joists supported by multiple masonry walls limit floor-plan reconfiguration, with some areas showing wall settlement.
- D. Rear Lean-to Roof: Long-span, widely spaced rafters show deterioration and water infiltration, with potential for significant snow drifting.



More Structural Comments

- E. Front Entrance: Significant deterioration of concrete masonry units and mortar joints requires full replacement.
- F. Rear Lean-to: Site and structural configuration promotes significant snow accumulation, increasing the risk of moisture infiltration and structural deterioration due to an inadequate building envelope.
- G. Masonry Walls and Foundation: Significant cracking at the base of masonry walls indicates potential settlement issues with the supporting foundation in this and other areas.
- H. Dressing Room Addition: Numerous vertical wall cracks allow moisture infiltration and indicate deterioration of the exterior enclosure.



Mechanical Comments

A. Aging Mechanical Infrastructure: Much of the existing mechanical equipment is at or beyond its service life and requires replacement, while plumbing is generally in fair-to-good condition. Site grading also directs runoff toward portions of the building.

B. Ventilation and Indoor Air Quality: Limited ventilation, no cooling, and deteriorated ventilation equipment contribute to poor indoor air quality and condensation issues above the ice surface.

C. Facility Modernization: New HRVs, dehumidification, safety ventilation, domestic hot water, sanitary, and sprinkler systems are recommended to improve comfort, safety, energy performance, and code compliance.



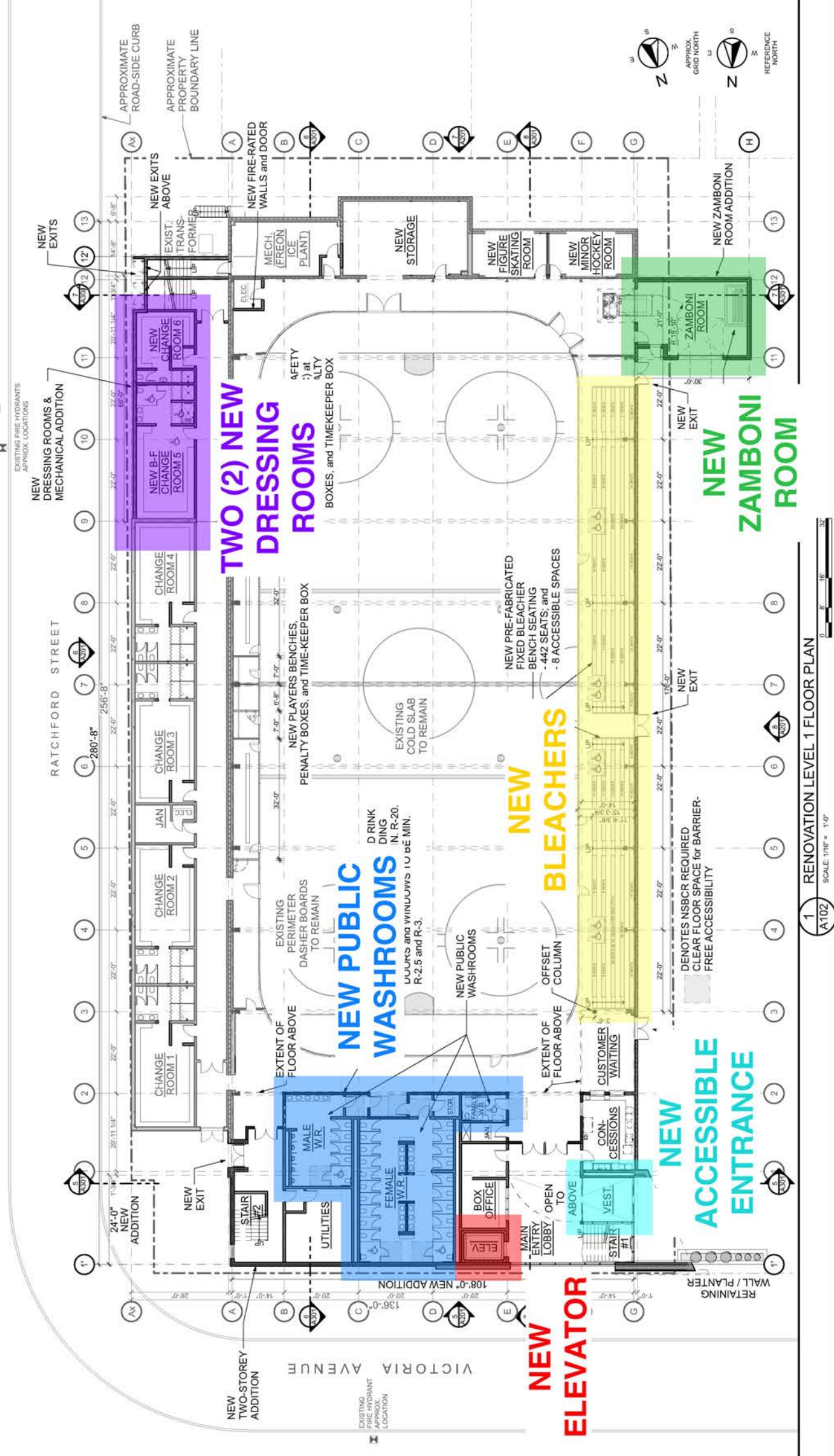
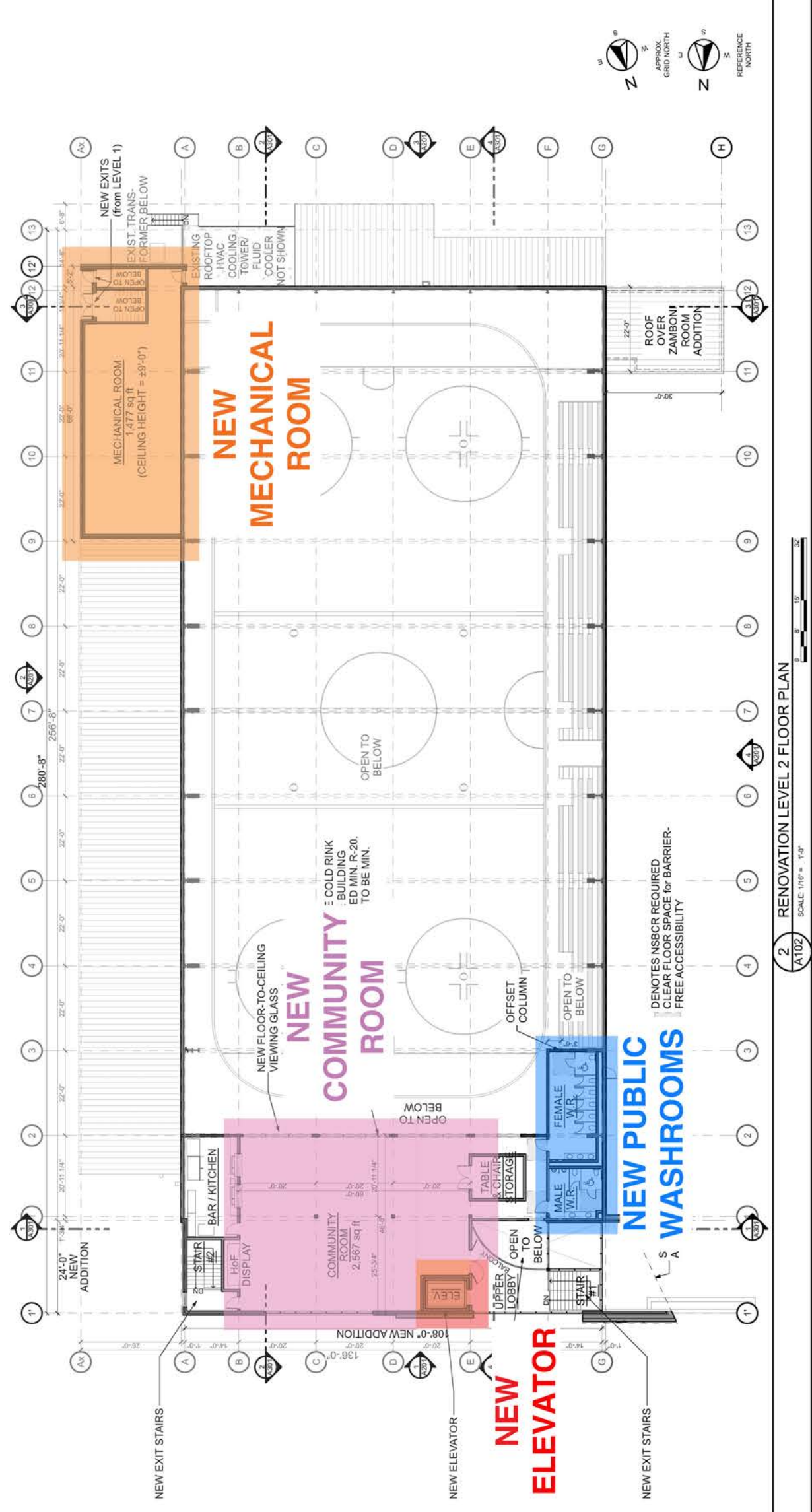
Electrical Comments

- A. Based on the current load projections, a new main service would need to be installed.
- B. The equipment within the existing main electrical room can be reused and connected to the new larger electrical service. The existing electrical room will need to be upgraded to have a 1-hour fire rating.
- C. The remainder of electrical distribution equipment is past its expected life or in poor condition.
- D. The majority of lighting throughout the building uses non-led fixtures that are either past their expected life or damaged (with the exception of the lighting over the ice surface which was recently replaced).



What will the community get... More Than an Arena

- New community room and gathering space with elevator access.
- New Minor Hockey and Figure Skating rooms.
- New/improved dressing rooms.
- Improved universal washrooms and support spaces.
- New Zamboni and storage facilities.
- More opportunities for year-round community use.



This Project is Much More Than a Cosmetic Renovation

- Replacement of major mechanical systems.
- Major electrical service and distribution upgrades.
- Structural repairs, foundations, and new additions.
- Site reconstruction, parking, and drainage.
- Fire protection and life-safety improvements.
- New, accessible, community and recreational spaces.



Managing the Investment

The study identifies several components that could potentially be phased:

- Dressing room addition
- Zamboni room addition
- Storage/lean-to improvements
- Certain site work

A Potential Phased Approach

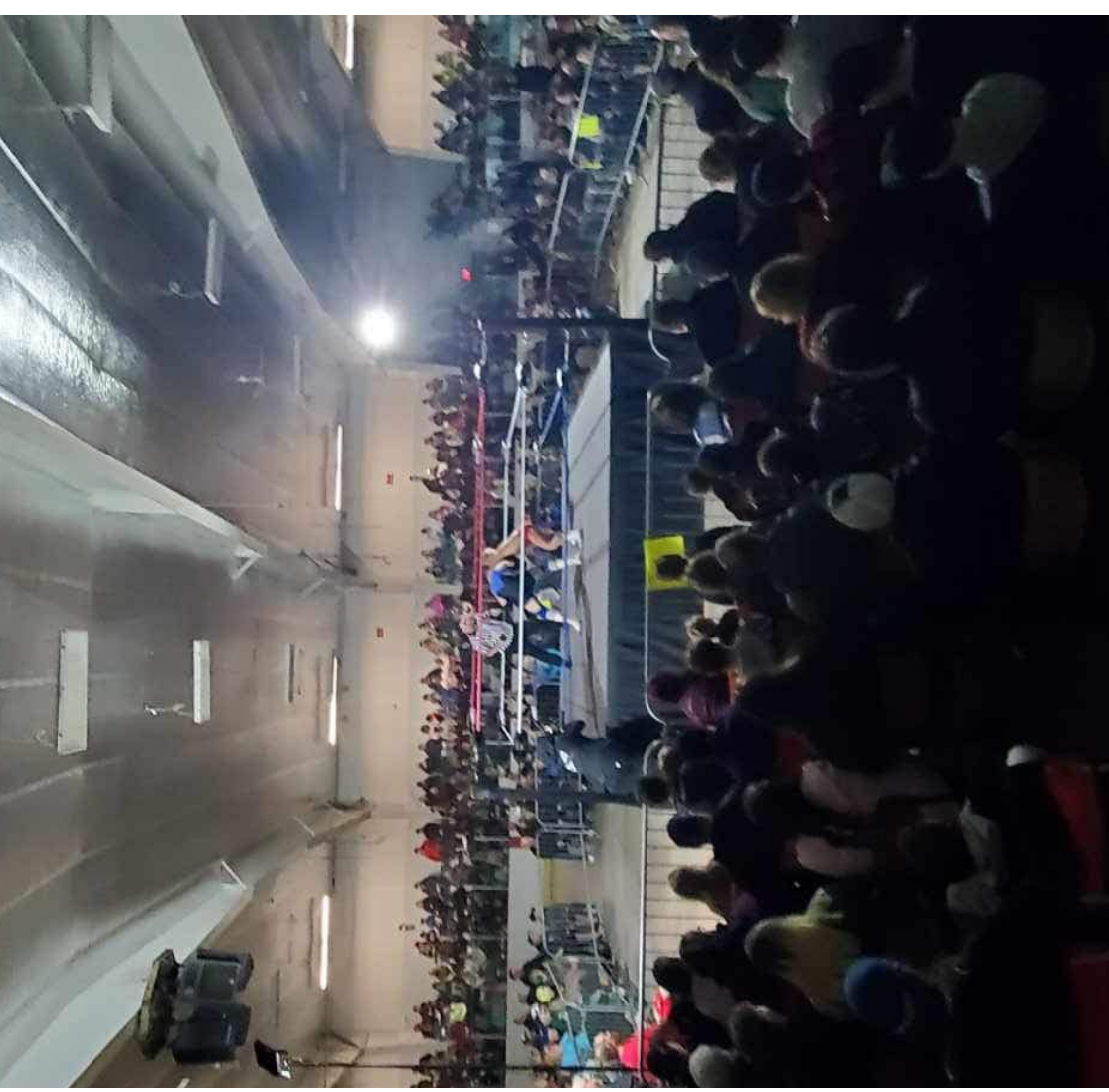
Project components may be addressed in phases to align with funding and community priorities.



Potential phasing approach — final priorities and sequencing to be determined.

Investing in the Future of New Waterford

- Renew an important community facility
- Address significant aging infrastructure
- Improve safety and accessibility
- Provide better spaces for recreation and community activities
- Extend the useful life of the facility for future generations





New Waterford District
Community Centre

QUESTIONS?



STAFF REPORT

TO: Mayor and Council

SUBMITTED BY: Sheila Kolanko – Property Manager

DATE: September 8th, 2026

SUBJECT: Request to Deem Municipal Property Surplus – PID 15182306
Intersection of Whitney/Davenport and Ashby Road, Sydney

RECOMMENDATION

It is recommended that council:

1. Declare the municipal-owned property identified as PID 15182306 and located at the intersection of Davenport, Whitney and Ashby Road, Sydney surplus to the needs of the municipality;
2. Authorize staff to proceed and issue a public Expressions of Interest (EOI) to identify potential development opportunities for the site; and
3. Direct staff to report back to Council with the results of the EOI process and recommendations regarding the disposition and development of the property.

ORIGIN

Through its ongoing review of municipally owned properties, staff identified property located at the corner of Davenport, Whitney and Ashby Road, Sydney (hereinafter referred to as “subject property”) as a potential site to support future residential development. The subject property is outlined in yellow on the attached map (Attachment “A”).

LEGISLATIVE AUTHORITIES AND RELATED POLICIES

Municipal Government Act (MGA)

Section 50 (5) (b) A municipality may sell property at market value when the property is no longer required for the purposes of the Municipality.

Property Management Policies

PURPOSE

The purpose of this report is to seek Council approval to declare the subject property surplus to the needs of the municipality and authorize staff to proceed with a public Expressions of Interest process to explore residential development opportunities.

BACKGROUND

The subject property contains approximately 30,875 square feet and currently assessed at \$77,700. The subject property fronts on 3 public streets and has access to municipal services. It is listed in the inventory database as deemed “essential lands for a greenspace under recreation”. The subject property was never formally established, dedicated, or developed as a municipal park. Rather, the lands have functioned primarily as undeveloped green space.

ANALYSIS/DISCUSSION

The subject property is a significant parcel of municipally owned land situated within an area that is suitable for residential development.

An internal circulation and review of the subject property was conducted with relevant municipal departments to determine whether the lands may be required for current or future municipal purposes. Staff indicated that the lands are not required for municipal operations, public works infrastructure or recreation services. Staff did note that given the municipality's ongoing interest in supporting housing development and addressing CBRM's housing supply needs, staff believe the property presents a valuable opportunity for future residential use.

As part of the review process, the legal department conducted a title search to determine whether there were any legal restrictions, covenants, or other encumbrances requiring the property be retained or used solely for recreational purposes. The title search confirmed that no such restrictions exist. There are no legal obligations requiring the municipality to maintain the property as a green space or park, nor are there any registered conditions limiting its future use for residential development.

Accordingly, the internal review supports that the property be deemed surplus and aligns with the recommendation to explore future residential development opportunities through a public Expressions of Interest process.

OPTIONS / ALTERNATIVES

Council has 2 options:

Option 1: Retain the subject property as municipal green space. The municipality would continue to incur cost associated with the ongoing maintenance and management of the property while receiving no additional revenue or tax assessment benefit.

Option 2: Declare the subject property surplus and invite Expressions of Interest for future development. Future sale and development of the property could generate one-time sale proceeds, increased property tax revenues, and long-term economic benefits associated with residential growth and construction activity.

IMPACT ASSESSMENTS

Financial Considerations

Should the municipality dispose of the property for development purposes, several positive financial impacts will result, including generating revenue from the sale of municipal land and increase in property tax revenues, eliminating ongoing municipal maintenance costs associated with managing the undeveloped property and the economic benefits associated with construction activity.

The extent of these financial benefits would of course depend on the scale of the residential development undertaken on the site.

COMMUNITY ENGAGEMENT

Should Council approve the recommendation, staff will undertake a public Expressions of Interest process. Information regarding the opportunity will be publicly advertised and interested parties will be invited to submit development proposals for consideration.

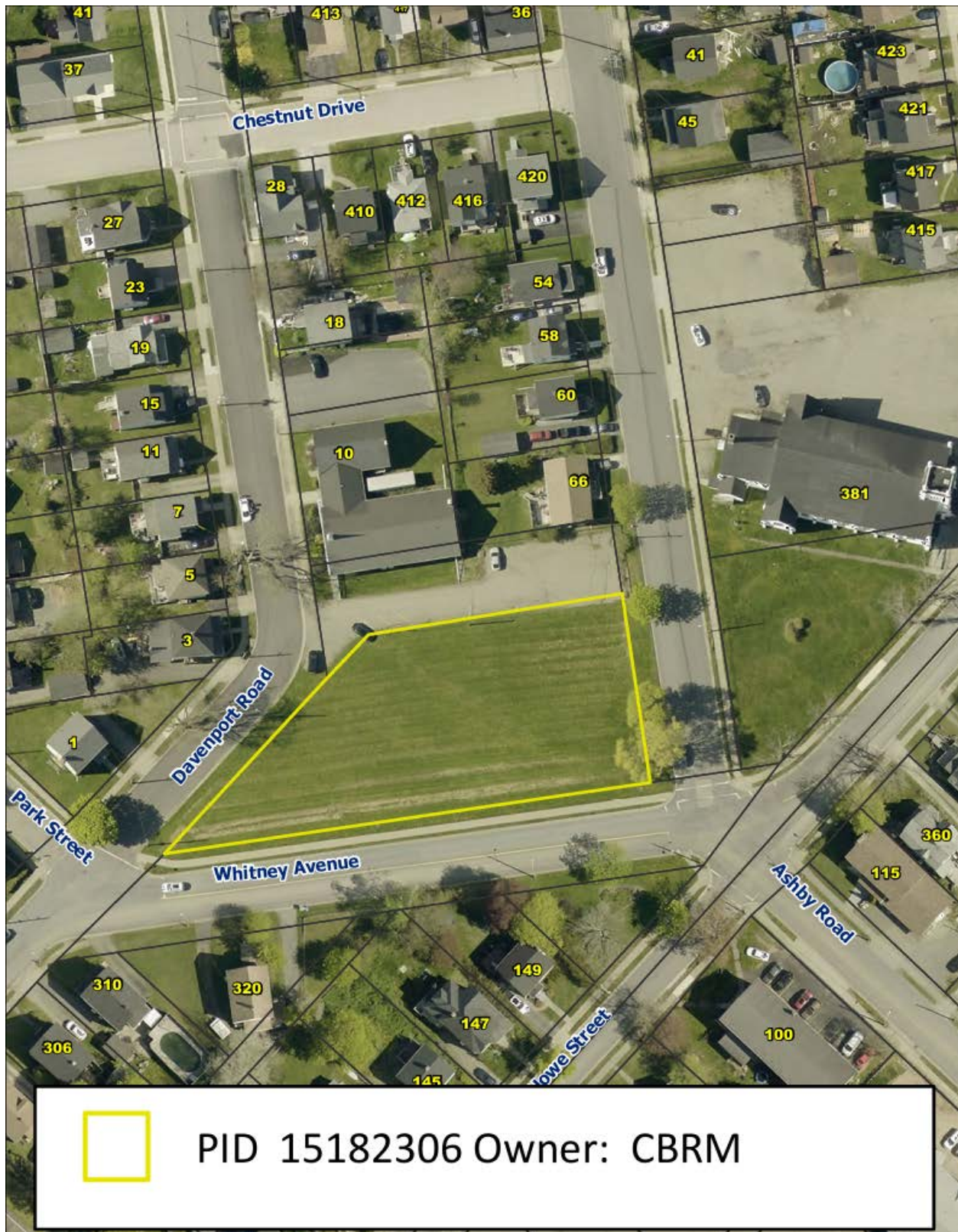
APPROVALS

This report has been reviewed and endorsed by the CAO, Demetri Kachafanas and the Regional Solicitor, Tony Mozvik as outlined in the attached Report Approval Sheet (see Attachment “B”).

ATTACHMENTS

- Attachment “A” – Map of Subject Property identified as PID 15182306
- Attachment “B” – Report Approval Sheet

ATTACHMENT "A"



ATTACHMENT “B”

REPORT APPROVAL SHEET

Title: Request to Deem Municipal Property Surplus – PID 15182306

Intersection of Whitney/Davenport and Ashby Road, Sydney

Council Meeting Date: September 8th, 2026

Report Prepared By:

Sheila Kolanko - Property Manager

Date: _____

Review and Approval

The undersigned have reviewed this report and support its submission to Council for consideration.

Regional Solicitor

I have reviewed this report and confirm that the legal information and recommendations contained herein are appropriate for Council's consideration.

Tony Mozvik, KC

Regional Solicitor

Date: _____

Chief Administrative Officer

I have reviewed this report and support the recommendations contained herein for Council's consideration.

Demetri Kachafanas, KC

Chief Administrative Officer

Date: _____



STAFF REPORT

TO: Mayor and Council

SUBMITTED BY: Sheila Kolanko – Property Manager

DATE: September 8th, 2026

SUBJECT: Request to Convey Municipal Property Surplus to New Aberdeen
Revitalization Affordable Housing Society – PID 15438906
Vacant Property – Third Street, Glace Bay

RECOMMENDATION

It is recommended that council:

1. Direct staff to transfer the municipal-owned vacant property identified as PID 15438906 located at Third Street, Glace Bay to the New Aberdeen Revitalization Affordable Housing Society for the purchase price of \$1.00, subject to application for a building permit within one year of the applicant acquiring title to the property; and
2. Authorize the Mayor and Clerk to execute all documents necessary to complete the transfer to the said Society.

ORIGIN

CBRM received a request from the New Aberdeen Revitalization Affordable Housing Society requesting the municipality to transfer a vacant parcel of land located at Third Street, Glace Bay (hereinafter referred to as “subject property”) for consideration of \$1.00. The subject property is outlined in yellow on the attached map (Attachment “A”).

LEGISLATIVE AUTHORITIES AND RELATED POLICIES

Municipal Government Act (MGA)

Sale or lease of municipal property

51 (1) A municipality may sell or lease property at a price less than market value to a nonprofit organization that the council considers to be carrying on an activity that is beneficial to the municipality.

(2) A resolution to sell or lease property referred to in subsection (1) at less than market value shall be passed by at least a two thirds majority of the council present and voting.

(3) Where the council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the council shall first hold a public hearing respecting the sale.

(4) The council shall advertise the public hearing at least twice, in a newspaper circulating in the municipality, the first notice to appear at least fourteen days before the hearing.

(5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value of the property and the purpose of the sale.

PURPOSE

The purpose of this report is to seek Council's direction to proceed with the transfer of the vacant municipal property to the New Aberdeen Revitalization Affordable Housing Society as part of an ongoing community revitalization initiative previously endorsed by Council.

BACKGROUND

Council previously recognize the neighborhood of New Aberdeen, Glace Bay as a revitalization area within the CBRM. This initiative was established to encourage residential development, increase assessment and tax revenues, attract new residents, and support the long-term revitalization of the community. At that time direction was given to staff to facilitate the transfer of certain vacant municipal lands to the Society for the nominal purchase price of **\$1.00**.

The society has been working with an interested party regarding the subject property. The subject property contains approximately 4000 square feet and currently assessed at \$7,000. The subject property fronts on a public street and has access to municipal services. The potential applicant wishes to develop a residential dwelling on the subject property.

ANALYSIS/DISCUSSION

The proposed approach is consistent with Council's previous direction regarding community revitalization efforts associated with the project. The Society will be responsible for the migration of the property and registration of the deed. The Society will sell the property to the interested applicant for \$3000. This will offset the Society's legal and administrative costs. Any surplus funds remaining after costs are paid will be reinvested into the community through community projects, events, beautification initiatives, or other revitalization activities undertaken by the Society. The applicant has already provided the required deposit to the Society. The proposed sale agreement between the Society and the purchaser will require the purchaser to apply for a building permit within one (1) year of acquiring the subject property.

An internal circulation and review of the subject property was conducted with relevant municipal departments. Staff indicated that the property is not required for municipal purposes.

OPTIONS / ALTERNATIVES

Council has 3 options:

Option 1: Approve the property transfer as recommended. This would support a previously approved council initiative.

Option 2: Retain ownership of the property. Council could decide not to proceed with the transfer; however this would delay or possibly prevent the proposed residential development.

Option 3: Sell the property directly to the applicant. This option would not be consistent with the community revitalization framework previously approved by Council.

IMPACT ASSESSMENTS

Financial Considerations

Although the municipality will forego the market value of the vacant lot, it would benefit by the increased property assessment and future property tax revenue. There are no municipal costs associated with the transfer of the subject property, as all cost will be the responsibility of the Society.

COMMUNITY ENGAGEMENT

The subject vacant property has a current assessed value of \$7000. As the value of the property is below \$10,000 as set out in Section 51 of the MGA, a public hearing is not required prior to the transfer of the property to the Society.

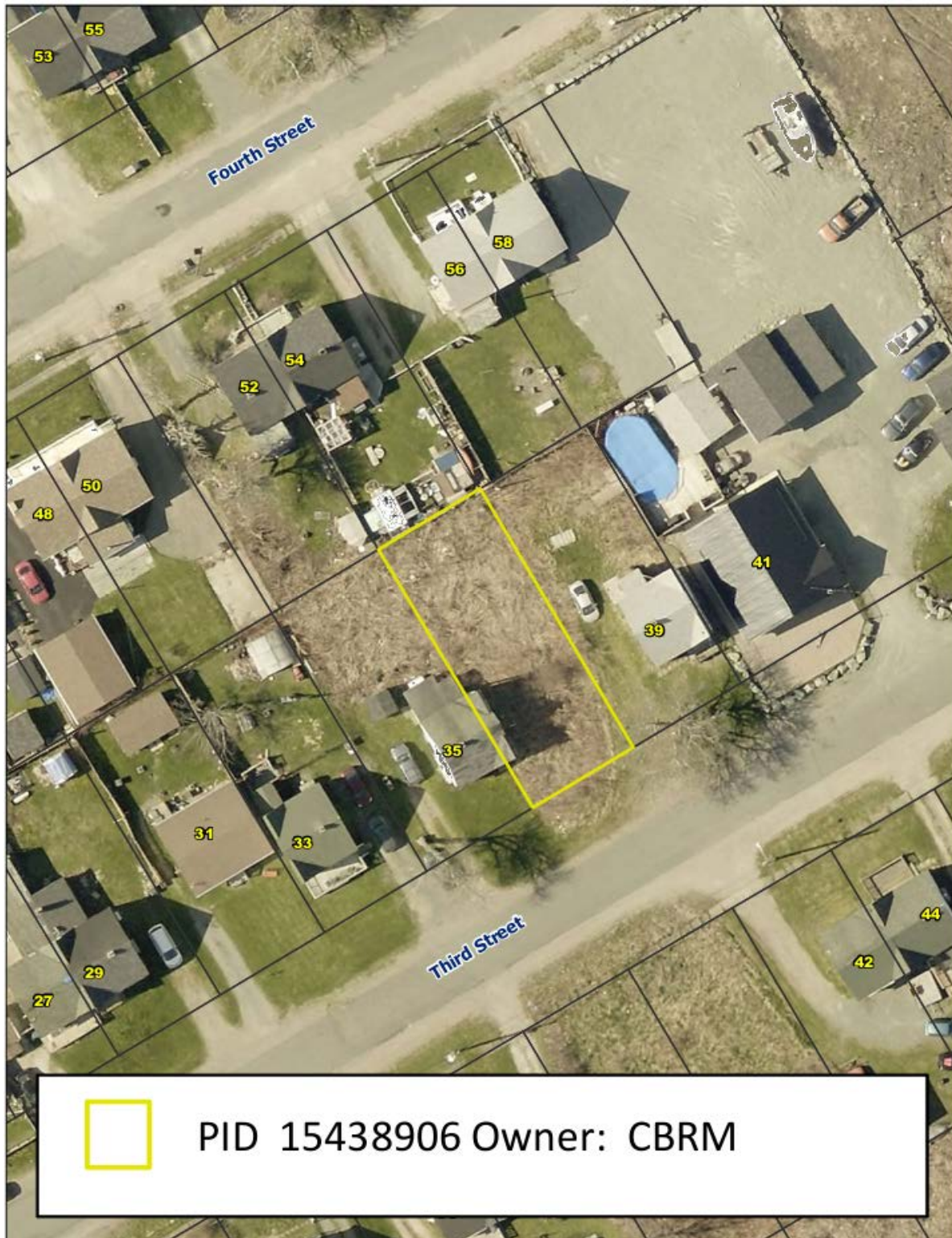
APPROVALS

This report has been reviewed and endorsed by the CAO, Demetri Kachafanas and the Regional Solicitor, Tony Mozvik as outlined in the attached Report Approval Sheet (see Attachment “B”).

ATTACHMENTS

- Attachment “A” – Map of Subject Property identified as PID 15438906
- Attachment “B” – Report Approval Sheet

ATTACHMENT "A"



ATTACHMENT "B"
REPORT APPROVAL SHEET

Report Prepared By: _____

Sheila Kolanko – Property Manager

Date

Title: Request to Transfer Municipal Property to New Aberdeen Revitalization Affordable Housing Society

Third Street, Glace Bay (PID 15438906

Council Meeting Date: September 8th, 2026

Review and Approval

The undersigned have reviewed this report and support its submission to Council for consideration.

Regional Solicitor

I have reviewed this report and confirm that the legal information and recommendations contained herein are appropriate for Council's consideration.

Tony Mozvik, KC
Regional Solicitor

Date

Chief Administrative Officer

I have reviewed this report and support the recommendations contained herein for Council's consideration.

Demetri Kachafanas, KC
Chief Administrative Officer

Date



STAFF REPORT

TO: Committee of the Whole

SUBMITTED BY: Raymond Boudreau, Director Water & Wastewater

DATE: September 8, 2026

SUBJECT: Approval of Water Utility Administrative Protocols

ORIGIN

Staff initiated

LEGISLATIVE AUTHORITIES AND RELATED POLICIES

The Protocol for NSRAB Approval of Capital Projects > \$250,000 is intended to support compliance with Section 35 of the Public Utilities Act:

“35 (1) No public utility shall proceed with any new construction, improvements or betterments in or extensions or additions to its property used or useful in furnishing, rendering or supplying any service which requires the expenditure of more than two hundred and fifty thousand dollars without first securing the approval thereof by the Board.”

The Cost Allocation Protocol supports compliance with regulatory requirements governing accounting and financial transparency under the Public Utilities Act. The most direct example being Section 29 of the Public Utilities Act:

29 (1) “The Board may provide for the examination and audit of all accounts, and all items shall be allocated to the accounts in the manner prescribed by the Board”

RECOMMENDATIONS

It is recommended that the Committee of the Whole recommend that CBRM Council:

1. Approve the Protocol for NSRAB Approval of Capital Projects > \$250,000 (Attachment 1)
2. Approve the Water Utility Cost Allocation Protocol (Attachment 2).

PURPOSE

The purpose of this report is to seek the Committee's recommendation for Council approval of two Water Utility administrative protocols. Adoption of the protocols will formalize current practices and respond to the Board's expectation that appropriate procedures and policies be in place to ensure consistent regulatory compliance and financial oversight.

BACKGROUND

The CBRM Water Utility is subject to oversight by the Nova Scotia Regulatory and Appeals Board (NSRAB) pursuant to the Public Utilities Act. As part of ongoing efforts to strengthen governance, improve transparency, and ensure regulatory compliance, staff have developed two administrative protocols for Council consideration.

The Protocol for NSRAB Approval of Capital Projects > \$250,000, establishes a formal process for the preparation, review, and submission of applications to NSRAB for approval of Water Utility capital expenditures as required under Section 35 of the Public Utilities Act.

The Water Utility Cost Allocation Protocol establishes a consistent framework for allocating shared municipal service costs to the Water Utility to support transparency, accountability and fair utility rate setting.

These protocols formalize existing administrative practices while establishing clear responsibilities and expectations for current and future administration.

ANALYSIS / DISCUSSION

Protocol for NSRAB Approval of Capital Projects > \$250,000

Section 35 of the Public Utilities Act requires NSRAB approval for utility capital acquisitions and expenditures greater than \$250,000. Historically, compliance with these requirements has been achieved through administrative practice; however, no formal protocol currently exists to document responsibilities or submission procedures.

The proposed protocol:

- Establishes clear roles and responsibilities for staff
- Requires Council approval of Water Utility capital projects prior to submission to NSRAB.
- Ensures funding strategies are reviewed and validated by Finance before submission
- Reduces the risk of regulatory non-compliance and project delays

Formalizing this process will improve coordination among departments and ensure that future capital projects proceed in a manner consistent with regulatory requirements and accepted utility management practices.

Water Utility Cost Allocation Protocol

A significant portion of Water Utility operations relies upon services provided by other municipal departments, including Finance, Human Resources, IT, Legal, Procurement, Engineering and Public Works.

The proposed protocol provides a documented framework for allocating these shared costs to the Water Utility. Key components include:

- Identification of acceptable allocation methodologies for determining shared costs
- Annual reviews of cost allocations and assumptions during budget preparation
- Requirement for pre-approval of significant unbudgeted expenditures affecting the Utility
- Enhanced reporting, documentation and dispute resolution processes

Together, these protocols will strengthen Water Utility governance, improve transparency of utility finances and support regulatory compliance with NSRAB.

IMPACT ASSESSMENTS

Financial Considerations

There are no financial implications.

COMMUNITY ENGAGEMENT

No Community Engagement was required

ATTACHMENTS

Attachment 1 – Protocol for NSRAB Approval of Capital Projects > \$250,000

Attachment 2 – Water Utility Cost Allocation Protocol



Title	Protocol for NSRAB Approval of Capital Projects > \$250,000
Date	September 8, 2026
Revision Date	
Replaces	

1. Title

Protocol for NSRAB Approval of Capital Projects > \$250,000

2. Legislative Authorities & Related Procedures

Public Utilities Act, Section 35

Water Utility Accounting and Reporting Handbook

Procedure for NSRAB Approval of Capital Projects > \$250,000 and Appendices

3. Protocol Statement

All Water Utility capital expenditures with estimated costs greater than \$250,000 that require approval under Section 35 of the Public Utilities Act shall receive Council approval through the capital budget process, or by specific Council resolution where applicable, and obtain Nova Scotia Regulatory and Appeals Board (NSRAB) approval prior to tender award or project start, except in emergency circumstances permitted by legislation.

4. Purpose

The purpose of this protocol is to establish a clear, consistent, and auditable process for preparing and submitting applications to the NSRAB for capital acquisitions or capital expenditures with an estimated cost greater than \$250,000.

This protocol ensures:

- Compliance with Section 35 of the *Public Utilities Act*
- Alignment with annual capital budget approvals by Council
- Proper financial review, documentation, and justification for capital expenditures
- Transparent coordination between Water Utility Operations, Engineering, Public Works, and Finance

5. Scope

This protocol applies to:

- All capital acquisitions or projects undertaken by the CBRM Water Utility with a total estimated cost > \$250,000, regardless of funding source.
- All staff involved in capital planning, design, procurement, or financial approval of these projects.

6. Definitions

“Application”

A submission to the Board requesting approval of a Water Utility capital acquisition or capital expenditure under Section 35 of the Public Utilities Act.

“Board”

The Nova Scotia Regulatory and Appeals Board (NSRAB)

“Capital Project”

A capital acquisition, capital expenditure, or capital improvement undertaken by the Water Utility.

“Water Utility Management”

The Director of Water & Wastewater and designated Water Utility management and supervisory staff responsible for capital planning, budgeting, asset management, and regulatory compliance.

“CBRM Management”

Directors, Managers and designated supervisory staff from Engineering, Public Works, Finance and other departments participating in the development, review, funding, or implementation of Water Utility capital projects.

7. Roles and Responsibilities

7.1. Director of Water & Wastewater

- Provides oversight and final approval of all NSRAB submissions related to applications for capital acquisition
- Signs the formal cover letter to NSRAB
- Confirms Council approval of the Water Utility capital budget prior to submission

7.2. Water Utility Management

- Identify operational needs requiring capital investment.
- Lead preparation of applications to the Board
- Coordinate inputs from CBRM Management and participating departments.
- Propose initial funding plan for the project (i.e. grants vs depreciation vs reserves vs debt)
- Coordinate responses to Board information requests and submissions

7.3. CBRM Management

- Provide technical, financial, operational, and administrative support in the development and review of proposed capital projects
- Assist with project scope development, cost estimation, risk assessment, and funding recommendations.
- Provide information required to support Board applications and responses to Board inquiries.

7.4. Engineering Department

- Lead design development, cost estimating, scheduling and risk identification
- Ensure estimates include engineering, contingency, tax and escalation as appropriate
- Provide supporting documentation such as drawings, tender estimates, memos, engineering reports.
- Coordinate the development of long-term planning and asset management priorities supported by the CBRM Infrastructure Prioritization Framework.

7.5. Public Works Department

- Identify infrastructure deficiencies, recurring maintenance issues, service level concerns, and operational risks requiring capital investment
- Provide information respecting watermain breaks, system reliability, low pressure complaints, asset condition, maintenance history, and other operational performance indicators, where available.
- Assist in the development of project scope, prioritization, and justification
- Provide operational input in support of Board applications and responses to Board information requests.

7.6. Finance Department

- Review the appropriateness of the funding sources identified by the Water Utility for each project.
- Verify the availability and sufficiency of funds within the proposed reserve, debt, grant or other funding sources.
- Confirm that the proposed funding strategy is consistent with the Utility's long-term financial plan and regulatory requirements.
- Provide recommendations regarding any funding risk or alternative financing approaches.

7.7. CAO's Office

- Ensures Council approval has been properly granted
- Supports coordination between departments involved in the preparation and review of Board applications.

8. Requirements

- 8.1. All Water Utility capital projects shall first receive Council approval, prior to submission of an application to the Board. Evidence of Council approval shall form part of the application record.

- 8.2. All Water Utility capital projects with an estimated value greater than \$250,000 shall not proceed to tender award, contract execution, or construction until approval has been received from the Board, except where emergency provisions apply.
- 8.3. The Water Utility shall prepare an application for such projects in accordance with the Water Utility Accounting and Reporting Handbook and any requirements established by the Board.
- 8.4. Proposed funding sources shall be identified in the application by the Water Utility and reviewed by Finance for appropriateness, availability, and sufficiency prior to submission.
- 8.5. The Procedure for NSRAB Approval of Capital Projects > \$250,000 shall establish the detailed workflow, documentation requirements, application preparation process, and records management requirements necessary to implement this Protocol.
- 8.6. Applications shall be reviewed by Water Utility Management, Engineering, Public Works and Finance Departments prior to submission to the Board by the Director of Water & Wastewater.

9. Protocol Review Requirements

This protocol shall be reviewed annually prior to the capital planning cycle.

10. Communication

- The Director of Water & Wastewater shall ensure this Protocol is communicated to all staff involved in capital planning, project delivery, procurement, engineering, financial review and regulatory reporting activities.
- The Protocol and any supporting procedures shall be maintained in accordance with the appropriate CBRM administrative process and made available to affected staff.
- Updates to this Protocol or supporting procedures shall be communicated to relevant departments, including Water Utility Operations, Engineering, Finance, Public Works and the CAO's Office.
- Training or information sessions may be conducted as required to support consistent application of this Protocol.

11. Compliance

- Compliance with this Protocol is mandatory for all Water Utility capital projects subject to Section 35 of the Public Utilities Act.
- No project requiring Board approval shall proceed to tender award, contract execution, or construction unless the approvals required by this Protocol have been obtained, except where emergency provisions permitted by legislation apply
- Any actual or suspected non-compliance shall be reported to the Director of Water & Wastewater for review and corrective action
- Failure to comply with this Protocol may result in project delays, withdrawal of project approvals, additional reporting requirements or other regulatory consequences associated with non-compliance.



Title	Water Utility Cost Allocation Protocol
Date	September 8, 2026
Revision Date	
Replaces	

1. Title

Water Utility Cost Allocation Protocol.

2. Legislative Authorities & Related Policies

Public Utilities Act, Section 35

Nova Scotia Utility and Review Board – Water Utility Accounting and Reporting Handbook

3. Protocol Statement

This protocol establishes the framework and requirements for allocating shared municipal service costs to the Water Utility. It defines the methodologies, approval process, reporting requirements, and accountability measures used to ensure that allocated costs are reasonable, transparent, consistently applied and support regulatory compliance and fair utility rate setting.

4. Purpose

The primary objective of establishing a cost allocation protocol for municipal support services is to ensure transparency, fairness, and accountability in financial management. The protocol aims to clearly define how costs for shared services, such as, but not limited to accounting, procurement, human resources, legal, IT, and administrative support, are allocated to the utility. By formalizing this process, the utility can accurately reflect its financial obligations, ensure compliance with regulatory requirements, and support equitable cost recovery in rate setting. Additionally, the protocol enhances budgeting and financial planning by providing a consistent and predictable framework for allocating overhead costs.

5. Scope

This process applies to all shared services provided by CBRM departments, including but not limited to Engineering, Public Works, Legal, Occupational Health and Safety, Finance,

Procurement, IT, Fleet, and Customer Service. The process covers expense identification, allocation, review, and approval.

6. Definitions

Shared Services – a service provided by a CBRM department in support of Water Utility operations where all or a portion of the associated cost is recovered through utility rates.

Utility Leadership – The Director of Water & Wastewater or management designate authorized to review and approve allocations on behalf of the Water Utility

7. General Provisions and Principles

7.1. **Expense Identification & Allocation Methodology** A number of cost allocation methods are used to ensure fairness and accuracy depending on the service being provided:

7.1.1. **Direct Cost Allocation:** Costs directly attributable to the Water Utility (e.g., utility-specific equipment, contracts, or direct labor costs) will be allocated 100% to the utility.

7.1.2. **Proportional Cost Allocation (Usage-Based Allocation):** Costs are distributed based on measurable service usage by the water utility. Where actual data is not available, a reasonable estimate should be made. *Example: HR costs are allocated based on the number of employees in the water utility compared to the total number of municipal employees.*

7.1.3. **Fixed Fee or Flat Rate :** A predetermined amount is charged to the water utility, based on historical data or negotiated agreements.

7.2. **Annual Water Utility Transfer Calculation:** Agreed upon proportional cost allocations for wages and benefits of supporting department staff that make up the annual 'Water Utility Transfer' to CBRM is summarized in Schedule A.

8. Review and Approval Process

8.1. Annual Review and Budget Approval

Allocation methodologies, supporting assumptions, and proposed expense allocations shall be reviewed annually as part of the Water Utility budget preparation process.

As part of this review:

- Departments providing services to the Water Utility shall verify the expenses and allocation factors used in determining allocated costs.
- Finance shall review allocations for reasonableness, consistency, and compliance with this Protocol.
- Water Utility Leadership shall review proposed allocations to confirm alignment with operational requirements and the Utility's budget.

- Any adjustments to allocation methodologies or allocation percentages shall be documented and supported by appropriate rationale.

Allocated expenses shall be incorporated into the annual Water Utility Operating Budget. Following completion of the annual review process, the budget shall be presented for approval by CBRM Council and submitted to the Nova Scotia Regulatory and Appeals Board (NSRAB) in accordance with regulatory requirements.

8.2. **Comprehensive Review for Rate Applications**

In preparation for each Water Utility Rate Application, a comprehensive review of cost allocation methodologies, allocation factors, and supporting documentation shall be undertaken by Finance, Water Utility Leadership, and relevant municipal departments, with support from external consultants where appropriate.

The purpose of this review is to:

- Confirm that allocation methodologies remain reasonable, equitable, and reflective of actual service levels.
- Evaluate changes in organizational structure, staffing levels, service delivery models, and regulatory requirements.
- Identify and document any recommended changes to allocation methodologies for inclusion in the Rate Application.

8.3. **Pre-Approval of Unbudgeted or Non-Routine Expenditures**

To ensure transparency and alignment with approved budgets, any significant, non-emergency expenditure affecting the Water Utility that is not explicitly included in the approved annual operating or capital budget must receive prior approval from the Utility before work is initiated. This requirement applies to all municipal departments providing services to the Utility.

This includes any project or activity expected to result in material cost allocation to the Utility that was not previously identified in the approved budget. This includes but is not limited to:

- The Utility's share of road reconstruction or resurfacing projects
- Unplanned infrastructure work or upgrades
- Large-scale maintenance or capital-type interventions

8.3.1. Threshold for pre-approval

Departments must provide advance notification to Water Utility Leadership, for any unbudgeted or non-routine expenditure exceeding \$25,000 including:

- A description and scope of the work
- Rationale for the expenditure

- Estimated timing and total cost to the Water Utility

Written approval from the Utility is required prior to the commencement of work.

8.3.2. Emergency Exception

This requirement does not apply to emergency work required to protect public health, safety or critical infrastructure. In such cases, the responsible department must notify the Utility as soon as practicable and provide full cost details following completion.

8.3.3. Non-Compliance

Costs incurred without prior approval may be subject to review and could be deemed ineligible for allocation to the Utility, unless justified under the emergency provision or otherwise approved retrospectively.

8.4. Reporting and Transparency

8.4.1. Financial Reporting

- Detailed records supporting costs allocated to the Water Utility shall be maintained within the Municipality's financial management system, including applicable work orders, payroll allocations, journal entries, and general ledger transactions.
- Water Utility staff shall review allocated costs annually to confirm that expenditures charged to the Utility are reasonable, properly supported, and consistent with approved allocation methodologies.
- Variance analysis may be performed, where appropriate, to compare budgeted and actual expenditures and identify significant deviations requiring explanation.

8.4.2. Stakeholder Communication

- The Water Utility will provide regular updates to Council and other stakeholders. (At a minimum during annual budget deliberations)
- Justification for any significant changes in expense allocation will be provided during these reviews.

8.4.3. Dispute Resolution

If disagreements arise over expense allocation, the following steps will be followed:

- Step 1: Initial discussion between the Utility and relevant municipal department.
- Step 2: Review by the Finance Department for an impartial assessment.
- Step 3: Escalation to CAO for review and final decision.

9. Protocol Review Requirements

9.1. Protocol Review

This Protocol shall be reviewed periodically to ensure it remains current, effective, and aligned with applicable regulatory requirements, organizational structures, and operational practices.

A comprehensive review of the Protocol shall be undertaken in conjunction with the preparation of each Water Utility Rate Application, or more frequently if significant changes occur that affect the allocation of costs to the Water Utility.

Recommended revisions to the Protocol shall be documented and approved through the appropriate CBRM administrative process prior to implementation.

9.2. Stakeholder Feedback

The review process shall incorporate input from Water Utility staff, Finance, and other municipal departments that provide services to the Water Utility. Feedback from regulators, external consultants, auditors, and other stakeholders shall also be considered, where applicable, to improve the effectiveness, transparency, and consistency of the cost allocation process.



STAFF REPORT

TO: Committee of the Whole

SUBMITTED BY: Raymond Boudreau, Director of Water & Wastewater.

DATE: September 8, 2026.

SUBJECT: Water and Wastewater Bill Redesign Initiative

ORIGIN

On May 23, 2025, Council participated in a workshop that provided a detailed review of water and wastewater billing practices and how costs are recovered through a user-pay model.

During the workshop, members of Council reviewed sample bills and provided feedback regarding the presentation of billing information, terminology, customer messaging, and overall bill readability. A key outcome of the workshop was direction for Water & Wastewater, Communications and Financial Services staff to work with the municipality's SAP service provider to develop a redesigned water & wastewater bill that would improve clarity and better communicate key account information to customers.

LEGISLATIVE AUTHORITIES AND RELATED POLICIES

Municipal Government Act, Section 79, 81.

User Charges

79 *Subject to the approval of the Board for those services that are subject to the Public Utilities Act, the council may, by by-law, prescribe charges for the provision of services for persons who use or benefit from the service, on a basis to be set out in the by-law.*

By-law regarding payment of charges

81 (1) *The council may make by-laws imposing, fixing and providing methods of enforcing payment of charges for*

(a) wastewater facilities or stormwater systems, the use of wastewater facilities or stormwater systems and connecting to wastewater or stormwater systems;

RECOMMENDATIONS

It is recommended that the Committee of the Whole receive this report for information.

PURPOSE

The purpose of this report is to provide Council with an overview of the redesigned water and wastewater bill and summarize how feedback received during the May 2025 Workshop has been incorporated into the new bill format.

BACKGROUND

The existing bill format has been in use for many years and was developed primarily to convey billing information generated through the Municipality's SAP billing system.

While the existing bill communicates account balances, consumption information, and applicable charges, feedback received from Council and customers identified opportunities to improve readability and transparency. Areas identified for improvement included:

- Simplification of the overall bill layout;
- Improved visibility of key account information;
- Clearer explanation of water and wastewater charges;
- Standardization of wastewater-only bills;
- Improved customer messaging; and
- Enhanced visibility of available payment options

In response, staff undertook a comprehensive review of the bill format and collaborated with SAP system specialists to develop a redesigned bill that better reflects customer expectations while remaining compatible with existing billing system capabilities.

ANALYSIS / DISCUSSION

Staff reviewed the specific suggestions raised during the May 2025 Council workshop and incorporated most of them into the final bill design. In cases where technical constraints

prevented direct implementation, alternative approaches were developed that achieved the same customer communication objectives while working within the existing billing system.

Key changes implemented include

- Relocating secondary information and explanatory notes away from the primary account summary area;
- Reducing the prominence of “Hydrant” and “Sprinkler” fee information for customers whom these charges do not apply;
- Standardizing information displayed on wastewater-only bills;
- Replacing the term “Flat WW” with “Wastewater”;
- Providing improved breakdowns of wastewater consumption and base charges; and
- Creating dedicated space for customer messaging and corporate communications.

The redesign improves transparency by presenting account and consumption information in a manner that is easier for customers to understand.

The new format also provides additional flexibility for future customer communications and implements a more consistent and user-friendly format.

IMPACT ASSESSMENTS

Financial Considerations

The Municipality currently issues approximately 120,000 bills annually (30,000 customers billed quarterly).

Annual printing costs for the newly designed bills are estimated at approximately \$39,600, compared to approximately \$30,000 under the current format. This represents an estimated annual increase of \$9,600

While annual printing costs will increase, much of this increase is attributable to inflationary adjustments that would have occurred regardless of the redesign, as current rates have remained unchanged since September, 2022

This additional cost was anticipated and has been accommodated for within the Water Utility's operating budget and will not have a material impact on rates.

Legal Considerations

There are no legal implications associated with the redesign of the bill format

Enterprise Risk Assessment

The redesign reduces the risk of customer confusion regarding water and wastewater charges and billing information

Improved transparency and readability support customer understanding of the user-pay model and may reduce customer inquiries related to billing

Equity and Accessibility Considerations

The redesigned format improves accessibility by presenting information in a clearer and more organized manner.

COMMUNITY ENGAGEMENT

The redesign initiative originated from feedback received during a Council workshop held on May 23, 2025.

Consultation was undertaken internally with water and wastewater, finance and communications department staff and the municipality's SAP financial management services provider.

The engagement level associated with this initiative is best characterized as 'Consult' within the *IAP2 Public Engagement Framework*, as Council feedback was used to inform the final bill design.

ATTACHMENTS

- Power Point Presentation



Water & Wastewater Bill Redesign

New Front



CBRM

Water & Waste Water

WATER ACCOUNT:

CUSTOMER:

BALANCE FORWARD:
as of billing date

NEW CHARGES:

AMOUNT DUE :

NOTE: Payments received after the due date will be subject to interest at a rate of 15% per year.

INVOICE DATE:

SERVICE LOCATION ADDRESS:

MESSAGE CENTRE:
Ways to pay your Water & Waste Water bill.
1. online through your banking institution
2. in person at your bank
3. Paymentus – Credit Card
(1.75% processing fee) call 1-866-837-4603
or www.cbrm.ns.ca/online-services.html
3. in person or by mail to:
CBRM City Hall
320 Esplanade
Sydney NS B1P3L9
The Citizen Service Centre is open
Monday to Friday 8:30 a.m. to 4:30 p.m.

WATER ACCOUNT:

SERVICE LOCATION ADDRESS:

AMOUNT DUE
by the balance due date:

INCLUDE THIS PORTION OF THE STATEMENT WHEN MAILING

New Back



Meter Number	Current Reading	Previous Reading	Service		Total Days
			Start Date	End Date	

Service Type	Usage cubic metres	Rate	Consumption Charge	Base Charge	Current Sub-Total

Prior Usage Information		Rate	Units	Sub-Total
Date	Usage	Days	Hydrants Sprinklers	
			Additional Charges <td>Sub-Total</td>	Sub-Total
			Balance Forward (if applicable)	Sub-Total

Balance due date:

AMOUNT DUE by the balance due date:

Ask us:

How do I know if my toilet is leaking?
What is my bill balance?
How can I reduce water consumption?
What does this charge on my bill mean?
Contact our staff with your questions.



Tell us:
My water pressure is low.
A drain on my street is blocked.
I need to change my address.
My water meter is damaged.
Tell our staff about a problem.

Contact CBRM's 311 by phone or through online chat at www.cbrm.ns.ca

New

VS

Old





CBRM

Water & Waste Water

WATER ACCOUNT:

CUSTOMER:

BALANCE FORWARD:
as of billing date

NEW CHARGES:

AMOUNT DUE :

NOTE: Payments received after the due date will be subject to interest at a rate of 15% per year.

INVOICE DATE:

SERVICE LOCATION ADDRESS:

MESSAGE CENTRE:
Ways to pay your Water & Waste Water bill.
1. online through your banking institution
2. in person at your bank
3. Paymentus - Credit Card
(1.75% processing fee) call 1-866-837-4603
or www.cbrm.ns.ca/online-services.html
3. in person or by mail to:
CBRM City Hall
320 Esplanade
Sydney NS B1P3L9
The Citizen Service Centre is open
Monday to Friday 8:30 a.m. to 4:30 p.m.

WATER ACCOUNT:

SERVICE LOCATION ADDRESS:

AMOUNT DUE
by the balance due date:

INCLUDE THIS PORTION OF THE STATEMENT WHEN MAILING



Cape Breton Regional Municipality

Water Utility

320 Esplanade
Sydney, Nova Scotia B1P 7B9

WATER ACCOUNT

0000419290

Customer Information: ACCOUNT NAME

123 MAIN ST
SYDNEY NS B1P 7B9 Can

Service Address: 123 MAIN ST SYDNEY Can

Meter Number	CURRENT READING	PREVIOUS READING	FROM	SERVICE TO	DAYS	FEES	AMOUNT
14148800104	2,502.0	2,240.0	09/01/23	11/20/23	91		
USAGE	UNITS	RATE	CONSUMPTION CHARGE	BASE CHARGE		CURRENT BILL AMOUNT	
62.0	Cubic Metre	1.59	\$98.58		\$64.97	\$98.58	\$84.97
Total for Hydrants							
Total for Sprinklers:							
Sub Total:							\$163.55
Balance Forward At: January 09/24							90.00
Total Due Before: February 20/24							\$163.55

Payments received after the due date will be subject to interest, at a rate of 15% per year.

Note: "PLEASE PROTECT YOUR METER FROM FREEZING CONDITIONS, fees may be applied if a meter must be replaced due to freezing."

Cape Breton Regional Municipality

Water Utility

320 Esplanade
Sydney, Nova Scotia B1P 7B9

WATER ACCOUNT

0000419290

Account Inquiries - 902-563-5025
Email: waterbill@cbrm.ns.ca

Invoice Date January 09/24

309

ACCOUNT NAME

123 MAIN ST
SYDNEY NS B1P 7B9

Can

XX 4(R)

10/10 L

AMOUNT PAID:

Total Due: \$163.55

AMOUNT PAID:

Total Due Before: February 20/24

#0000419290# 123 37#9001

95

New

VS

Old



Meter Number

Current Reading

Previous Reading

Service Start Date

Service End Date

Total Days

Service Type

Usage cubic metres

Rate

Consumption Charge

Base Charge

Current Sub-Total

Prior Usage Information

Date

Usage

Days

Rate

Units

Sub-Total

	Hydrants		
	Sprinklers		
	Additional Charges	Units	Sub-Total
	Balance Forward (if applicable)		Sub-Total

Balance due date:

AMOUNT DUE by the balance due date:

Ask us:

How do I know if my toilet is leaking?
What is my bill balance?
How can I reduce water consumption?
What does this charge on my bill mean?
Contact our staff with your questions.

Tell us:

My water pressure is low.
A drain on my street is blocked.
I need to change my address.
My water meter is damaged.
Tell our staff about a problem.

Contact CBRM's 311 by phone or through online chat at www.cbrm.ns.ca

Cape Breton Regional Municipality Water Utility

CONTACT INFORMATION

Division	Phone
Water Billing	902-563-5025
Meter Repair	902-563-5282
Meter Reading	902-563-5280
Administration	902-563-5180

EMERGENCY SHUT-OFF

Central	902-563-5255
North	902-794-5692
East/Glace Bay	902-842-1171
New Waterford	902-862-6446
Louisbourg	902-733-2492
After Hours Emergencies	902-563-5500

APPLICATIONS FOR NEW MUNICIPAL SERVICES, DISCONNECTION, RECONNECTION, NAME CHANGES, ETC.

CBRM Civic Center
320 Fishinade, Sydney NS B1P 7B9
902-543-5080

CALL US:

311

Low pressure? Report issues to 311.

Call CBRM's 311 service to connect with the supports and services of your local municipal government.

ONLINE AND ON THE PHONE

all day every day. 24/7 365 days a year

HOW TO READ A WATER METER

Regular reading of your water meter helps with conservation, leak detection and understanding the water bill. To monitor your water consumption, take a reading at a set time of day. Take a 2nd reading at the same time the next day. The difference between the two readings is the daily consumption.

STANDARD METER:

- if the little red triangle indicator is

Standard Water Meter

Reading: 00052.2 cubic metres

Meter 1 cubic metre (m³) = 220 imperial gallons

DIGITAL METER: look for the leak indicator (top):

- no tap - no leaks
- flashing tap - intermittent leak
- constant tap - continuous leak

Digital Water Meter

shines a bright flashlight beam at the meter to activate the display

Reading: 00052.2915 cubic metres

The water meter installed in your home or business must be protected from freezing or other damage. A customer can be charged for the cost of replacing a meter which has been damaged due to freezing, negligence or backflow such as hot water or steam.

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CBRM
Water & Waste Water

WATER ACCOUNT:

CUSTOMER:

BALANCE FORWARD:
as of billing date

NEW CHARGES:

AMOUNT DUE :
NOTE: Payments received after the due date will be subject to interest at a rate of 15% per year.

INVOICE DATE:

SERVICE LOCATION ADDRESS:

MESSAGE CENTRE:
Ways to pay your Water & Waste Water bill.
1. online through your banking institution
2. in person at your bank
3. Paymentus – Credit Card
(1.75% processing fee) call 1-866-837-4603
or www.cbrm.ns.ca/online-services.html
3. in person or by mail to:
CBRM City Hall
320 Esplanade
Sydney NS B1P3L9
The Citizen Service Centre is open
Monday to Friday 8:30 a.m. to 4:30 p.m.

WATER ACCOUNT:

SERVICE LOCATION ADDRESS:

AMOUNT DUE
by the balance due date:

INCLUDE THIS PORTION OF THE STATEMENT WHEN MAILING



Meter Number	Current Reading	Previous Reading	Service		Total Days
			Start Date	End Date	
Service Type	Usage cubic metres	Rate	Consumption Charge	Base Charge	Current Sub-Total
Prior Usage Information					
Date	Usage	Days			
Additional Charges			Units	Sub-Total	
Balance Forward (if applicable)			Units	Sub-Total	

Balance due date:

AMOUNT DUE by the balance due date:

Ask us:

How do I know if my toilet is leaking?
What is my bill balance?
How can I reduce water consumption?
What does this charge on my bill mean?

Contact our staff with your questions.

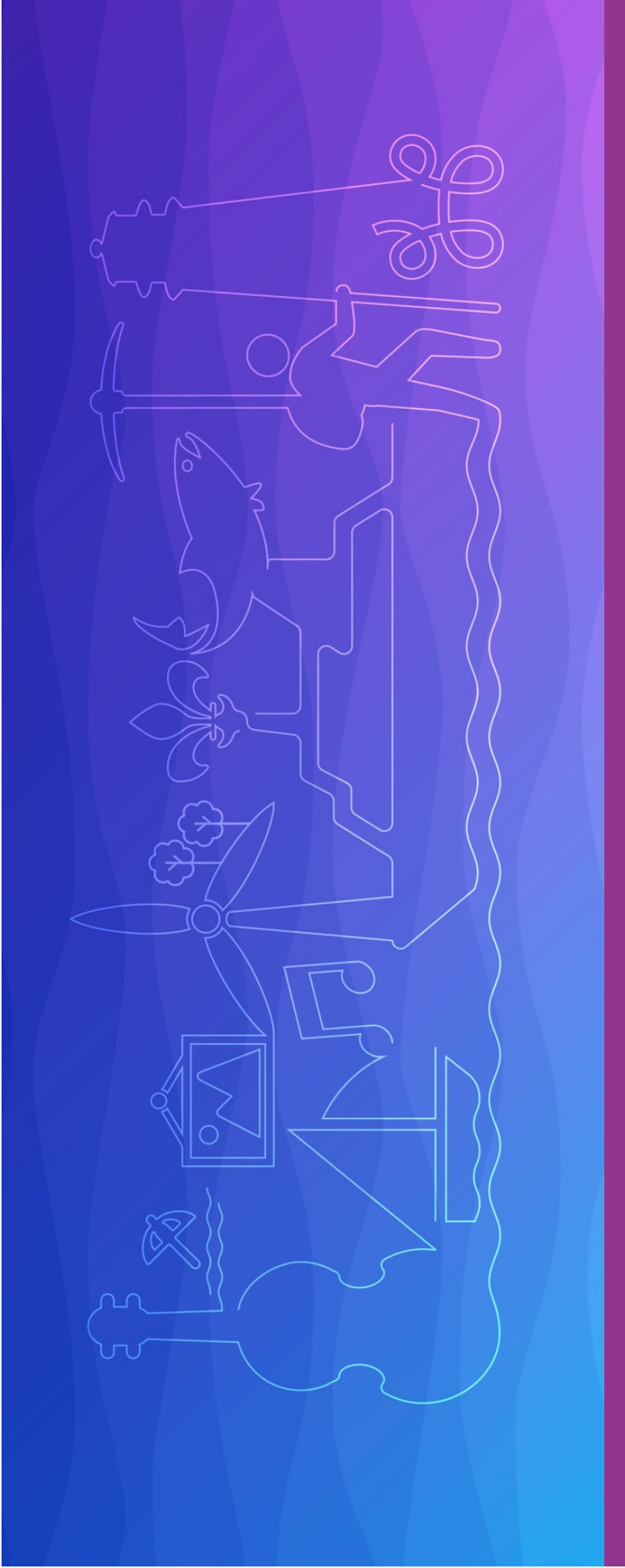


Tell us:

My water pressure is low.
A drain on my street is blocked.
I need to change my address.
My water meter is damaged.

Tell our staff about a problem.

Contact CBRM: 311 by phone or through online chat at www.cbrm.ns.ca



Questions?

Thank you.



STAFF REPORT

TO: Mayor and Council

SUBMITTED BY: John Phalen, Director Public Works

DATE: September 1, 2026

SUBJECT: New Solid Waste Rates Contract with Circular Materials

RECOMMENDATION

It is recommended that Council adopt the new contract with Circular Materials for new rates and term for collection of recyclables and have the CAO execute the contract. This action is required immediately to realize the new fees.

ORIGIN

CBRM agreed to the current contract with Circular Materials last year based on a two-year term to be re-negotiated at the end of the term. The current agreement expires December 31, 2027.

Upon review of the current rates, CBRM officials feel that our current rates, that were previously negotiated, are not comparative of rates in other municipalities and are unique to those across the province.

Solid Waste opened the discussion with Circular Materials, and they agreed to look at the rates with us.

PURPOSE

Staff need an approval from Council to immediately approve the contract. Approval will give CBRM immediate benefit of increased revenues and the security of a long term contract to provide stability to CRM collection operations.

BACKGROUND

The province approved Extended Producer Responsibility (EPR), which took effect January 1, 2026.

Circular Materials, a nonprofit made up the major producers that produce the products that require recycle collection, was recognized as the preferred entity to administer the program with the province.

Municipalities we given the option to opt out of the program or negotiate a collection rate with Circular Materials. CBRM Council approved the option to adopt the EPR program in November of 2023. CBRM officials negotiated the current rate and term, and Council approved the contract with Circular Materials in May of 2025.

CBRM has been collecting recyclables as per the Circular Materials Contact since January 1, 2026.

ANALYSIS / DISCUSSION

CBRM has an agreement with Circular Materials that represents and increase from \$ 4.50 per stop per month to \$ 6.00 per stop per month. The new contract is for a term of seven years with two one-year renewals for a nine-year contact.

We can foresee an increase in revenue of \$ 800,000 per year.

The contact has provision for cost of living increases each year.

CBRM legal department has reviewed the contract documents and don't foresee any issues with it. It was compared with the previous contact to determine any major changes etc.

IMPACT ASSESSMENTS

If Council approves this recommendation of staff, there are no extra costs that CBRM will have to expend and no further budget request.

A copy of this report can be obtained online at www.cbrm.ns.ca or by contacting the Office of the Municipal Clerk at 902-563-5010.

Report Prepared by: John Phalen Director, Public Works



City Hall
320 Esplanade Sydney, NS
B1P 7B9

Council Agenda Request Form

- | | | |
|--|---|--|
| ☐ Included on Agenda
(Submitted to Municipal Clerk's Office by 4:30 pm seven days before the meeting) | ☐ Late Item
(Submitted to Municipal Clerk's Office by Noon the day before the meeting) | ☐ Request from the Floor: (New Business) <ul style="list-style-type: none"> - Announcement - Referral - Submit Petition - Notice of Motion |
|--|---|--|

Date of Council Meeting: September 8, 2026

Subject: New Waterford Community Crisis Response Task Force

Motion for Council to Consider:

That Council direct the Mayor to request the Premier commit the Minister of Health & Wellness, Minister of Mental Health & Addictions, Attorney General & Minister of Justice, and Minister of Opportunities & Development to establish a "New Waterford Community Crisis Response Task Force" in collaboration with the Cape Breton Regional Municipality and community partners; and further direct the Mayor to request the Federal Minister of Public Safety and the Member of Parliament for Sydney-Glace Bay to formalize supports for crime prevention and intervention programming in partnership with the municipality and community partners.

Rationale:

There are growing concerns about drugs, crime, property damage and the fear and frustration these issues are creating for residents. A community meeting was held on Wednesday, August 19th, 2026 with over 600 citizens in attendance. The meeting was an opportunity to talk openly about the concerns being raised, but more importantly, to begin looking at what can be done about them.

The Cape Breton Regional Police Service, CBRM Mayor, Police Commission Chair, MLA for Cape Breton Centre-Whitney Pier and myself as Councillor for District 11 were present to hear what the community are seeing, what challenges they are facing, and what steps can be taken. Many Councillors attended in support for the community meeting focused on practical actions that can make a difference quickly, including increased police visibility, identifying problem areas, improving reporting and communication, and looking at municipal actions that can help make New Waterford safer.

It was recognized that addressing drugs and crime requires both accountability and compassion. Addressing criminal activity and public safety concerns also need to identify and address the underlying issues of addiction, poverty, housing and access to support. The meeting was not about blaming individuals or groups. It was about the community coming together to identify problems, share ideas and find solutions.

Citizens in attendance voiced different opinions, experiences and frustration which became emotional at times for some. Every citizen that requested to speak was given the opportunity to be heard.

Citizens came to the public meeting because they care about New Waterford. We care about our businesses, we care about our seniors, our children and we care about our neighbours and people in our community who are struggling.

The other levels of government need to step up and provide resources New Waterford so badly needs and deserves. Leading up to the meeting, and following, discussions were being held with the Mayor, Council colleagues, Cape Breton Regional Police Service, provincial ministers and local MLA, the MP for Sydney-Glace Bay, concerned citizens and community stakeholders. Since then, I am pleased to say the response, actions and follow-up have been helpful and encouraging about what can be done to more fully address the community's crisis.

Outcome Sought:

To request Council's support to engage CBRM administration, the province and federal government to respond to the crisis within New Waterford.

<i>Councillor: Darren O'Quinn</i>	<i>Received by Clerk's Department (date):</i>
<i>Date: September 2, 2026</i>	<i>September 2, 2026</i>



COUNCIL REPORT

TO: Mayor and Council

SUBMITTED BY: Councillor Gordon MacDonald

DATE: September 2, 2026

SUBJECT: Festival Recognition for District One

The summer of 2026 was a tremendous success for District 1, with four outstanding community events bringing families, children, residents and visitors together in celebration of our communities, our heritage and the tremendous volunteer spirit that exists throughout the Northside.

From Florence Community Days, to the Sydney Mines Heritage Festival, the Sydney Mines Highland Games, and finally the Northside Boys Car Show, District 1 experienced a summer filled with entertainment, activity, community pride and thousands of people enjoying everything our communities have to offer.

Florence Community Days

The summer began with the tremendous success of Florence Community Days, which brought residents and families together for a wide variety of activities and entertainment.

Hundreds of families and children participated in the festivities, enjoying activities such as baseball tournaments, children's events, scavenger hunts, bingo, trivia, crafts, music and fireworks.

The availability of free entertainment and activities ensured that families could participate and enjoy the celebrations without cost being a barrier. Food vendors, local businesses and community organizations also contributed greatly to the success of the event.

Florence Community Days demonstrated the importance of community involvement and the positive impact that dedicated volunteers can have when they come together to create an event for their community.

Sydney Mines Heritage Festival

The Sydney Mines Heritage Festival was another tremendous celebration of our community and its history.

Families, children, residents and visitors came together to enjoy a variety of activities, entertainment, food and vendors. The festival provided an opportunity to celebrate the heritage and character of Sydney Mines while creating a welcoming atmosphere for everyone.

Free music and entertainment were once again an important part of the celebrations, allowing families to enjoy quality performances together. Local vendors and food trucks added to the experience while providing an opportunity for local businesses and entrepreneurs to showcase what they have to offer.

The Heritage Festival was more than simply a series of activities. It was a celebration of who we are, where we come from and the community pride that continues to make Sydney Mines special.

Sydney Mines Highland Games

The 2026 Sydney Mines Highland Games took the success of District 1's summer events to another level, attracting thousands of people to the community for a full day of competition, entertainment and family activities.

The Games featured an impressive schedule of events, including the 5K Highland Run, heavy events, boxing, arm wrestling, Cape Breton's Strongest Farmer competition, tug-of-war, Highland dancing and pipe bands, along with vendors and activities for families and children.

The event showcased athletic ability, Scottish and Cape Breton heritage, music and community spirit, providing entertainment throughout the day for people of all ages.

A major highlight was the free concert featuring The Men of the Deeps, providing an outstanding evening of Cape Breton entertainment and allowing residents and visitors to enjoy a first-class performance without the cost of admission.

The tremendous attendance demonstrated the ability of the Sydney Mines Highland Games to attract people from throughout the region and highlighted the potential for community events to bring significant activity and economic benefit to the area.

Northside Boys Car Show

The summer concluded with another spectacular District 1 success — the Northside Boys Car Show.

Held on Main Street in Sydney Mines, the event once again attracted thousands of people, with families and car enthusiasts coming from throughout Cape Breton and beyond.

The weekend included a cruise for registered participants, a meet-and-greet, live music, food vendors, an indoor craft show, a children's play zone and an impressive display of muscle cars, classics, customs, hot rods and performance vehicles.

With more than \$20,000 in cash and prizes, along with the opportunity to win a trip to the Barrett-Jackson auction, the event offered something for virtually everyone.

The scale of the attendance and the quality of the vehicles on display made this one of the standout automotive events of the summer. It can rightfully be recognized as one of the most successful car shows in Atlantic Canada, if not one of the largest and most successful events of its kind in the country.

The Northside Boys Car Show once again demonstrated the ability of local volunteers to create an event capable of attracting thousands of visitors, supporting local businesses and showcasing Sydney Mines and the Northside to people from well beyond our immediate community.

A Successful Summer for District 1

Together, Florence Community Days, the Sydney Mines Heritage Festival, the Sydney Mines Highland Games and the Northside Boys Car Show made 2026 an exceptional summer for District 1.

These events brought thousands of people into our communities, provided free entertainment for families, supported local businesses, food vendors and community organizations, and created opportunities for residents and visitors to experience the tremendous community spirit that exists throughout District 1.

Beyond the activities themselves, these events were about community pride, participation and bringing people together. They provided opportunities for neighbours to meet, families to reconnect, local entrepreneurs to promote their businesses, and visitors to experience the character, history and hospitality of our communities.

A Special Thank You

None of these events would have been possible without the incredible dedication of the volunteers and organizers who worked tirelessly, often behind the scenes and for countless hours, to make each celebration a success.

I would like to extend my sincere appreciation and congratulations to every volunteer, organizer, sponsor, business, performer, vendor, community organization and individual who contributed their time, energy and resources.

Their efforts created safe, welcoming and enjoyable celebrations that were clearly appreciated by the thousands of people who attended throughout the summer.

District 1 has had an outstanding summer, and these events have shown what is possible when our communities come together.

These events weren't simply festivals or gatherings — they were celebrations of our people, our heritage and the communities we are proud to call home.

I look forward with great anticipation to seeing what these dedicated community groups and volunteers have planned for 2027. If the success of this summer is any indication, the best is yet to come.

Special Thanks to Our Volunteer Fire Departments

A very special thank you must also be extended to the Florence Volunteer Fire Department for their tremendous work and commitment to Florence Community Days. Their members played an important role in helping organize, support and deliver a successful community celebration. Their dedication to the community and willingness to give their time is a perfect example of the volunteer spirit that makes events like this possible.

I would also like to extend a very special thank you to the Sydney Mines Volunteer Fire Department for their assistance and support throughout the various events held in Sydney Mines this summer. Their members were there to help wherever needed, contributing their time, expertise and commitment to ensuring that these events were safe, organized and enjoyable for everyone.

The contribution of our volunteer fire departments goes far beyond responding to emergencies. They are an integral part of the fabric of our communities, consistently stepping forward when their communities need them. Their involvement in these celebrations is another example of the tremendous pride and dedication they have for the people they serve.

To the members of both the Florence Volunteer Fire Department and Sydney Mines Volunteer Fire Department, on behalf of District 1, thank you for everything you do for our communities and for helping make the summer of 2026 such a tremendous success.

A copy of this report can be obtained online at www.cbrm.ns.ca or by contacting the Office of the Municipal Clerk at 902-563-5010.

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