

Cape Breton Regional Municipality

Council Meeting

AGENDA

TUESDAY, JUNE 13TH, 2023

6:00 P.M.

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

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Cape Breton Regional Municipality

Council Meeting

Tuesday, June 13th, 2023

6:00 p.m.

AGENDA ITEMS

Land Acknowledgement

6:00 p.m.

Roll Call

O' Canada

1. APPROVAL OF AGENDA: (Motion Required)

2. APPROVAL OF MINUTES:

➤ Council Minutes – May 23, 2023

3. PROCLAMATION:

6:05 p.m.

3.1 Longest Day of Smiles:

Councillor Lorne Green (See page 5)

4. PRESENTATION:

6:10 p.m.

4.1 Celebrating 120 Years of the Old Town Hall, Glace Bay (1903 – 2023): Elke Ibrahim Vice Chair and Curator; and Roberta Williams, Volunteer, Old Town Hall Society (See page 6)

5. REPORT:

6:40 p.m.

5.1 WindEurope Trip Summary: Tyler Mattheis, President and CEO; and Denis Thibeault, Economic Development Officer - Cape Breton Partnership; Mayor Amanda M. McDougall-Merrill and Deputy Mayor James Edwards (See page 66)

Continued...

**Council Meeting Agenda
June 13th, 2023 (Cont'd)**

6. **PROTECTIVE SERVICES ISSUE:** **7:30 p.m.**
- 6.1 **New Staff Appointment – Fire Prevention Officer:** Michael Seth, Fire Chief and Director of Fire and Emergency Services (See page **80**)
7. **CORPORATE SERVICES ISSUES:** **7:35 p.m.**
- 7.1 **Request to Deem Property Surplus: PID 15467095 - Nicholson Avenue/Acadia Street, New Waterford (District 11):** Sheila Kolanko, Property Manager (See page **83**)
- 7.2 **Request for Easement – NSPI, Churchill Drive, Sydney (District 5) PID 15080195:** Sheila Kolanko, Property Manager (See page **88**)
8. **BUSINESS ARISING:** **7:45 p.m.**
- 8.1 **Council – July 12, 2022:**
- a) **Water / Wastewater Commission Development:** Greg Campbell, Manager of Technical Support Services, Water Utility (See page **92**)
- 8.2 **Council – May 23, 2023:**
- a) **Cossitt Heights Development Request:** Michael Ruus, Director of Planning and Development (See page **129**)
9. **REVIEW OF ACTION ITEMS FROM THIS MEETING:** **8:45 p.m.**
Mayor Amanda M. McDougall-Merrill

ADJOURNMENT

Proclamation

Longest Day of SMILES® June 18th, 2023

- Whereas:** Operation Smile Canada is a global medical charity providing free, life-changing surgeries and medical care to children born with cleft conditions around the world;
- And Whereas:** Every 3 minutes, a child is born with a cleft condition, and lack of access to safe, effective surgery means that easily treatable conditions like cleft lip and cleft palate can become fatal;
- And Whereas:** Operation Smile Canada believes every child born with a cleft condition deserves exceptional surgical care;
- And Whereas:** The Longest Day of SMILES® will unite Canadians from coast to coast to coast as they raise awareness and funds;
- And Whereas:** On June 18th, 2023, the citizens in Cape Breton are encouraged to learn more about how to support this worthy cause by visiting www.longestdayofsmiles.ca;
- And Whereas:** Our community can help celebrate the Longest Day of SMILES® by posting #longestdayofsmiles on social media;
- Be It Therefore Resolved:** That CBRM Mayor, Amanda M. McDougall-Merrill and Council proclaim June 18th, 2023 as “Longest Day of SMILES” in the Cape Breton Regional Municipality.

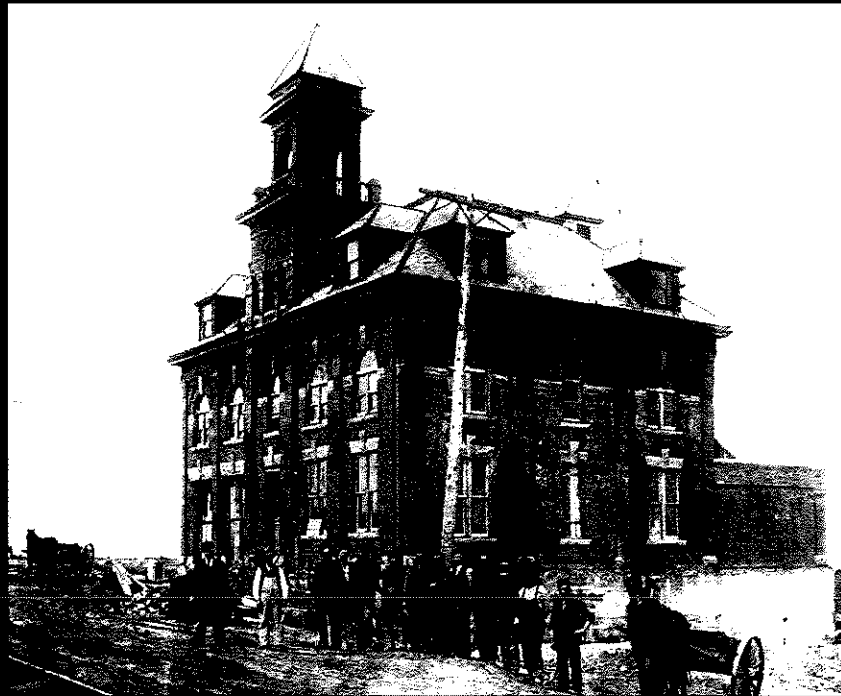
Councillor Lorne Green – CBRM District #12

June 13th, 2023

Celebrating 120 years of the
Old Town Hall
1903 - 2023

1

**Glace Bay
Town Hall
1903**



2

Town hall demolition near

BY SHARON MONTGOMERY

CAPE BRITON POST

GLACE BAY - Area councillors, members of the historical society and concerned citizens, met at Senator's Place Thursday to attempt to save the former Glace Bay town hall from destruction.

Elke Ibrahim, a member of Friends of the Glace Bay Town Hall, said they have learned the Cape Breton Regional Municipality (CBRM) is preparing to send out tenders for demolition.

"I was told everything has been finalized, the tenders will be put out in three to four weeks."

CBRM clerk Beverly White confirmed a motion was passed during a corporate services committee meeting Monday to begin the tendering process for the demolition of the building.

"This was passed with reluctance."

White said problems associated with the building developed before amalgamation of the CBRM in 1995. The condition of the building forced municipal employees into the former heavy water plant.

"The CBRM has tendered the building for sale on several occasions and asked for proposals from parties interested in the building."

"They are sympathetic to the people of Glace Bay, White said, but can no longer finance the liability associated with the building and cannot consider renovation.

"It would take tens of thousands of dollars to renovate the building, everything from the walls to the roof is in deplorable shape."

He said although they are at the 100,000 mark, it doesn't come forward with a business plan which would allow the CBRM from any liability in connection with the building, it would be considered a gift.

He said they contacted Glace Bay Historical Society members Howard



Howard MacKinnon, past president and director of the Glace Bay Historical Society, speaks during an emergency meeting at Senator's Place in Glace Bay Thursday. The meeting was called by concerned citizens who want to save the former town hall from demolition. The Cape Breton Regional Municipality has issued tenders for demolition of the building.

MacKinnon, past president of the historical society and director, said they have been trying to save the town hall since 1985.

He said they are upset over the news of the demolition.

"We look at this not merely as a slap in the face to the people of Glace Bay,"

MacKinnon said Glace Bay has an extended historical background including the construction of the town hall in 1903.

He said a new group, Friends of the Glace Bay Town Hall, organized Thursday's meeting.

SHARON MONTGOMERY/CAPE BRITON POST

Jan. 15, 1999

Town

3

Residents rally to save old town hall

Group ready to continue battle

BY SHARON MONTGOMERY

CAPE BRITON POST

GLACE BAY - More than 75 residents attended a rally at the former town hall Tuesday to show support for the preservation of the 100-year-old structure.

"They have taken away our town but will not take away our heritage," said Mary Ruth MacLellan, of Glace Bay, a concerned resident.

"This building holds many historic moments in our town's time."

The meeting was organized by Elke Ibrahim, a member of the Friends of the Glace Bay Town Hall committee.

Beaton said the group is doing all they can to save the building, after receiving word Monday the Cape Breton Regional Municipality is preparing tenders for the demolition of the building.

"We have faxed a letter to David Mudge, mayor of the Cape Breton Regional Municipality, asking for more time to work on this and are waiting for his response."

She said they will be phoning heritage people in Halifax and Ottawa for assistance.

"We will also be organizing another meeting of the new group to decide where to go from there."

Irelda MacAulay, a member of the Glace Bay Historical Society, said the meeting was basically to inform residents that has happened since the society took over the building in 1990, their efforts to restore it and what has been done.

MacAulay said in 1983 an engineering study was conducted on the building and it was determined sound, with the exception of the wiring and heating system.

"Through funding provided by



efforts of the new group, Friends of the Glace Bay Town Hall, which was formed to save the building.

"We are hoping people will show support by joining them."

Barbara Newell, of Sydney, said she was upset when hearing the news about the former town hall.

"It makes me livid to think the government of Nova Scotia is so pathetic, not even trying to save the building."

Newell, who's turned to Sydney after being away for 18 years, said these kind of heritage buildings need to be restored.

Anna Steele, also of Sydney, said there is a Heritage Act in Nova Scotia, which it appears to support these types



SHARON MONTGOMERY/CAPE BRITON POST

Town hall's history

A few interesting facts presented by Irene MacAulay, a member of the Glace Bay Historical Society, during the rally for the Glace Bay Town Hall Tuesday:

• John C. Douglas, the town mayor in 1903, later became the attorney general of Nova Scotia.

• From 1915-1917, George J. Harrington served as a local MLA in 1922. Later elected premier of the province.

• William Morrison, a labour leader with the United Mine Workers (UMW), was elected mayor of Glace Bay in 1903 and later became minister of mines and public works for Nova Scotia. He was mayor from 1948-1950.

• A.J. MacLellan, the former town magistrate, was considered a great Canada for his decisions on the bench.

• J. Louis Dubouché, the town magistrate for many years, became the first person from the district to be elected to a Nova Scotia cabinet office. He also wrote a book with historical accounts in and out of court.

• David Mudge, mayor of the Cape Breton Regional Municipality, a former lawyer, filed his first case in this building.

MP wants building saved

GLACE BAY - Former mayor and Glace Bay Town Hall would be a great asset to the town, as well as a heritage building, said Michael Gault, MP, in a letter to the

Scottish Premier Donald Dewar, MP, in a letter to the Cape Breton Regional Municipality.

Gault said historic heritage in the town hall should be preserved for future generations as well as a tourist.

"When my children and grand-

4

Building contains story of a town

There is a place where a Glace Bay man likes to go which has left marks with thousands of memories over the last 99 years.

Former MacKinnon - past president of the Glace Bay Historical Society has a passion for the former Glace Bay town hall, which has resulted in him spending countless hours there.

"Most of my waking hours in the summers were back and forth to there and in the evenings I would be on the phone helping kids with history projects for school."

Halfway born MacKinnon was only six months old when his family moved to Louisbourg. Five years later his father, who worked for the old S & L Bakery, moved the family to Glace Bay.

His first trip to the town hall was at age five, accompanying his father to pay a water bill.

"Growing up I always perceived the town hall as an important part of the town, a symbol of authority."

The town hall was built in 1906 and the first council meeting was held the following year. The building was used by the town for everything from the mayor's office to the police department.

As an adult he attended the council meetings there.

In 1999 the need for massive repairs to the town hall made it necessary to renovate the building, with the line of thought being that it would likely be abandoned for good. MacKinnon, one of the founding members of the Glace Bay Historical Society, decided to intervene. Since then, the group has spent countless hours trying to save and restore the building.

"There are 11 mice in Glace Bay in which there isn't a mark showing that anywhere. In me the town hall was always a symbol of the town, to connect it with our history and to make it an actual part of history."

From 1999 until the historical society had the town hall open as a museum during the summer months and also

My FAVOURITE ROOM

SHARON MONTGOMERY

government funding until 1998. After this time the historical society covered costs through donations to the museum in the summer and fund raising.

Last year the roof began to deteriorate to the point where the building was no longer operational.

The Glace Bay Heritage Museum Society was formed by members of the historical society to focus on fund raising for renovations to the building.

This gave members of the historical society a chance to continue doing what they always did - collecting and preserving artifacts for the museum, he said.

MacKinnon said the history flowing from the town hall is endless. Former mayor Gordon S. Harrington later became premier of Nova Scotia and another mayor, J.C. Douglas, became the province's attorney general.

As well, the building is noted for being the place of the first remote radio broadcast from Nova Scotia - and perhaps Canada - which included a performance by the Donkey Band.

Although MacKinnon can talk and write about the entire building, the room containing the council chambers is his favorite.

"This is high on my list, as so many important transactions took place there."

He often sits in the building, reading and reflecting on the town's history.

"When you're here you can't help but think about everything which happened here, the people who served as councillors and mayors over the years. Many of the former council meet-



SHARON MONTGOMERY/CAPE BRETON POST

Howard MacKinnon, past president of the Glace Bay Historical Society, relaxes in the council chambers of the former Glace Bay town hall. MacKinnon said he enjoys being inside the building for the thousands of memories it holds. The inset photo is an exterior shot of the building.

ings during a strike by the coal miners in 1925. MacKinnon said the military was brought in to take order. The military then sent the town a bill for \$25,000.

"This would have been a fabulous amount of money back then. The town rejected it, they could not pay it."

The council chambers include a large room with high ceilings and four arched windows. There are two rows of seats for the public section with old-fashioned cushion seats.

The pla in white walls offer a nice

Lillian Crews Walsh which depicts the John Cabot landing in Cape Breton in 1497.

There are large rooms on each floor of the two-storey structure, with many smaller rooms branching off them.

The main section of the building used to house the mayor's office and collection agencies.

Large doors on the building are from the days the fire department was housed there, the days of the house-

dever's reign.

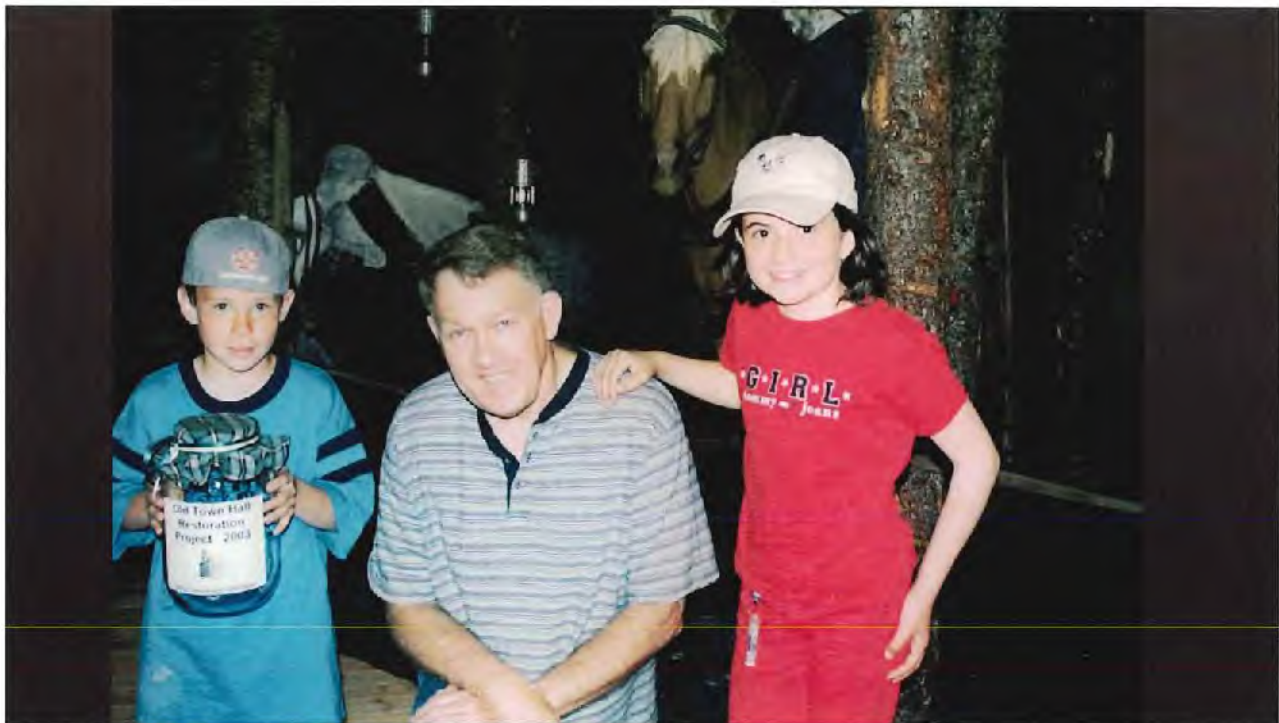
Although most of the artifacts have

been of interesting ones remain, such as a pair of homemade skis more than 100 years old and an old dental desk from the office of the late Dr. Duke MacIsaac, which still includes some of the materials he once used, including some false teeth.

There are sports team photos everywhere, including of the King's college hockey team in 1916 and an old rifle team from a local high school.

There is even a photo of a high school basketball team that MacKinnon coached in the early 1940's which

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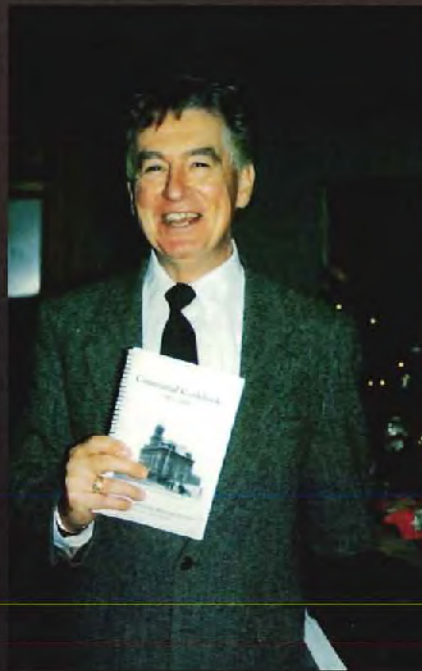


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Cookbook
launch 2001

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Bob Morgan

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Glace Bay
Old Town Hall
1999

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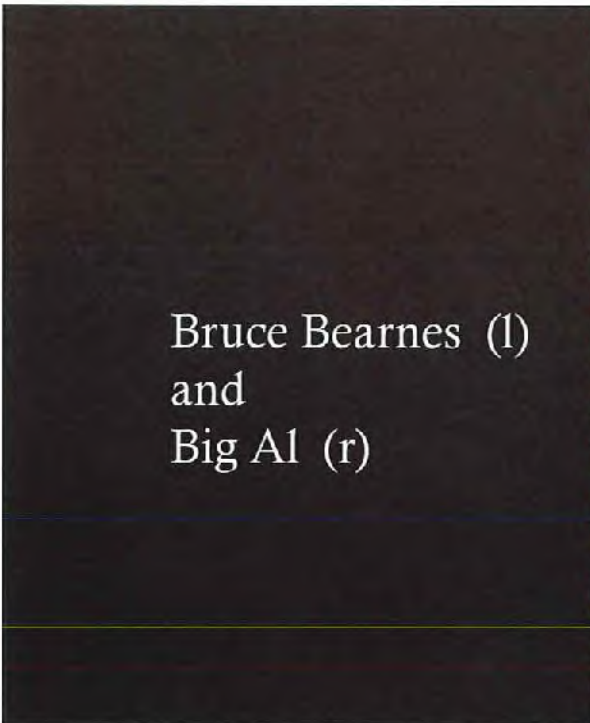


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Bruce Bearnese
Expert in
Planning and
Architecture

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WEDNESDAY, APRIL 12, 2006 **GLACE BAY**

'Fill the oil tank' party will help pay Old Town Hall bills

GLACE BAY — Volunteers with the Bayplex and the Old Town Hall are holding a 'fill the oil tank' party.

A Mother's Day dance will be held at the Bayplex, Saturday, May 13. The evening will include a buffet, door prizes and dance, with music by the 50s, 60s band Rock-It.

The room will be decorated with old and current pictures of Glace Bay.

"It will be a very classy event with candlelight, flowers on the table, a night suitable for Mother's Day," said Elke Ibrahim, vice-chair of the Glace Bay Heritage Museum Society.

The public is invited to join the fun and help pay the oil bill.

Ibrahim said a fundraiser is held each year at this time to help pay for oil, but this is the first time a Mother's Day dance has been organized.



MURRAY SHOOTING, COLLECTION COPY

Members of the band Rock-It (front, left) Patrick (Buddy) Searing, Cathy Courtney, Michele Xidos, Celia MacAnlay, Bill Delaney, and (back, left) Mike Barriello, Coady Delaney and Blair Brown, hold a practice.

The eight-piece band is donating its time to perform at the Old Town Hall Mother's Day dance, Saturday, May 13 at the Bayplex in Glace Bay.

"It's a big party, we are hoping to make this a tradition every year," Ibrahim said it costs \$2000 every two weeks to have the oil tanks topped off at the Old Town Hall.

"We have two large oil tanks, it would cost about \$4,500 to fill them. We have not received a single penny for operating costs. The staffing is 100 per cent volunteer."

She said the Bayplex came on board to assist with this fundraiser, as well the eight-piece band Rock-It is donating its services.


Tickets are available at various locations including the Bayplex and the Old Town Hall. Tickets are also available by telephoning the town hall museum, 842-5345, or 842-1842.

OLD TOWN HALL
Mother's Day Dance
Saturday, May 13, 2006

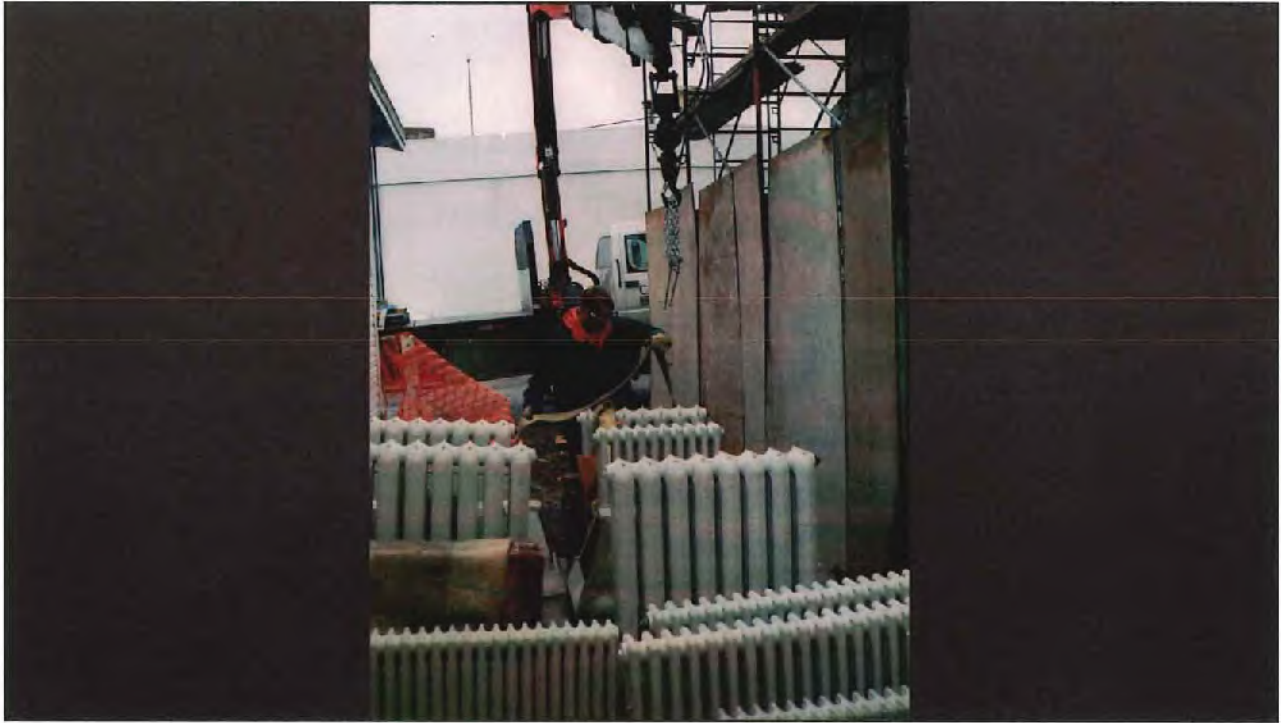
Time: 9:00 p.m. - 1:00 a.m. - at the Bayplex.
Admission: \$10.00 per person
Music of the 50's & 60's by 8 pc. band "ROCK-IT"

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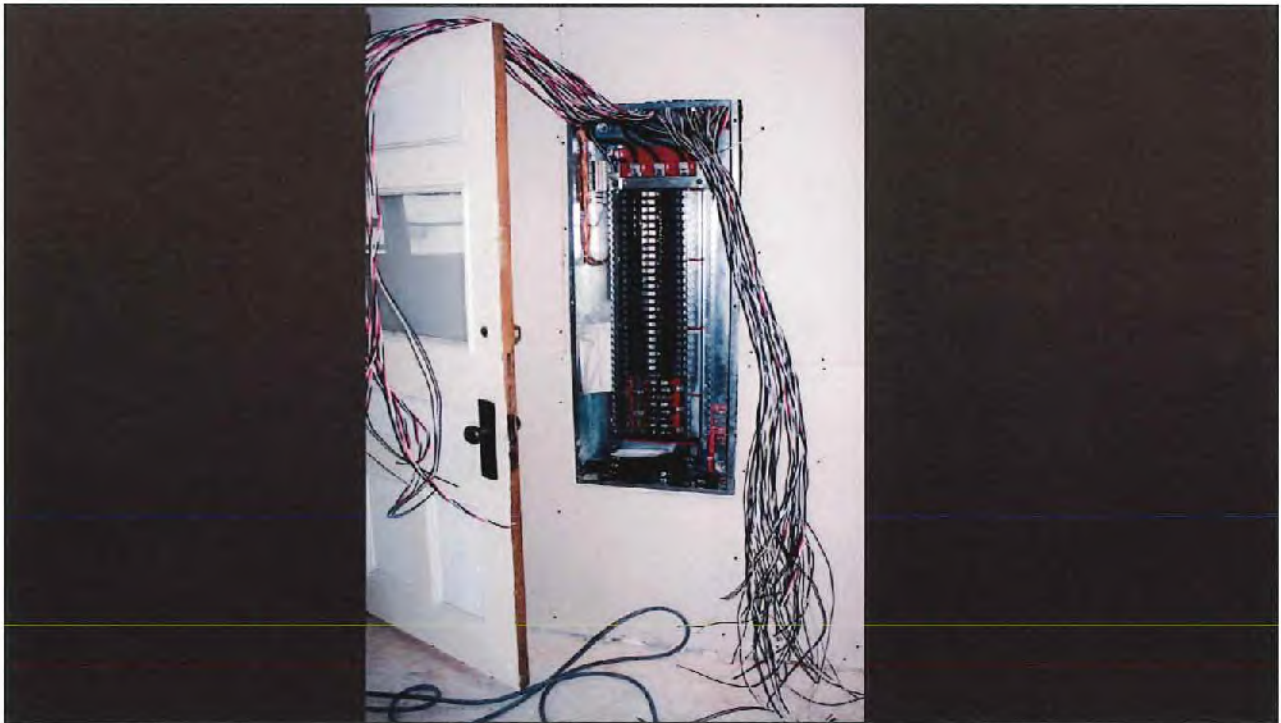
Yard Sale in Jail with Ingrid Kochhar



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Lt. Gov. of Nova Scotia
Myra Freeman

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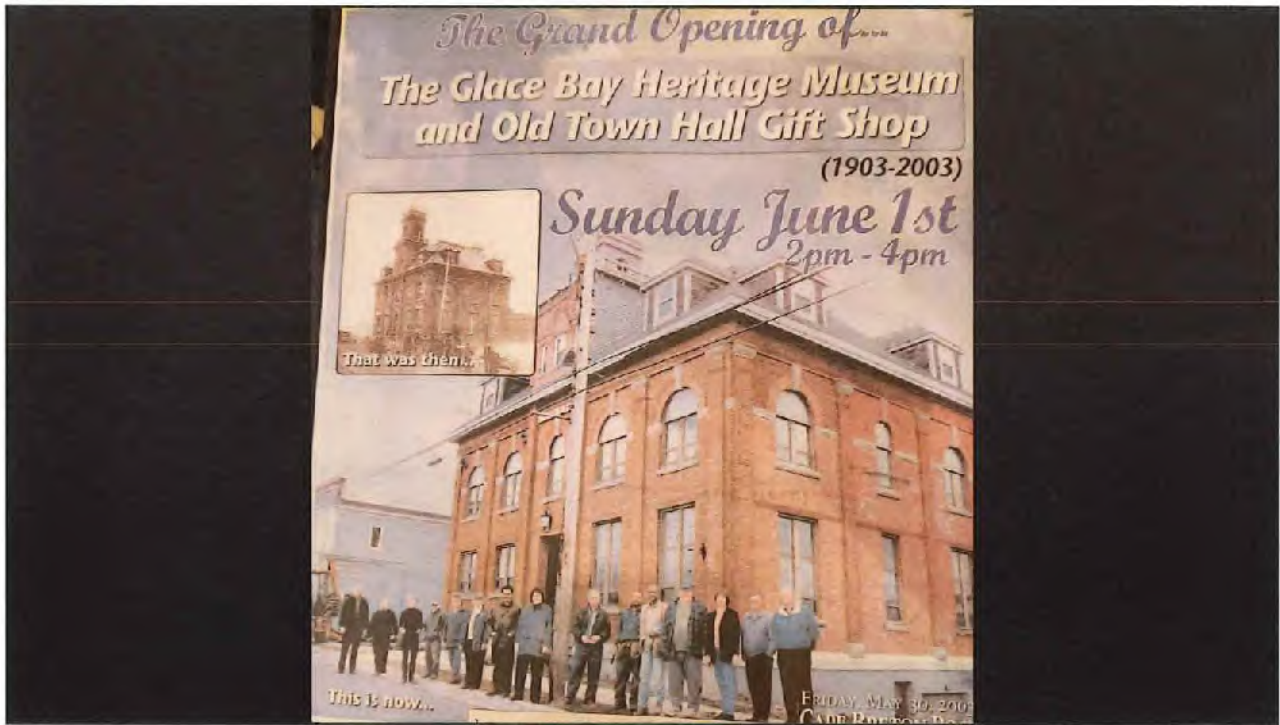
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Inglis
MacAulay (l)

Howard
MacKinnon (r)

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BUILDING'S HISTORY RECOGNIZED



Isabelle Harris (left), a board member with the Clatsop Bay Heritage Museum Society, and Elke Ibrahim, vice chair, sit in the historic area at the museum at the Old Town Hall with Mayor John Morgan of the Clatsop Bay Regional Municipality. The trio was looking over a plaque designating the building as a municipal heritage building. A ceremony was held Monday to mark the occasion.

Old Town Hall designated municipal heritage site

BY SHARON MONTGOMERY
CLATSOP BAY HERALD
CLATSOP BAY
The Old Town Hall may well be recognized as the "last one standing."
During special ceremony at the Old Town Hall Monday the building was officially designated a municipal heritage building.
This is the last heritage building in Clatsop Bay, said Elke Ibrahim, vice chair of the Clatsop Bay Heritage Museum Society.
"These are all beautiful buildings," Kenneth Johnson, chair of the society, was master of ceremonies for the event. During the ceremony a plaque acknowledging the designation was presented to the mayor by Mayor John Morgan of the Clatsop Bay Regional Municipality.
Morgan said at one time Clatsop Bay was a bustling town and the town hall was the central activity.
"This building has small town past

and to our truth, it is a symbol of our past and hopefully of a bright future."
He thanked members of the society and volunteers — on behalf of the people of Clatsop Bay and the CBHM — for their dedication and work in restoring and renovating the building.
"It has been restored in a really remarkable way. You deserve so much credit and we are so grateful for the society's message."
Morgan acknowledged Mayor Catherine Peifer-Cape Brown-Cornes and Elke Ibrahim, AIA, for their day.
"The building would not have been visible without you."
Then Wilson, a member of the CBHM heritage committee originally had the building in the project. The building was slated for demolition in 2011, he said.
"The days are open? has been preserved and saved from the wrecking ball."
Arlene Wilson, spokeswoman for the society, said the designation was a wonderful way to celebrate heritage for the community.

She said the society is happy and proud to accept the plaque which will officially designate the building as a heritage site.
However she said it also recognizes the hard work of the committee, volunteers and municipal council. Along with members of the CBHM heritage committee, Elaine Wilson, as well as former Clatsop County Executive Development Authority director and supporter.
"We also thank Howard MacIntosh and his family members of the Clatsop Historical Society who had a vision and were glad to have taken the steps to make their dream a reality."
A number of special guests attended the event, including County Executive Brad Wilson.
Wilson told the crowd he will continue to work with the preservation heritage site on the building.
montgomery@clatsopbay.com

Isabelle Harris (L)
Elke Ibrahim (M)
Mayor John Morgan (R)

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CAPE BRETON POST **GLACE BAY/NEW WATERFORD** TUESDAY, MARCH 15, 2005

ECBC money will help restore Old Town Hall

BY CHRIS SHANNON
CAPE BRETON POST
GLACE BAY

The community celebrated the restoration of a landmark, Monday.

The Glace Bay Heritage Museum is undergoing another round of extensive renovations — this time to its second floor, which was home to the town's council chamber prior to municipal amalgamation.

The project received \$300,000 in federal government funding through a non-repayable contribution from Enterprise Cape Breton Corp.

"We want to go back to 1903 and the way it looked then," said Elke Ibrahim, vice-chair of the Glace Bay Heritage Museum Society.

"They had lowered the ceiling with tiles and fluorescent lights. So we took all that out, and we're going to have a high ceiling again with big beautiful lamps and old furniture. It's going to be like it was 100 years ago."

The work also includes renovations to the former mayor's office, with additional displays, artifacts and exhibits highlighting Glace Bay's history and culture.

The restoration project

students," Ibrahim said.

Cape Breton-Canso Liberal MP Rodger Cuzner said volunteers have worked tirelessly to preserve local history.

He said it's really up to the community to support projects such as this one, and encourage the government to provide financial backing.

"Governments can't create an economy but if they're vigilant, if they work closely with stakeholders, if they pay attention to their communities, then they can create the conditions that can allow opportunities to unfold," Cuzner said.

Inglis MacAulay briefly interrupted his 82nd birthday party to attend the official announcement Monday. He has been one of those waiting for the moment when he can once again walk into the old council chamber.

The former town of Glace Bay councillor said it's important to preserve the Old Town Hall, as it's commonly called, because it's the last heritage building in the community.

"The town of course was formed in 1901 and this building was constructed in 1902 and 1903. This is the beginning of the town of Glace Bay," said MacAulay, who served three terms as councillor in the early



PHOTO BY SHANNON FOR THE POST

Elke Ibrahim, left, vice-chair of the Glace Bay Heritage Museum Society, and Isabelle Harris, a society board member, look at the renovations of the second floor of the Old Town Hall. Renovations to the former council chambers, where Ibrahim and Harris are standing, have been going since the fall. The first floor of the museum was renovated in 2003.

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Architect Ken
MacNeil (l)

Archie
Gallagher (r)

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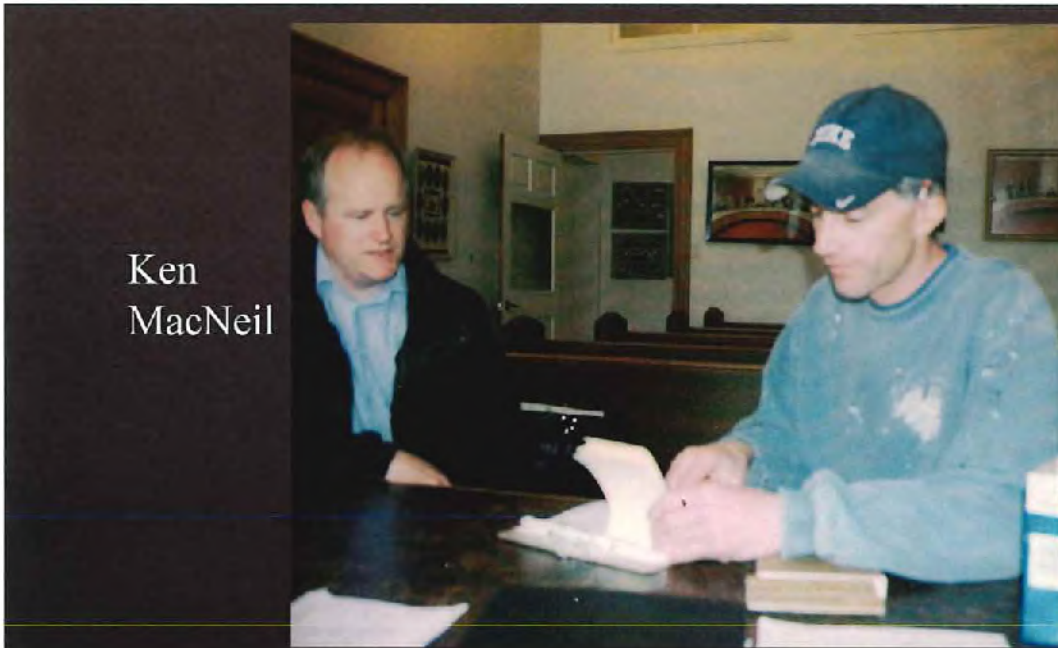


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Richard Sheppard

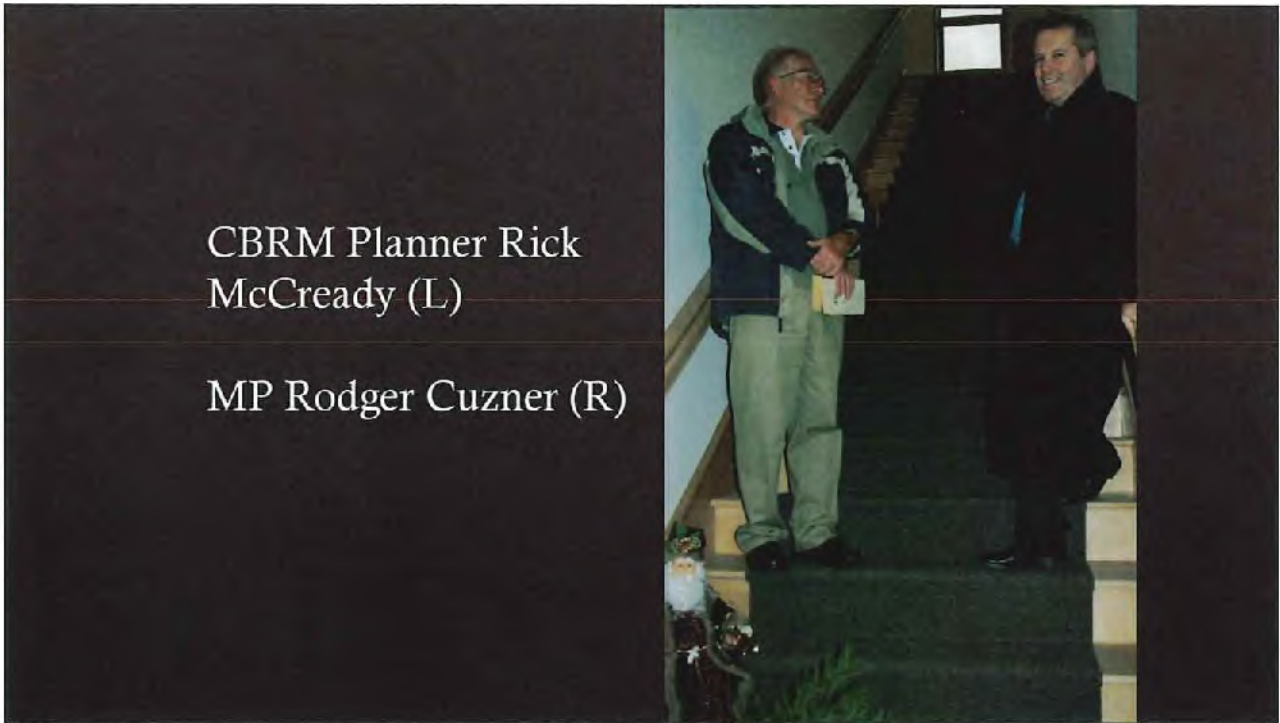
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Ken
MacNeil

Richard
Sheppard

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CBRM Planner Rick
McCready (L)

MP Rodger Cuzner (R)

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GLACE BAY/NEW WATERFO

First transatlantic wireless message originated in Glace Bay

Celebration of 1907 event begins Friday

By Susan MacIntyre
GLACE BAY

GLACE BAY — A special holiday celebration is being planned for October between the ports beginning Friday.

The first transatlantic wireless message from Glace Bay, Ireland, Oct. 15, 1907, will be recognized with an exhibit of photographs and artifacts.

"Glace Bay is the birthplace of international radio," said Howard MacIntyre, vice president of the Cape Breton Wireless Heritage Society.

The official opening of the exhibit will be held Friday on the second floor of the Glace Bay Heritage Museum at the Old Town Hall, 8:30 p.m. for attend pass.

The exhibit, coordinated by Dr. Henry Bamford, chair of the Cape Breton Wireless Heritage Society will be in place until Oct. 31 for public viewing.

The public will be able to sign a book and see the original code in during that period when the museum is open.

The exhibit includes photos and artifacts from the Museum of Science and Technology in Ottawa.

In celebration, a commemorative of the 1907 anniversary of the first message, an exchange of greetings will take place between the Maritime National Historic Site to Bellefleur and Ireland.

MacIntyre lived in Glace Bay from 1968-88 with his wife in a house on the Marine Drive Road. The house was purchased by the Glace Bay Municipality in 1996.

Through the cooperation of the Cape Breton Society, the house will be open at various times, October for public viewing.

The museum will be closed Oct. 2 and the downtown will be open to the public for a day.

Eric Doolin, vice-chair of the Glace Bay Heritage Museum, said it is fortunate that the Museum of Science and Technology in Ottawa is loaning their artifacts for the exhibit.

Henry Bamford (left), of Halifax, chair of the Cape Breton Wireless Heritage Society and Howard MacIntyre (right), vice chair, sit on Bill Appleton, originally of Glace Bay and now of Sydney, Nova Scotia, who will be leading the society as part of the display on Cape Breton at the Glace Bay Heritage Museum. Following an official opening of the display Friday, by invitation only, it will be open to the public until the end of October. www.herald-examiner.com

If anyone has any information or photographs related to MacIntyre's work in Cape Breton they wish to be included in the exhibit, contact Howard MacIntyre, 709-634-2200 or Henry Bamford, 902-422-7056, or any member of the society. www.cb-wireless.com

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CBC's Steve
Sutherland
and Marconi
Expert
Henry
Bradford



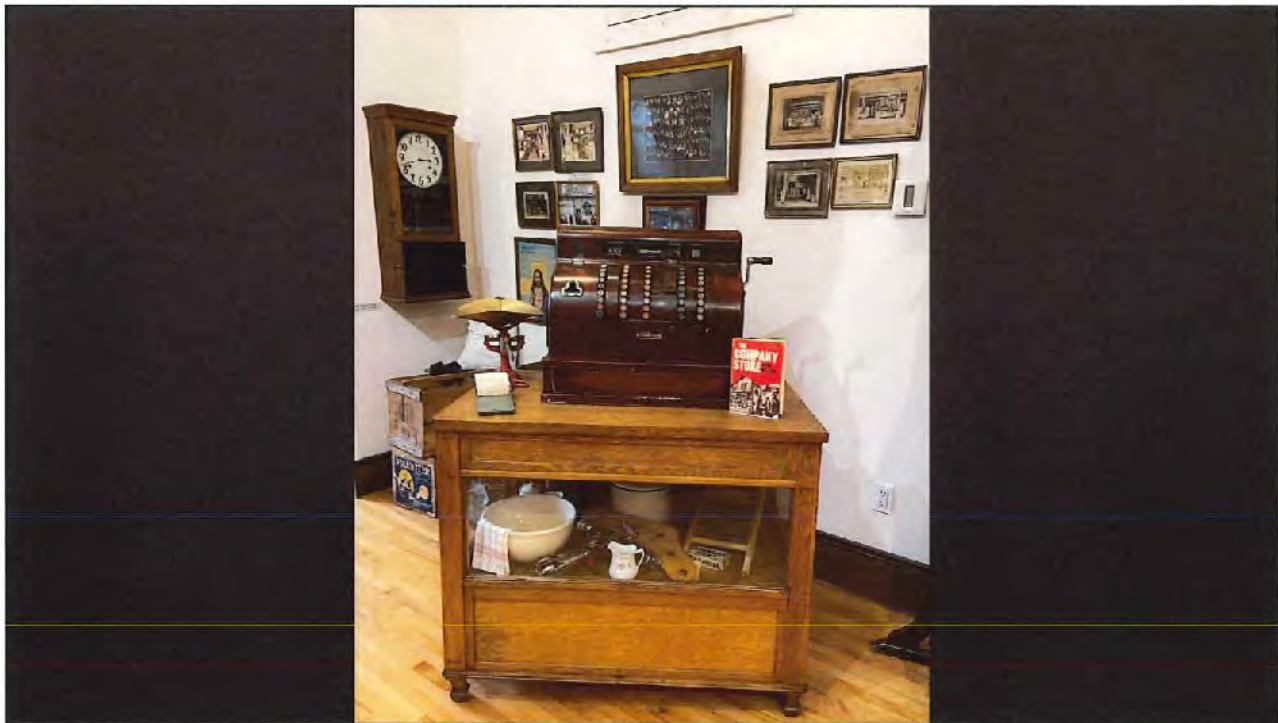
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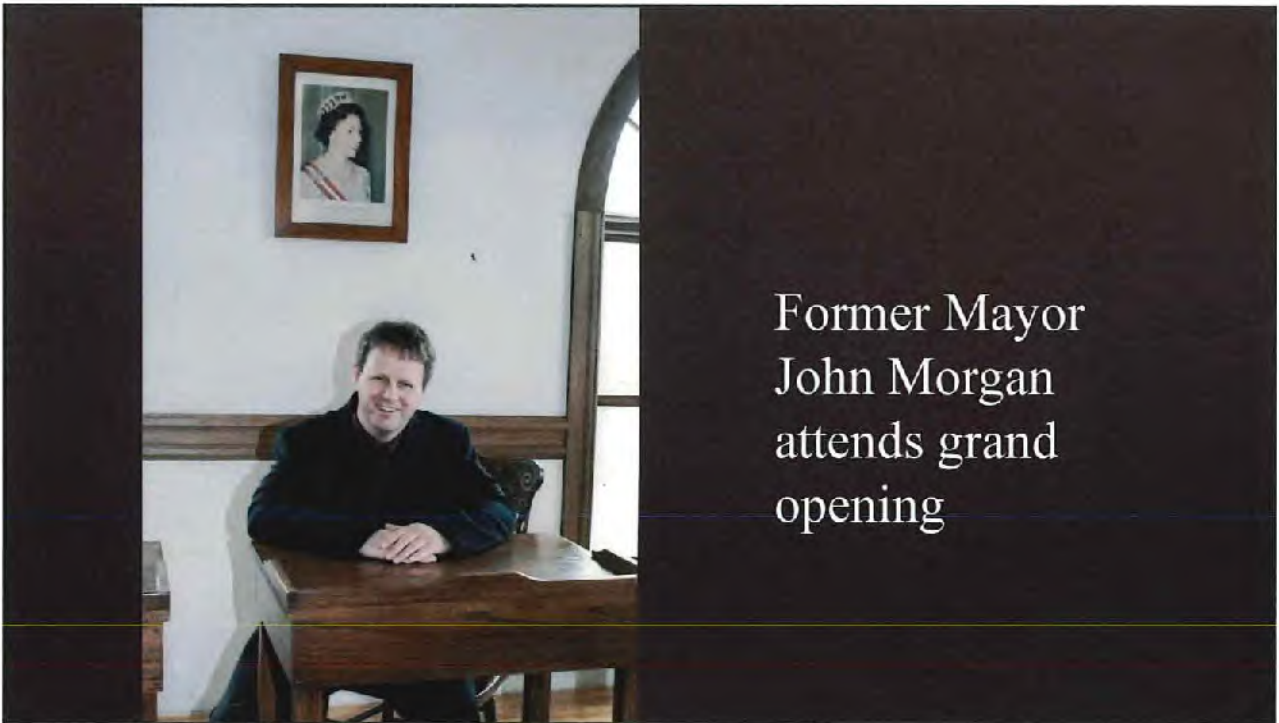
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Former Mayor
John Morgan
attends grand
opening

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CBRM RESOLUTION
“Glace Bay Heritage Museum – 110th Anniversary”

Whereas: The members of the Glace Bay Heritage Museum and the residents of Glace Bay will be celebrating the 110th Anniversary of the “Old Town Hall” and to commemorate this significant milestone, the members of the Glace Bay Heritage Museum have decided to embark on Phase III of the restoration;

And Whereas: This project will include restoring the basement, which held in years gone by, the police station, jail, many offices and the heating system;

And Whereas: Upon completion, the basement will be a continuation of the Museum with, among others, a permanent exhibit of the history and heritage of the Glace Bay Jewish community as well as a Centre for Genealogy;

And Whereas: Through the hard work of the dedicated volunteers, the Glace Bay Heritage Museum has been declared a winner in preserving Nova Scotia's Built Heritage in 2011 in the institutional category by the Heritage Trust of Nova Scotia;

And Whereas: In commemoration of the 110th Anniversary of the Old Town Hall, Mayor Cecil P. Clarke and CBRM Council will be holding its monthly meeting on July 9th, 2013 at the site in recognition of this wonderful milestone;

Be It Therefore Resolved: That CBRM Mayor and Council extend sincere congratulations to the dedicated members of the Glace Bay Heritage Museum and the residents on the historical celebration of the 110th anniversary of the “Old Town Hall” and acknowledge the achievements in restoring the history and culture of their ancestors for future generations.

Councillor Darren Bruckschwaiger - District #10 - CBRM
 July 9th, 2013

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Guest
Speaker

Former Premier
of Nova Scotia
John
Buchanan



Board member
Richard Jerrott

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WEDNESDAY, APRIL 12, 2006 GLACE BAY

'Fill the oil tank' party will help pay Old Town Hall bills

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The room will be decorated with old and current pictures of Glace Bay.

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The public is invited to join the fun and help pay the oil bill.

Ibrahim said a fundraiser is held each year at this time to help pay for oil, but this is the first time a Mother's Day dance has been organized.



MEMBERS OF THE BAND ROCK-IT. (FRONT, LEFT) PATRICK (BUDDY) NEARING, CATHY COURTNEY, MICHELE XIDOS, CASLIN MACAULAY, BILL DELANEY, AND (BACK, LEFT) MIKE HANIELLO, COADY DELANEY AND BLAIR BROWN, HOLD A POSITIVE.

The eight-piece band is donating its time to perform at the Old Town Hall Mother's Day dance, Saturday, May 13 at the Bayplex in Glace Bay.

"It's a big party, we are hoping to make this a tradition every year."

Ibrahim said it costs \$700-\$800 every two weeks to have the oil tanks topped off at the Old Town Hall.

"We have two large oil tanks. It would cost about \$1,200 to fill them. We have not received a single penny for operating costs. The staffing is 100 per cent volunteer."

She said the Bayplex came on board to assist with this fundraiser, as well the eight-piece band Rock-It is donating its services.

Tickets are available at various locations including the Bayplex and the Old Town Hall. Tickets are also available by telephoning the town hall museum, 842-5315, or 849-1812.

OLD TOWN HALL
Mother's Day Dance
Saturday, May 13, 2006

Time: 9:00 p.m. - 1:00 a.m. - at the Bayplex
Admission: \$10.00 per person
Music of the 50's & 60's by 8 pc. band "ROCK-IT"

79

Canada

The Stadacona Band

of Maritime Forces Atlantic

present

An Atlantic Tribute

Francis Clark

Bernard Feltz



Scott Macmillan



Haris Mason



Dave MacIsaac



Featuring ECMA Winners and Nominees
In Concert at

OLD TOWN HALL GALA
Sept. 20th 2003, 8pm
SAVOY THEATRE

Tickets \$15.00 @ Savoy Theatre or 849-6464 505 5882
All Proceeds going to
The Old Town Hall
Restoration

80



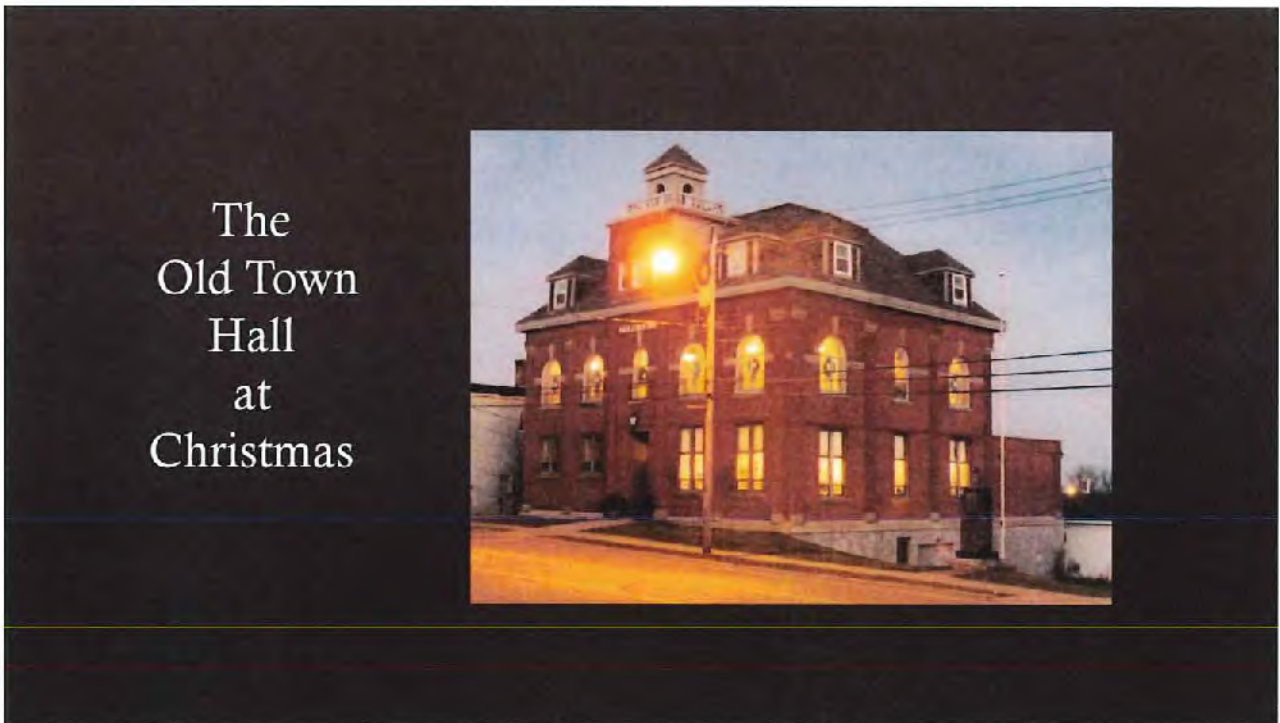
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82



83



The
Old Town
Hall
at
Christmas

84



Christmas Greeter



Old Town Hall
Christmas Gift Shop

85

Terese
MacAdam
reading her
Christmas
Story



86



87



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90



Green wall
in the jail
where
inmates
wrote their
names since
1925

91



92



93



94



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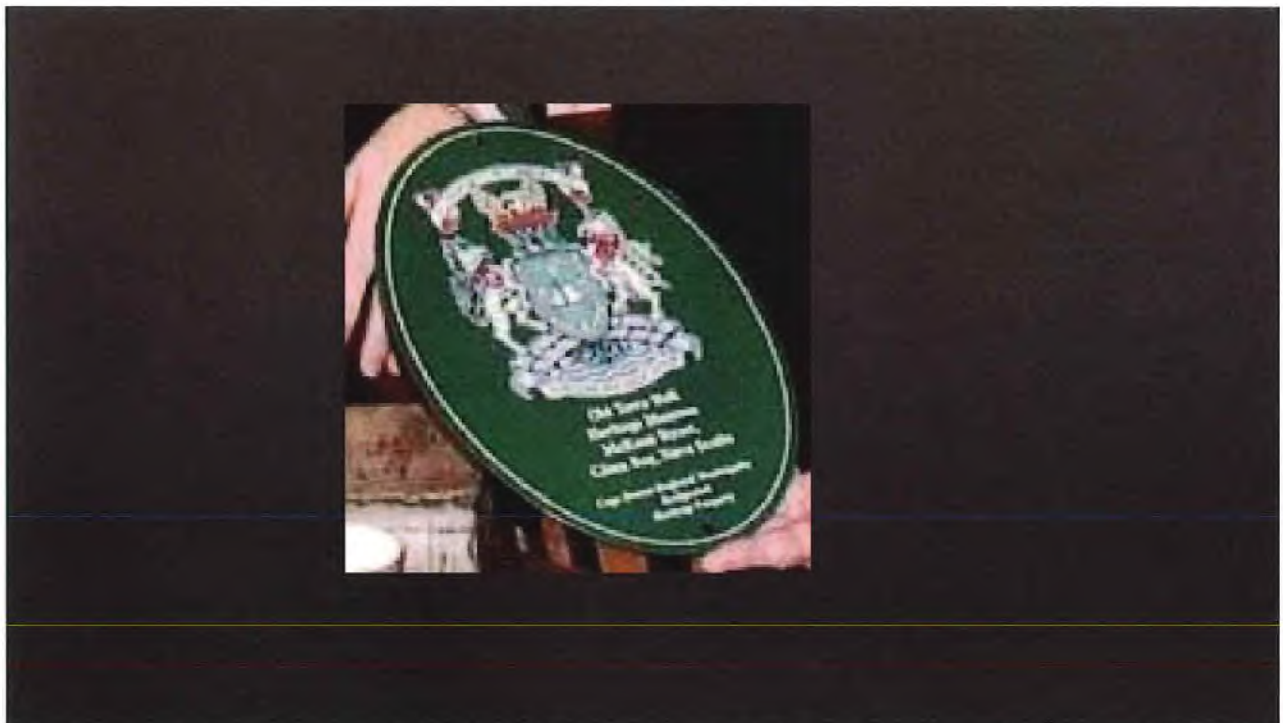
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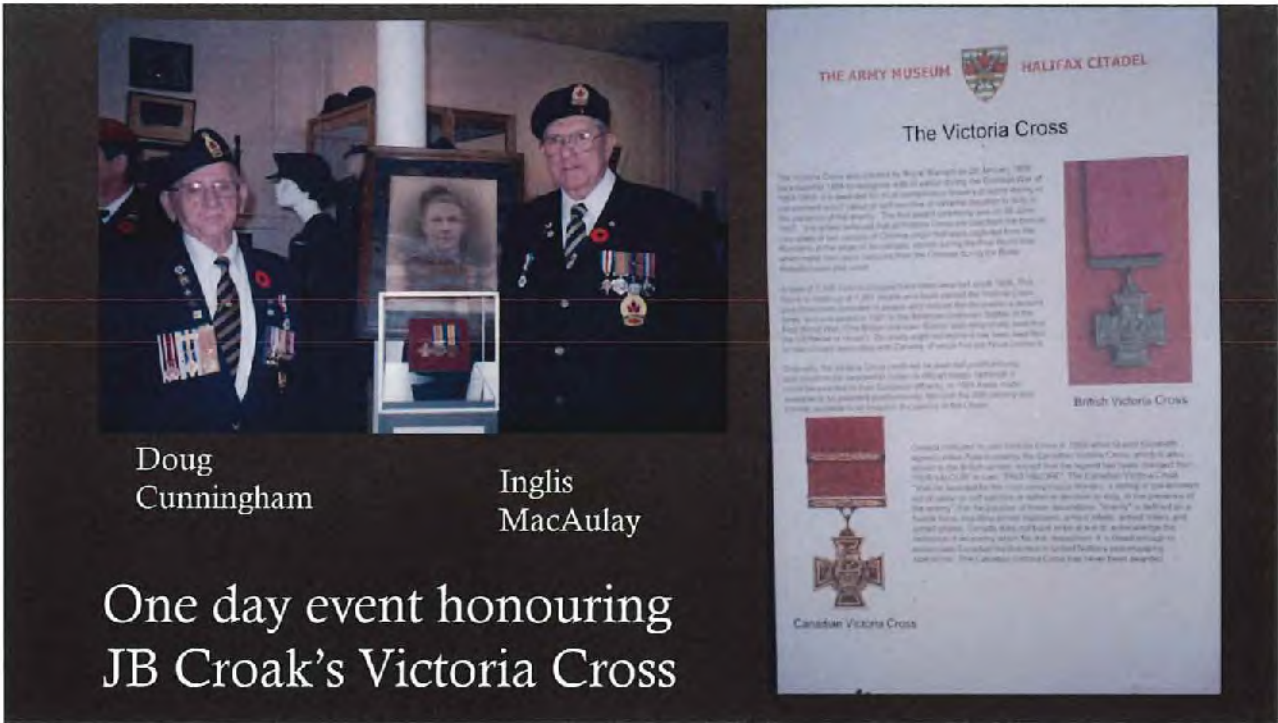
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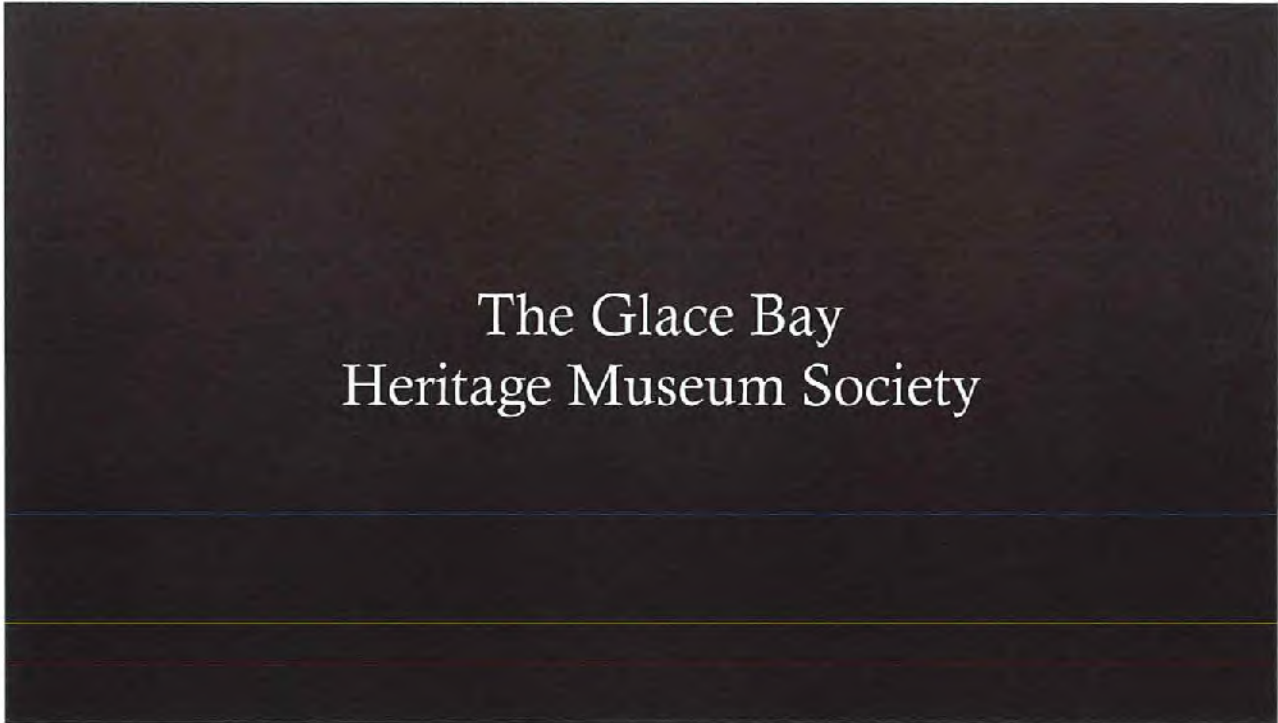
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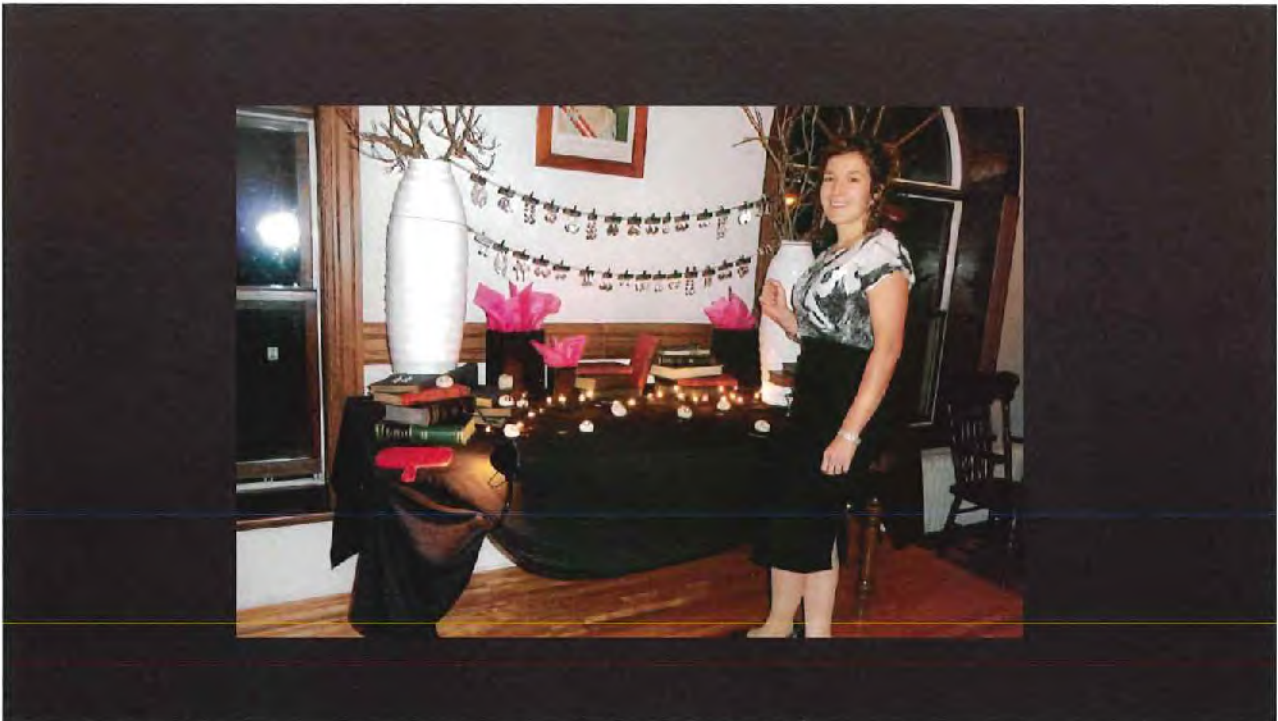
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108



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111



112

Miners Memorial
Day
June 11, 2016



113

The Heritage Trust
of Nova Scotia



114



115



116



117



118

The Glace Bay Heritage Society would like to thank the following for researching and putting together this presentation.

Elke Ibrahim
Savjive Kochhar
Roberta Williams
Jase Kochhar

119

The End

120



WindEurope Trip Summary

Presentation to CBRM Council
June 13th, 2023



In this Presentation:

- Setting the Scene
- Who Went? Why did we go?
- What did we do? What was it like? What did we learn?
- Where do we go from here?



Setting the scene: 5GW by 2030

Nova Scotia has set a target to offer leases of 5GW of offshore wind by 2030



The Honourable
Tim Houston,
Premier of Nova Scotia

September 2022

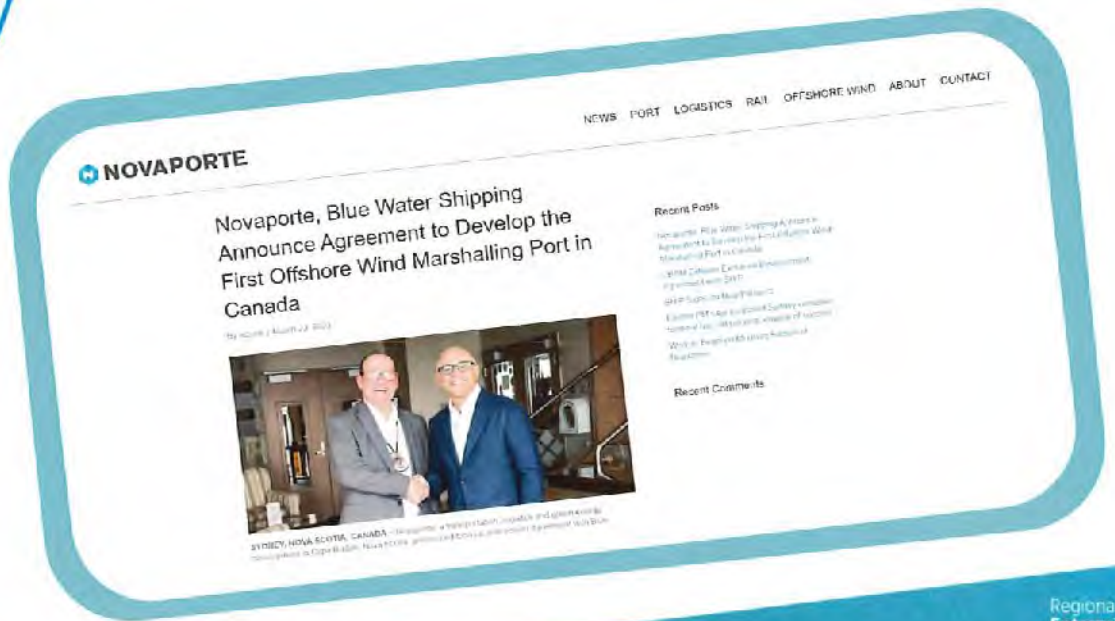
“

Setting this target sends a clear signal to the world that Nova Scotia is open for business and becoming an international leader in offshore wind and green hydrogen development.

We are taking every opportunity to develop our renewable energy market, not only to fight global climate change, but also to create green jobs here in Nova Scotia.

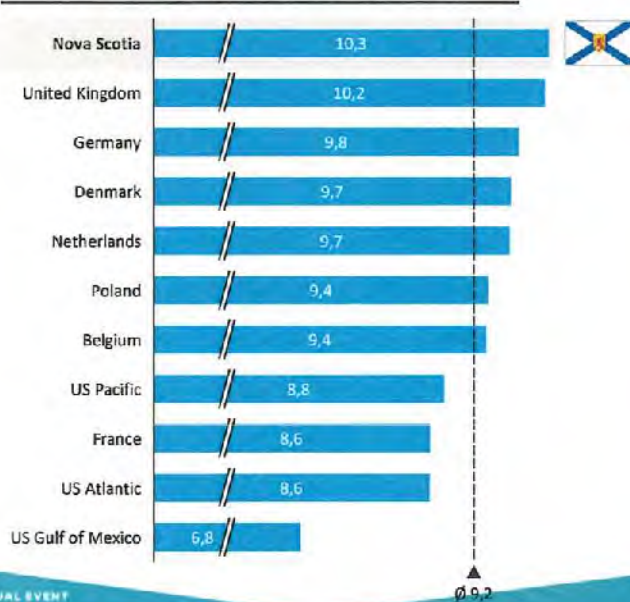
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Setting the Scene: Opportunity in Sydney Harbour



Setting the Scene: An Exceptional Resource

Offshore wind speed of territorial waters, P50 m/s @ 100m^[1]



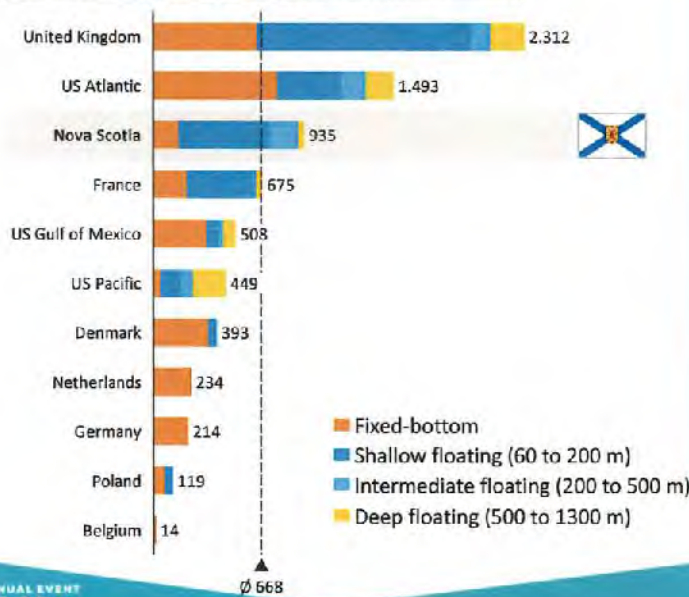
Nova Scotia offers one of the world's most competitive untapped offshore wind resources

Source: Global Wind Atlas.
1. Wind speed shown is P50 value for territorial waters. Technical potential estimates are based on water depth cutoff of 1000m and 7 m/s.

AEGIR INSIGHTS

Setting the Scene: An Exceptional Resource

Offshore resource technical potential by region, gigawatts⁽¹⁾



It holds a globally significant capacity of fixed-bottom and floating wind siting opportunities

Source: Global Wind Atlas
 1. Wind speed shown is P50 value for best-fit model. Technical potential estimates is based on water depth less than 1300m and 7 m/s.

AEGIR INSIGHTS

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CBPM

Regional Enterprise Network

Setting the Scene: An Exceptional Resource

Value Mapping Nova Scotia's Offshore Wind Resources

Levelized cost of energy (LCoE) also referred to as the levelized cost of electricity or the levelized energy cost (LEC), is a measurement used to assess and compare alternative methods of energy production.

In this graphic AEGIR Insights Quant model produces a map showing high and low LCoE areas, where green indicates lower cost.

net-zero atlantic AEGIR

Scan here for more information from the slide on the left!

Unama'ki - Cape Breton Offshore Wind Community Engagement Survey

We want to hear from you! Fill out our survey and tell us how you want to engage in future offshore wind discussions - we'll be your biggest fan!

Take the Survey Scan Here

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Who went?
Why did we go?

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Who went, and who paid?

Mayor Amanda McDougall-Merrill

Deputy Mayor James Edwards



CAPE BRETON
REGIONAL MUNICIPALITY

Denis Thibeault

- Economic Development Officer, CBRM

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Who went, and who paid?

Tyler Mattheis

- President and CEO, Cape Breton Partnership



Who else went?

Cape Breton Private Sector



Other Key Entities (connected to Cape Breton)



Province of Nova Scotia

(Dept. of Natural Resources and Renewables)



- Chris Spencer
 - Executive Director
- Sandra Farwell
 - Director, Marine Renewables and Clean Innovation

And others...



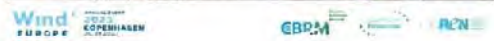
Why did we go?

1. **To learn** about all areas of the industry from the continent who is most advanced in its deployment.
2. **To make connections** with companies and organisations in the wind energy sector and promote Nova Scotia and Cape Breton as a place for investment in the wind energy sector and green fuels sector.
3. **To meet major developers** looking for new markets
4. **To meet supply chain companies** looking for new markets and/or looking to partner with local businesses.



Why did we go?

5. **Grow relationships with academic and government organisations** that can lead to better outcomes for our communities
6. **Support the “Team Nova Scotia” delegation** that included DNRR, Net Zero Atlantic, and CNSOPB; in order to promote Cape Breton to decision-makers within Nova Scotia.
7. **Encourage Island-Wide collaboration, notably between CBRM and the Strait Area.**



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What did we do?
What was it like?
What did we learn?

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What did we do?

PROMOTE Our Island as a great place to live, work, and invest

GROW A culture that values and celebrates creativity, innovation and entrepreneurship

CONNECT Entrepreneurs and companies to the resources they need to succeed



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What did we do: Tour Esbjerg



BUSINESS ESBJERG  Esbjerg Kommune

PORT ESBJERG

- We learned and saw first hand how the OSW industry livens communities similar to those on Unama'ki/ Cape Breton. We felt the prosperity, economic and community benefits in the streets, parks, and citizens of Esbjerg.
- We started strong municipal relationships with Cape Breton and Danish Municipalities key to OSW/ Hydrogen industries

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- Toured the Port Esbjerg OSW marshalling yards and infrastructure to truly understand the scope of CBRM's potential in contributing to an OSW industry in North America.
- Met with key industry players to learn about past challenges, current opportunities and future hopes.

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What did we do: Copenhagen WindEurope Conference



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WIND SUPPLIERS

equinor Orsted RWE Vestas

REGULATORS

EUROPEAN COMMISSION

POST-EVENT REPORT

windseurope.org/annual/2023

15,800+
PARTICIPANTS

500+
EXHIBITORS

60+
SESSIONS

330+
SPEAKERS

80
JOURNALISTS

29 SOCIAL
& SIDE EVENTS

TOP 10 COUNTRIES



Participants
came from
86 different
countries

★
International
political presence

EXHIBITION HIGHLIGHTS

- 10,800 m² Net floor space
- 21 m² Average stand size
- 240 m² Biggest stand size (Green's Games Renewable Energy)

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What else did we do?

- **Nova Scotia Reception** – Announcement of Offshore Wind Road Map (precursor)
- **BlueFloat** reception
- Meetings with the **Danish Energy Agency, NRR,** and Industry Experts
- **Separate meetings with Developers**
 - RWE, OX2, BlueFloat

What did we learn?:

Themes

- Sources + Supply Chain
- Permitting and Policies
- Financing and Business Case for OSW and Green Hydrogen
- Port Infrastructure
- Power – to – X (wind to hydrogen)
- Auction Design for community benefit
- Industry sustainability practices + research

Connections

- UK ORE Catapult (research + innovation)
- Supply chain companies
 - Fabrication, marine ops, boatbuilding, etc.
- Ports (Esbjerg, Orkney, Aalborg...)
- Consultants (regulatory and developers)
- Experienced Government agencies (Orested)
- Research and Analytics (Aegir, Kaya, ...)

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Where do we go
from here?

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Immediate actions right now?

Community
Engagement Survey



netzero

Port Days
(May 31st and June 1st)



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Superport Days
(June 29th and 30th)

strait of canso
SUPERPORT
DAYS '23
Industry Sessions - Business Opportunities - Networking



CBREN

Cape Breton
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Ongoing next steps?

In General

- **Advise, influence and assist Provincial partners** in the development of a regulatory framework based on learnings from Copenhagen.
- **Follow up with new connections** and make appropriate introductions to local businesses/organisations.
- **Build partnerships with relevant organisations** from WindEurope in order to implement projects in Cape Breton (e.g. UK ORE Catapult on Ocean Innovation Centre).
- **Support/Host events** to ready local businesses for the wind energy industry.
- **Influence and inform strategic reviews of infrastructure.**

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CBRM can be the North
American OSW hub.

Lets make it happen!

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Cape Breton Regional Fire and Emergency Service

Deputy Fire Chief Craig MacNeil
362 George Street
Sydney, Nova Scotia
B1P 1K1



PH: (902) 563.5140; 563-5350
FX: (902) 574-0916
Email: wcmacneil@cbrm.ns.ca

To: Cape Breton Regional Municipality Council

From: Deputy Fire Chief, Craig MacNeil, Manager Fire Prevention

Date: June 6, 2023

Re: New Staff Appointment – Fire Prevention Officer

Introduction

The position of Fire Prevention Officer is responsible to conduct fire inspections, code enforcement, fire investigations, and Public Education as well as the administer and enforce related CBRM Bylaws and the Nova Scotia *Fire Safety Act*.

On February 6 2023, CBRM hired Bryce Kehoe as a Fire Prevention Officer. Bryce comes to us as a volunteer firefighter with North Sydney Station 30 fire department and previously Truro Volunteer Fire Department.

This Fire Prevention Officer bring a wealth of education and experience to their new position.

As mentioned, fire Inspections are part of their responsibilities as Fire Prevention Officers. To fill that role, there is a need to be sworn in by Council to provide the authority to conduct fire inspections and enforce the relative Codes and Acts.

Recommendation

I therefore recommend that CBRM Council pass a motion appointing **Bryce Kehoe** as Municipal Fire Inspector in accordance with the provisions of the Fire Safety Act of Nova Scotia, Chapter 6 of the Acts of 2002, article 19(1)(b) thereof.

SUGGESTED MOTION

To appoint Fire Prevention Officer Bryce Kehoe as Municipal Fire Inspector in accordance with the provisions of the *Fire Safety Act* of Nova Scotia, Chapter 6 of the Acts of 2002, Article 19 (1) (b) thereof, to carry out fire inspections within the Cape Breton Regional Municipality in accordance with the said Act and any regulations made thereunder.

Respectfully Submitted,

Original signed by

Craig MacNeil
Deputy Fire Chief
Cape Breton Regional Fire & Emergency Service

Attachment A

Duties of a municipality

19 (1) A municipality shall

(a) establish a system of fire-safety inspections of land and premises situate within its jurisdiction, as required by the regulations, to provide for compliance with this Act, the regulations and the Fire Code.

(b) appoint a municipal fire inspector who shall carry out the inspections;
and

(c) ensure that the Fire Marshal is notified, in writing, of the appointment of the municipal fire inspector and the revocation of any such appointment.

(2) A municipality that is required to establish and conduct a system of inspections pursuant to subsection (1) shall ensure that

(a) a record is made of every inspection undertaken by the municipality.

(b) the records are made available, on request, to the Fire Marshal or a deputy fire marshal; and

(c) unless otherwise prescribed by the regulations, the records are kept for at least five years. 2002, c. 6, s. 19.



ISSUE PAPER

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: Request to Deem Property Surplus
PID 15467095
Nicholson Avenue/Acadia Street, New Waterford
(District 11)

DATE: June 13th, 2023

REQUEST:

CBRM received a letter of interest from Maple Hill Manor (“the applicant”) asking CBRM to consider selling a CBRM parcel of land located on Nicholson Avenue, New Waterford for their new Residential Care Facility being built in New Waterford (“subject property”). The subject property required for the project is outlined in yellow on the attached map and identified as PID 15467095 (Attachment A).

BACKGROUND INFORMATION:

Council passed a motion at a meeting held on January 31st, 2023, to sell a parcel of land (PID 15467129) to Maple Hill Manor and grant an easement for parking over the subject property (PID 15467095) as recommended by staff. At that time, staff recommended CBRM retain ownership to the subject property because of various reasons (municipal infrastructure/access).

The applicant has since submitted their conceptual design to the municipality for review (Attachment “B”). Unfortunately, the applicant’s design and size of the building does not allow for setback and density requirements pursuant to existing Land Use By-laws.

The applicant asked staff to reconsider the request to purchase the subject property.

EVALUATION/REVIEW:

A second review was completed to determine if there was a way to work with the applicant to allow for their current design for the new facility and comply with setback, density, and parking requirements under the Land Use By-Law. After much discussion, staff is prepared to make a recommendation to council.

RECOMMENDATION:

It is staff's recommendation to council to pass a motion:

Declaring the subject parcel (PID 1S467095) surplus to the needs of the municipality and sell to the applicant, at market value, subject to the following conditions:

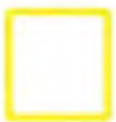
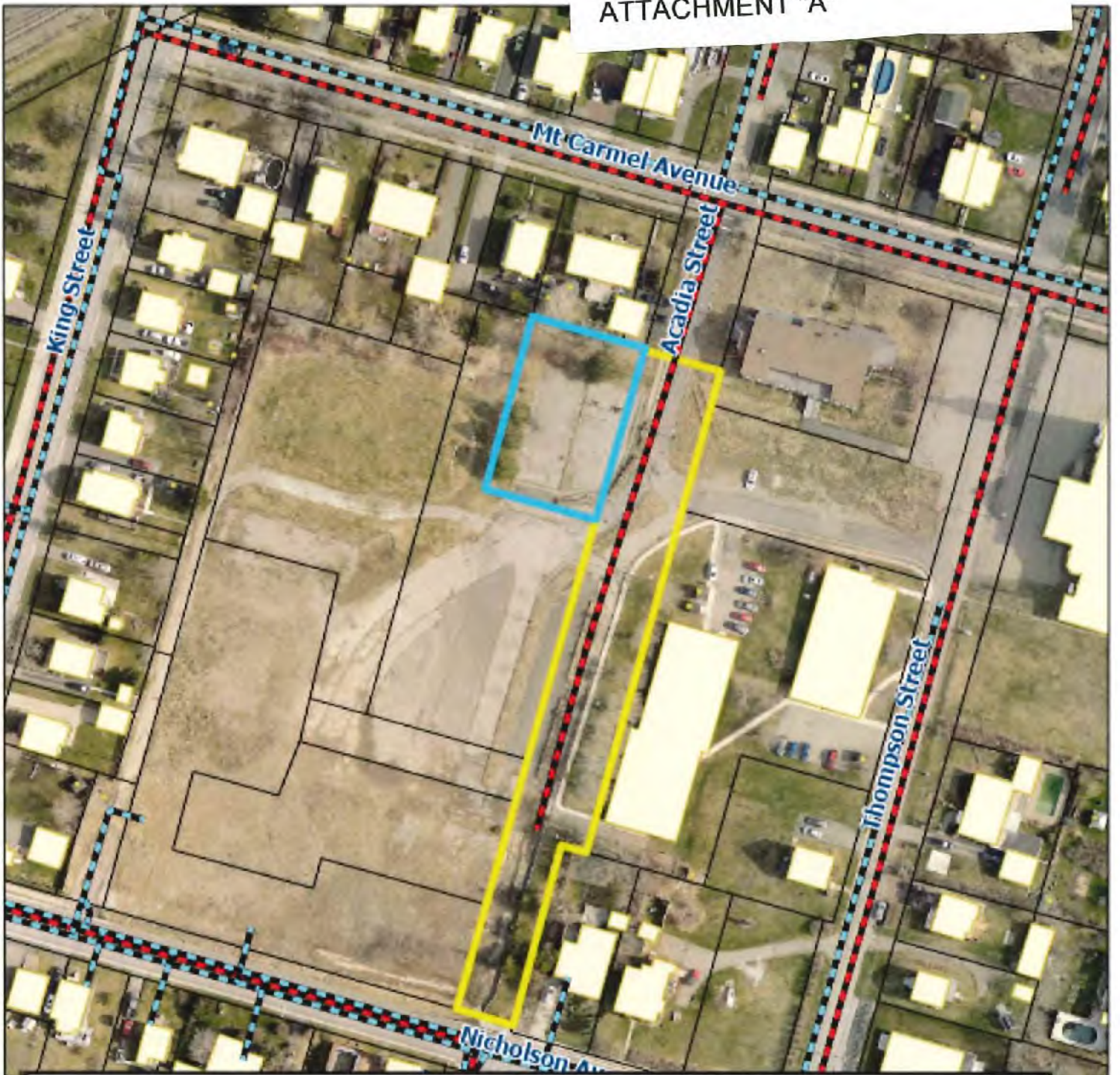
- (a) Subject to a Sanitary Sewer Easement in favour of Cape Breton Regional Municipality for existing sanitary sewer line;
- (b) Subject to an Access Easement in favour of Cape Breton Regional Municipality off Acadia Street;
- (c) Subject to an Access Easement in favour of adjacent property owner (Canada Mortgage and Housing Corporation).
- (d) Subject to Lot consolidation and compliance with Land Use By-law and issuance of a building development permit.

All costs will be the responsibility of the applicant.

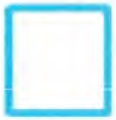
Respectively Submitted by:

ORIGINAL SIGNED BY

**Sheila Kolanko
Property Manager**



PID: 15467095 - Owner: CBRM



PID: 15467129 - Sold to Maple Hill Manor



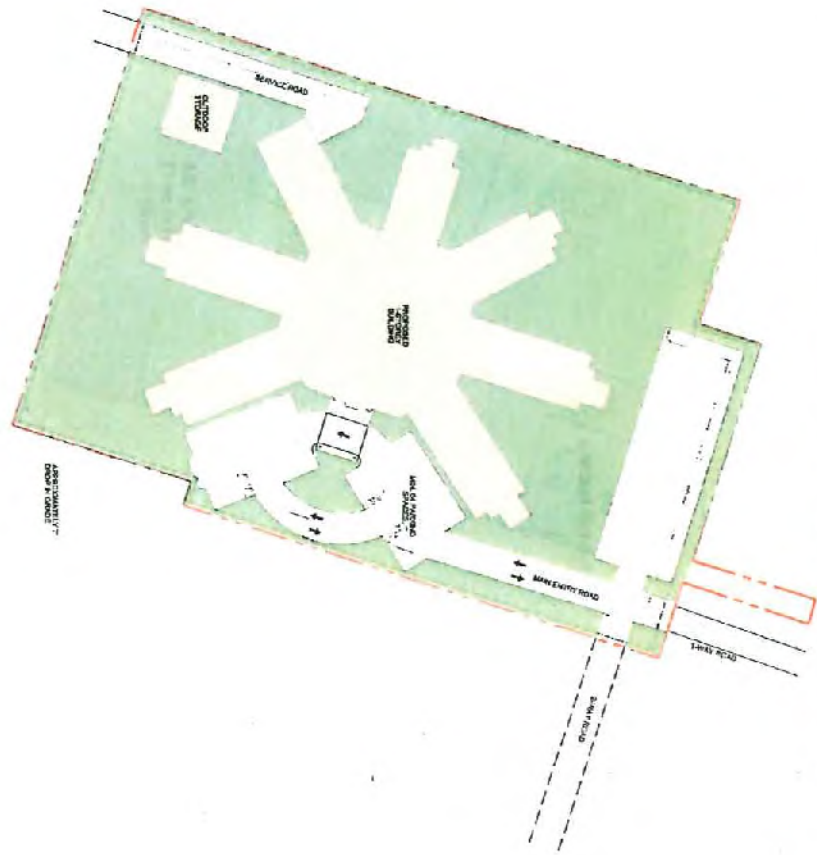
Sewer Line



Water Line

ATTACHMENT "B"

CONCEPTUAL SITE LAYOUT - 1 STOREY OPTION
 2024 (SHEET 1) 1000 (REVISED PER 173 AND 180)



1
A-1.1

POUERRE MENCHENTON ARCHITECTURE ARCHITECTURAL	
2000 UNIVERSITY STREET MONTREAL, QUEBEC H3T 2A4	
TEL: 514 392-1111 FAX: 514 392-1112 WWW.PMARCHITECTURE.COM	
PROJECT NO: 8398-01 PROJECT NAME: CONCEPTUAL SITE LAYOUT	
DATE: 10/20/2023	
DRAWN BY: [Name]	
CHECKED BY: [Name]	
APPROVED BY: [Name]	
SCALE: [Scale]	
SHEET NO: 1	
TOTAL SHEETS: 1	
PROJECT TITLE:	
CONCEPTUAL SITE LAYOUT - 1 STOREY OPTION	
PROJECT NO: 8398-01	
SHEET NO: 1	
TOTAL SHEETS: 1	



CBRM

A Community of Communities

ISSUE PAPER

TO: Mayor and Council

FROM: Sheila Kolanko – Property Manager

SUBJECT: REQUEST FOR EASEMENT - NSPI
Churchill Drive, Sydney (District 5)
PID 15080195

DATE: June 13th, 2023

INTRODUCTION

A request has been received from Attwood Surveys, on behalf of Her Majesty The Queen in Right of Canada -Department of Indigenous Services (“Membertou”) seeking an Easement in favor of Nova Scotia Power Incorporation (NSPI) across land presently owned by CBRM. The CBRM property is identified herein as PID 15080195. The Membertou property identified as PID 15855372 on the attached sketch (Attachment “A”) and map (Attachment “B”).

INFORMATION

Membertou is in the process of developing their property identified herein for residential housing. CBRM owns the land adjacent to the Membertou property. NSPI has completed a site assessment and determined the best location to service the units would be to place the poles along the respective boundaries. Attached herein is a sketch prepared by Attwood Surveys showing the proposed Easement the applicant is seeking.

An internal staff review was carried out and it has been confirmed there is no issue with granting an easement for the proposed development as outlined on attached sketch.

RECOMMENDATION:

Staff's recommendation to Council is to pass a Motion authorizing the Mayor and Clerk to execute an Easement Agreement in favour of Nova Scotia Power Incorporation across the CBRM property as shown on attached sketch (Attachment "A") to permit the applicant's development.

All cost and fees associated with the Easement shall be the responsibility of Membertou.

Respectively Submitted by:

Original Signed By

**Sheila Kolanko
Property Manager - CBRM**

ATTACHMENT "A"

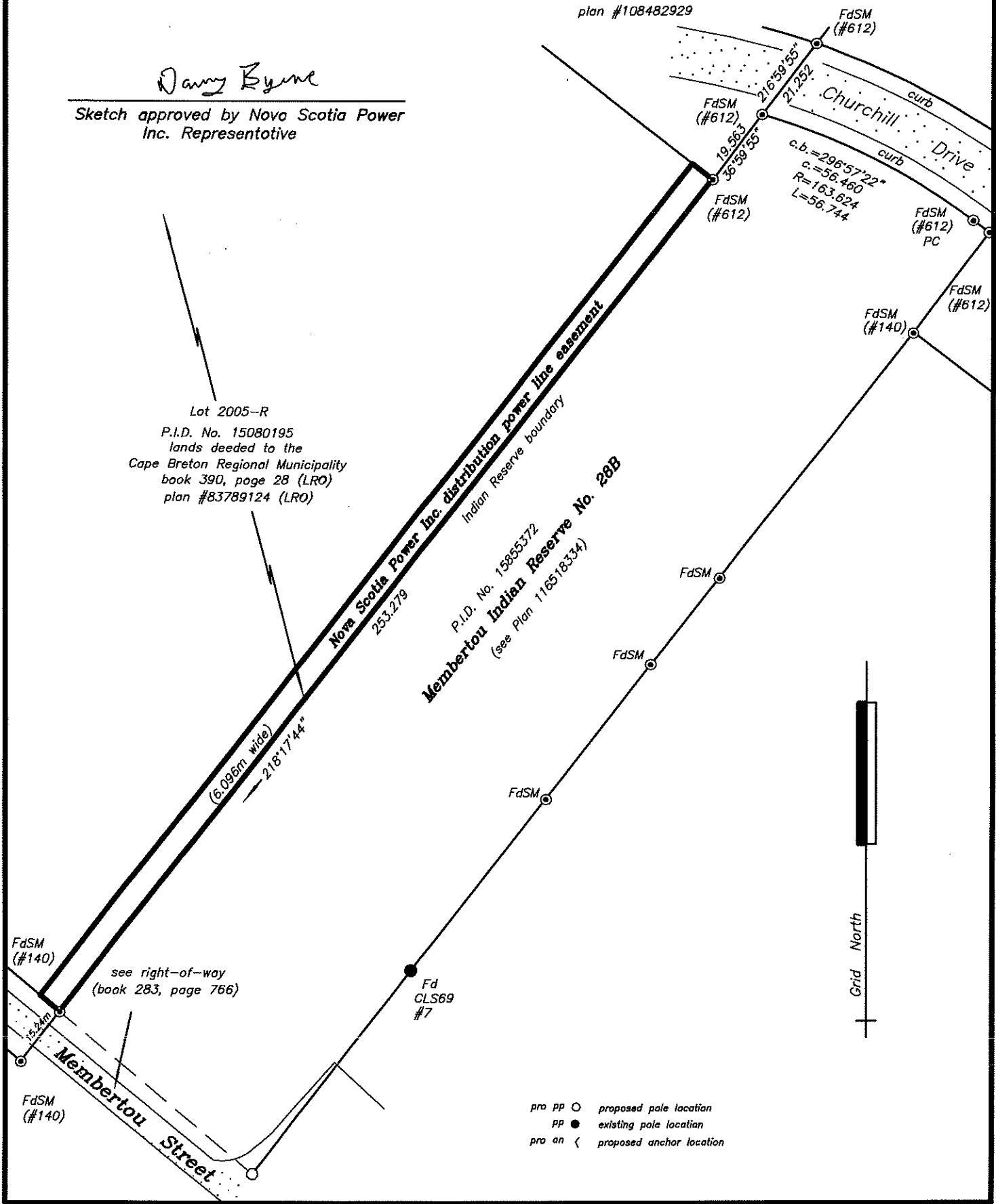
Sketch

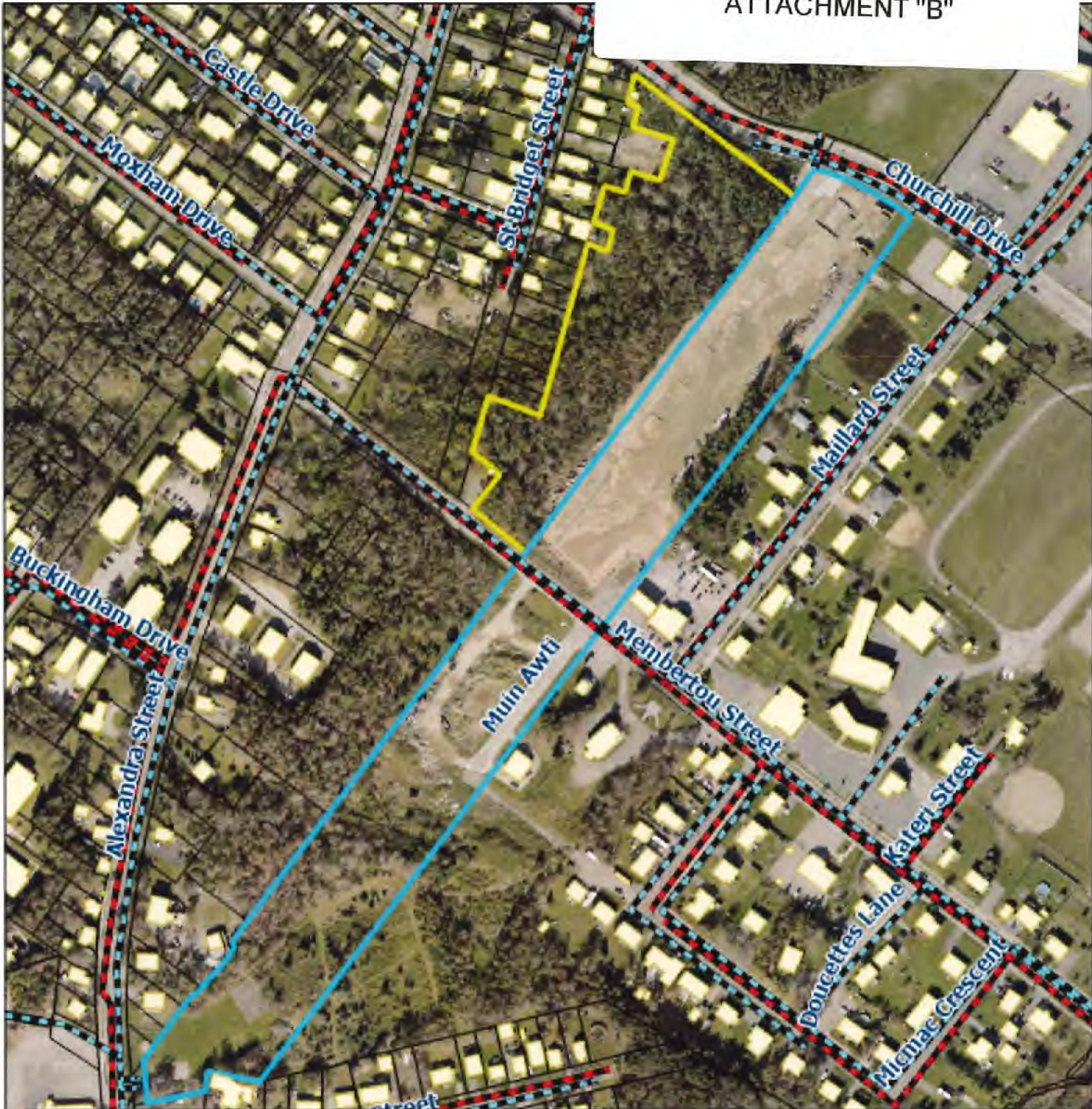
Danny Byrne

Sketch approved by Nova Scotia Power Inc. Representative

Lot 22
 P.I.O. No. 15878713
 lands deeded to
 Membertou Development Corporation
 document #97288618
 plan #108482929

Lot 2005-R
 P.I.D. No. 15080195
 lands deeded to the
 Cape Breton Regional Municipality
 book 390, page 28 (LRO)
 plan #83789124 (LRO)





Wastewater Utility Development and Financing:

Greg Campbell, Manager of Technical Support Services, Water Utility, reviewed the Issue Paper and Power Point presentation in the agenda package and recommended that Council direct staff to proceed with scoping the development of a Wastewater Utility Model that provides rate-based cost recovery and to report back to Council with a revised rate methodology, service delivery plan, legislative requirements, and revised timetable by September 2022.

After discussion, the following motion was put forward:

Motion:

Moved by Councillor Green, seconded by Councillor Parsons, that staff be directed to proceed with scoping the development of a Wastewater Utility Model that provides rate-based cost recovery and to report back to Council with a revised rate methodology, service delivery plan, legislative requirements, and revised timetable by September 2022.

Motion Carried.



A Community of Communities

Information Report – Water/Wastewater Commission Development

TO: *Mayor and Council*

June 7th, 2023

Origin

On December 22nd, 2022, staff presented an information report to Council titled “Wastewater Utility Scoping” for CBRM (see Appendix “A”). Discussion at the meeting included consideration of the governance and financial reforms necessary to meet environmental regulations within an acceptable timeframe and ensure sustainable delivery of water and wastewater services in CBRM.

To address these challenges and in recognition of regulatory compliance obligations pursuant to the Federal Wastewater Systems Effluent Regulations (WSER) under the Fisheries Act, the following direction to staff was given via motion of Council:

- **Motion** to approve the recommendation to adopt a combined water/wastewater Commission structure for delivery of water and wastewater services to be regulated by the NSUARB.
- To authorize CBRM staff to pursue the legislative and governance changes necessary to establish and implement the Commission as described above; and;
- To report back to Council with a workplan and associated budget no later than February 28, 2023. **Carried.**

As a result of the direction given by Council, staff conducted further research/investigations and wish to present an overview of the findings for Council's consideration. In essence, staff recommends the adoption of a guiding principles document, recommends the approval of a Commission Board comprised of eight (8) Commissioners (pending provincial legislation), recommends the approval of a revised organization structure for water/ wastewater service delivery, and recommends the approval of a revised Engineering & Public Works organizational structure including an expanded Engineering Services department responsible for Asset Management and delivery of Capital Projects to be cost allocated by user department.

An overview of all work to date since the last Council direction in December will be presented in this report.

DISCUSSION

In its previous decisions, Council recognized the need for governance and financial reforms. An improved Governance structure allows for the proper attention and focus to Water/Wastewater decisions. The introduction of rate setting by the NSUARB ensures that customers receive safe and reliable wastewater services at a reasonable price. Under a Commission Structure, and with regulation and oversight by the NSUARB, the transparency, accountability and sustainable financial resources will be available to meet federal discharge regulations in an acceptable timeframe, improve efficiency and effectiveness in service delivery, and will ensure sustainable management of water & wastewater infrastructure in CBRM. Since receiving its last direction from Council in December, staff have achieved several millstones in Commission development.

Establishment of Steering Committee

In February 2023, a project steering committee was established and includes the following staff:

Chair - Chief Administrative Officer
Recording Secretary – Executive Assistant to CAO
Deputy Chief Administrative Officer
Chief Financial Officer
Director Engineering & Public Works
Manager of Technical Support Services
Communications Advisor

This group will be responsible to guide the project to completion. Weekly meetings have been occurring to develop the necessary workplan and advance the project in a forward manner.

Special Request for Legislation

In February 2023, a special request for legislation was sent to the Minister of Municipal Affairs and Housing from the Mayor’s Office, seeking the creation of a combined water/ wastewater Commission for CBRM. The Minister responded and advised that DMAH was looking into possible solutions and has been engaged with staff and legal council to develop draft legislation for fall 2023. Staff continue to work with DMAH to develop a draft legislation for a Water/Wastewater Commission in CBRM.

GUIDING PRINCIPLES

A guiding principles document was prepared as an overarching set of values for council to refer to in all aspects of Commission development. This document will also serve to aid in communications with the public and other stakeholders as to what Council is trying to achieve in this process and why. The guiding principles document are shown as Appendix “B”.

INVESTIGATIONS / DUE DILIGENCE

Following the December 22nd, 2022, meeting of Council, and with the assistance of our external consulting team, staff explored the options for governance structure and organizational structure to support service delivery. By way of summary, staff investigations included the following:

- Council decision to proceed with commission model for combined water/wastewater service delivery – December 22nd, 2022.
- Workplan Scoping / options – January/February 2023
- Steering Committee Weekly Meetings – February - May. 2023
- Workplan Detailed Review – March 1st, 2023
- Organizational Design Meetings w/ Senior Staff – March/April 2023
- Governance Design (virtual meeting) – April 12, 2023
- Organizational Design Meetings w/ EPW Staff (weekly) – April 25/May 9, 2023
- Final Organizational Structure Design Meeting w/ Consultants – May 16, 2023
- Final Commission Structure Design Meeting w/ Consultants – May 16, 2023
- Revised Workplan Review w/ Consultants – May 17, 2023
- CBRM Council Workshop – Governance & Organizational Structure – May. 30, 2023
- Commission Organizational Structure Overview w/ Management & Confidential Employees – June 6th, 2023
- MLA Briefing – June 6th, 2023
- Commission Organizational Structure Overview w/ CUPE 759 – June 7th, 2023

A condensed summary of the relevant background and items for consideration was given to all major stakeholders within CBRM. The details presented to each of the stakeholders is discussed below.

GOVERNANCE

The discussions surrounding the details of the Governance Structure have focused on the Commission Board structure and the roles and responsibilities of its members. The Board is responsible for overseeing and managing the business and affairs of the Commission. The proposed makeup of the Commission Board is intended to provide a balance between representation from/accountability of CBRM Council and a business focus from an arm's length entity.

The proposed Board would consist of eight (8) members including four (4) Councillors, three (3) private sector citizens appointed by Council and a CBRM staff representative appointed from the CAO's office. The CAO's representative would be a non-voting member. The purpose of the CAO appointee is to ensure openness and a good working relationship between CBRM

and the Commission. Under the proposed structure, four (4) voting members (a simple majority) would be required to constitute a quorum.

With respect to Board appointments, staff recommend that the Executive Committee review expressions of interest and make a report and recommendation to Council. Appointments to the Commission Board should take into consideration expertise, competency, and any other factors set out in policy of CBRM and/or the Commission. Commissioner terms would be either two (2) or three (3) years in the discretion of Council. It is anticipated that the Commission would select a Chair from among the private sector representatives with the Vice Chair from the CBRM Commissioners. Non-Council Commissioners would be paid an honorarium from revenue of the Commission as the Commission board determines.

Reporting to the Board of Commissioners, the Commission’s General Manager (appointed by the Commission) would have overall strategic, fiscal, and operational responsibility for leading the Commission. The General Manager would provide leadership in the utility’s strategic planning processes, budgeting, staffing and operational performance to ensure the long-term financial integrity and viability of the organization.

An “Administrative Order” with CBRM along with “Service Agreements” will dictate the relationship between the commission and CBRM going forward, the details of which have not been finalized. Upon further direction from Council, staff will develop the details such as appointment criteria, roles and responsibilities of board members, and committee structure in preparation for submittal to NS Department of Municipal Affairs and Housing for legislative review. The board structure as recommended is attached in Appendix “C”.

ORGANIZATIONAL STRUCTURE

The current organizational structure in CBRM supports a reactive form of service delivery and has several barriers preventing a more proactive and strategic approach from being realized. Poor alignment of responsibility and accountability across geographical barriers combined with management capacity issues are having a negative impact on the efficiency and effectiveness of service delivery; and have a negative impact on cost-of-service.

The proposed organizational structure features operational alignment for Water/ Wastewater and Public Works departments with the goal of aligning management & staff by department, and not area, to achieve service delivery objectives. Consolidated CBRM Capital Delivery Services department, cost allocated by user department, will provide the capacity deliver on the \$450 million capital requirement to reach compliance with the federal regulations. This sets the table for a Commission “Shared Services Model” with Capital Delivery and Support Departments (Finance, Legal, Human Resources, Technology,etc) leveraged for efficiency in CBRM by the Commission, and with operational shared services to cover items such as snow removal or emergency response with existing staff, in the event it is required. Key considerations in the development of this organizational alignment include:

- Removal of Geographic Barriers
 - *Align Accountability & Responsibility in Operations at Managers’ Level*

-
- Requirement to Implement a Strategic Management Approach
 - *Strategic Planning, Resource Planning, Implementation, Control & Evaluation*
 - Increase Capacity in Capital Project Delivery
 - *\$450 Million in New Wastewater Infrastructure by 2040*
 - Develop & Implement Formal Asset Management Program
 - *Informed Decisions to Maximize Service Delivery over Full Life Cycle of the Asset*
 - Create Capacity at Decision-Making Level
 - *Affords Focus at Senior Level to Manage Service Goals within Target Deadlines*

Staff feel that the organizational structure presented provides for the realization of all the goals outlined above.

Water/ Wastewater

This structure includes a General Manager who reports directly to the commission board. Proper alignment of water/wastewater supervision from public works to the Commission provides the alignment of accountability and responsibility with the service for which fees are collected. This allows for a more strategic management approach to be implemented, allowing for improvements in service delivery and reduced operating costs. An additional regulatory compliance supervisor is required for internal compliance activities in water and wastewater. A total of 2 new positions in the Commission organizational are considered, both of which have been approved in the current water rates for 2023. The water/wastewater organizational structure is depicted in Appendix "C".

CBRM Engineering & Public Works

The Commission separation from Engineering & Public Works creates a new EPW organizational structure by default. As a consequence, an opportunity to create much needed capacity in Public Works and Engineering exists. The void in responsibility for Public Works managers left by removing the responsibility for water distribution and wastewater collection can be reposed into furthering a strategic asset management approach, to which CBRM has previously invested in but not yet fully utilized due to lack of capacity. Service level policy development affords Council the opportunity to better influence budgets by standardizing levels of service across the communities in CBRM. The collection of public works asset data can be used to inform both policy and capital decisions, maximizing the service delivery potential of all CBRM assets over their full life cycle.

Growth of the capital delivery services is required, as highlighted in conversations with the NSUARB, to provide capacity for managing the construction of new wastewater infrastructure (\$450 million by 2040). This growth is recommended in CBRM Engineering Services, with the addition of a Senior Manager to manage this growth. By retaining this service in CBRM, to be paid for by the user (in this case the Commission), the resources are available in the future if other CBRM departments require it. The growth must occur, but under a shared service model, CBRM would provide this service to the future Commission. An asset manager is also recommended for this department to link capital and operations for all CBRM departments. The costs of these positions are budgeted for the approved water rates for 2023, however,

moving forward, if CBRM chooses to utilize these positions in house, a reasonable cost allocation of 1/3 of the Senior Manager and 1/3 of the Asset Manager is recommended. The resulting total cost to CBRM for the 2024/25 budget would be \$88,646 annually.

The Engineering and Public Works organizational structure is depicted in Appendix “C”.

Commission Shared Services Model

A Water and Wastewater Commission provides autonomy and operational focus on integrated environmental services. However, the duplication of support services within a Commission is not cost effective. A Commission “Shared Services Model” has been developed to ensure duplication of resources does not occur and that existing CBRM resources are leveraged for efficiency. The highlights of the shared services model include:

- Shared Corporate Services (Finance, Accounts Payable, IT/SAP/Billing, Legal, HR, Procurement, Customer Service, Communications),
- Shared Engineering Services for Capital Delivery
- Bilateral Agreements with Public Works for the sharing of unionized workforce for seasonal events and emergency response.

All shared services are managed through mutually agreed upon service level agreements for justification of fees for services provided. These agreements are currently under development and subject to approval of the proposed organizational structure changes. The Commission “Shared Services Model” is depicted in Appendix “D”.

PROJECT TIMELINE/ WORKPLAN

A detailed workplan has been developed by the Steering Committee and features 107 tasks in the areas of governance, organizational/administrative, finance, operations, and communications. These tasks will be the responsibility of the project steering committee to bring the commission project development to completion. The detailed workplan is not attached as it resides in digital format.

A copy of the project timeline, outlining the key milestones in the commission development as a reflection of the detailed workplan, has been attached as Appendix “E”.

BUDGET

Preliminary estimates communicated to Council for development of a combined water wastewater commission ranged from \$500,000-\$600,000. The current costs for Commission Development at the time of this report are \$165,816.18. Staff estimate further consulting fees required at \$215,000. With SAP and Communications costs still unknown, staff cannot accurately predict the final costs. However, the project remains on budget and utility reserves are available to cover costs, resulting in no additional cost to existing of future ratepayers.

NEXT STEPS

Council is invited to reflect on the information contained in this report as it relates to the principal objectives here: Approval of guiding principles for Council, approval of governance and operational structures for the future commission, approval of a new EPW organizational structure to support Commission work.

With that in mind, it is recommended that Council:

1. Approve the Guiding Principles attached as Appendix B to this report for the establishment of a Commission to deliver water and wastewater services regulated by the Nova Scotia Utility and Review Board for the residents of CBRM;
2. Authorize CBRM Staff to proceed with development of the Commission board structure depicted in Appendix C, including a total of eight (8) Commissioners, for the combined water/wastewater utility pending the adoption of provincial legislation to formally establish the Commission;
3. Approve the organizational structure depicted in the Organization Chart attached as Appendix C for integrated management of the delivery of water/wastewater services in CBRM;
4. Approve the revised EPW organization structure depicted in the Organization Chart attached as Appendix C, including an expanded Engineering Services department for Asset Management and delivery of Capital Projects, to be supported by user departments.

Respectfully submitted:

ORIGINAL SIGNED BY


Greg Campbell, P.Eng.
Manager of Technical Support Services - Utilities

Attachments

- Appendix A – CBRM Council Information Report titled “Wastewater Utility Scoping.”
- Appendix B – CBRM Council Guiding Principles
- Appendix C – Proposed Organizational Structure – May 30th, 2023.
- Appendix D – Commission Shared Services Model
- Appendix E – Commission Project Timeline

Appendix A – CBRM Council Information Report titled “Wastewater
Utility Scoping.”



A Community of Communities

Information Report – Wastewater Utility Scoping

TO: *Mayor and Council*

November 8th, 2022

Origin

On July 12th, 2022, staff presented an issue paper to Council titled “Wastewater Utility Development and Financing” for CBRM (see Attachment “A”). Discussion at the meeting included consideration of the significant challenges in financing wastewater services and the adoption of a utility model with user-pay rate - based cost recovery.

To address these challenges and in recognition of regulatory compliance obligations pursuant to the Federal Wastewater Systems Effluent Regulations (WSER) under the Fisheries Act, the following direction to staff was given via motion of Council:

Motion that staff be directed to proceed with scoping the development of a Wastewater Utility Model that provides rate-based cost recovery and to report back to Council with a revised rate methodology, service delivery plan, legislative requirements, and revised timetable by September 2022. Carried.

As a result of the direction given by Council, staff conducted further research/investigations and wish to present an overview of the findings for Council's consideration. In essence, staff recommends delivering water and wastewater services under a Commission structure with NSUARB regulation.

DISCUSSION

Nowhere is the scope of municipal responsibility changing more rapidly than in wastewater services. CBRM is required to meet the wastewater treatment requirements arising from Federal wastewater discharge regulations which will trigger \$156,000,000 in new treatment facilities and an associated additional annual expenditure of \$3,800,000 in treatment related costs by 2025. Future capital expenditures of \$360,000,000 for new treatment infrastructure is also required over the next 15-20 years, with no funding formula currently in place. The capital financing and operational impacts will involve significant investments by taxpayers in CBRM to pay for these facilities. Then, there will be the ongoing capital replacement demands necessary for a sustainable treatment operation into the future.

In the development of this report, staff have focused on the exploration of industry accepted best practices for all phases of wastewater service delivery. Utilizing a best practice approach to service delivery ensures that CBRM residents are provided a sustainable service that is both efficient and effective, and done so at the lowest possible cost. The capacity of the residents of CBRM to incur the financial impacts associated with wastewater service has been at the forefront of all discussions. The future wastewater treatment requirements not only represent a substantial increase in cost of service, but they also represent an enormous increase operational complexity, bringing about additional requirements for management, oversight, and accountability. The current capacity of both management staff, in their ability to deliver and manage these capital infrastructure improvements in the most cost-effective manner, as well as the future requirements of council to manage and oversee the policy directives to ensure funding and compliance requirements are met, must also be considered.

Staff have identified three key areas for reform related to wastewater service delivery in CBRM: *Governance, Funding, and Organization*. Governance and Funding are the primary responsibility of Council. Staff have identified the best practice options available to address the current issues and the implications of each. With respect to Organization, this initiative will follow Council's direction and will not be addressed in detail in this report. The operational synergy opportunities will be tabled in the Organization section of the report to further improve both water and wastewater service delivery. Staff will work in accordance with Council's direction to implement the preferred approach for improving wastewater service delivery in CBRM.

INVESTIGATIONS / DUE DILIGENCE

Following the July 12th, 2022, meeting of Council, and with the assistance of our external consulting team (see Attachment "B"), staff explored the options for the establishment of a wastewater utility model that provides rate-based (v. tax assessment based) recovery of costs associated with a sustainable wastewater service delivery system. The process has focused on identifying the optimum governance structure and funding strategy to meet anticipated needs and achieve compliance with Federal Effluent Discharge Regulations. By way of summary, staff investigations included the following:

- Council decision to proceed with scoping – July 12th, 2022
- Scoping / options – August 2022
- CAO / Staff roundtable – Sept. 2022
- Legal / Governance briefing – Oct. 6, 2022
- Nova Scotia Utility and Review Board (NSUARB) briefing – Nov. 1, 2022

A condensed summary of the relevant background and items for consideration was provided to the NSUARB by staff for purposes of the recent NSUARB briefing (November 1, 2022). A copy of the background document is attached as Attachment "C" for your convenience.

GOVERNANCE

Currently wastewater services in CBRM are delivered through the Engineering & Public Works department with costs recovered through tax assessment rates approved by CBRM Council. Water service delivery is managed in-house with rates ratified by Council and, ultimately, reviewed and approved by the Nova Scotia Utility and Review Board (NSUARB). As such, the water utility operation must conform to the requirements of the *Public Utilities Act (PUA)* like all other water utilities in the province. No such regulatory oversight now exists in respect of CBRM wastewater services.

In accordance with the FCM publication, Good Governance in Restructuring Water Supply, A Handbook, municipal governments often site three main goals for restructuring, namely:

1. Restructuring to improve performance
2. Restructuring to source financing
3. Restructuring to meet new legislative requirements

Based on the current state of wastewater operations in CBRM, all three of these objectives come into play when looking at an alternative structure for wastewater delivery. The first thing that needs to be addressed is governance to proceed with a restructured wastewater service delivery model. How authority is exercised, and how operations are managed is critical to the success of the entity.

With the current wastewater situation, it's critical that the governance structure optimizes the chance for long-term financial and infrastructure sustainability.

The similarities and linkages with the water utility provide a compelling opportunity to restructure the wastewater division of Public Works into a wastewater utility, integrated with the management of the water utility. This utility structure can maximize the operational strengths and provide efficiencies in the delivery of an overall environmentally focussed water / wastewater service.

For governance to be efficient and effective, the overall jurisdiction for rates should be subject to NSUARB oversight and regulation. After consideration of various alternative models (see Attachment "C"), staff recommend adoption of a Commission structure and a separate wastewater utility section that would deliver service in a consistent and integrated manner within a regulated framework. This would afford CBRM the best possible governance approach to tackling the infrastructure funding gap and providing long term sustainable wastewater service delivery. (See graphic at Attachment "D").

The combined water/wastewater Commission structure would be a variation on the Halifax Regional Water Commission model – currently the only combined water / wastewater utility in the province regulated by the NSUARB, operating as such since 2007. As is the case with

water regulation, the NSUARB operates independently from government with a mandate to balance rate payers needs for fair rates with the utility's need to invest in and support sustainable service delivery over the long term. Utility Board personnel have the expertise and responsibility to review the evidence and make decisions about the financial investments necessary to best serve the people who pay the bills.

Under the proposed Commission structure, Council would have a controlling majority membership in the Commission but retain only indirect accountability for system operations and environmental compliance. The Commission would be responsible to have rates approved by its governing board and, ultimately, by the NSUARB (as is currently the case for domestic water). Under the proposed approach, the Commission would conform to the requirements of the *Public Utilities Act* in respect of both water and wastewater.

For the NSUARB to have jurisdiction for wastewater operations, including rate setting authority, legislative changes would be required. Special legislation – similar to the *Halifax Regional Water Commission Act* would be necessary to create a Commission to provide water and wastewater services subject to the mandate of the NSUARB. Should Council approve moving forward with this approach, Council would need to consider the structure and composition of the Commission Board. By way of example, the HRWC Board is comprised of eight representatives including the Mayor, three Councillors, three private sector citizens appointed by Council and an HRM staff representative appointed from the CAO's office. The representative from the CAO's office is a non-voting member. The purpose of the CAO appointee is to ensure a closer day-to-day working relationship between the municipality and the Commission. As we understand it, the current makeup of the HRWC Board was established to provide a balance between accountability of HRM Council and a business focus from an arm's length entity. In short then, in HRWC's case, Council still has representation through the makeup of the Commission Board which includes four members of Council. Rate applications must be approved by the Commission Board before submission to the NSUARB. It is noteworthy that the NSUARB's rate setting process also involves a public hearing component to take feedback from the public.

Should Council approve moving forward with the proposed water/wastewater commission model staff would proceed with investigations and preparations necessary to establish an operational commission structure subject to NSUARB regulation by 2025. Much work remains to be done but, from a high level, we anticipate the following key components of the workplan:

Implementation / Draft Timetable 2023-2025

- Council decision – Dec. 2022
- Communications / internal and external
- Province / special legislation to establish new commission model and guide transition
- Prepare asset transfer agreement(s)
- Prepare service level agreements
- Design and implement administrative / organizational structure for service delivery

- Consider and approve by-laws, regulations, and policies to support new model
- Co-ordination and alignment of support services as appropriate
- Prepare first operating, capital, and utility budgets
- Provide Council regular updates on implementation activities
- Prepare draft Schedule of Rates and Charges
- Prepare draft Rules & Regulations
- Prepare draft business plan
- Present wastewater utility application and obtain approval from the NSUARB
- Operational by 2025

The above list is by no means exhaustive. Should Council decide to proceed as proposed staff would intend, a draft workplan and budget for the project would be prepared for Council consideration.

FUNDING/FINANCIAL

In determining the approach to the funding/financing of wastewater service delivery, it is best practice to consider the true cost of service, that is to ensure all costs associated with the delivery of wastewater services are properly identified and accounted for. These costs include, but are not limited to, capital expenditures, debt servicing, operation, maintenance, and depreciation costs. The importance of the proper recognition of true cost is paramount for transparency and accountability in the delivery of a public service.

Wastewater Rate Methodology

The preferred rate methodology is that of a user-pay model (also referred to as cost causation model) that recognizes the true costs of providing wastewater service in CBRM. The model being recommended has been developed by the Water Environment Federation (WEF) and is considered industry best practice for fair and equitable cost recovery of wastewater service. This rate model has already been subjected to public hearing by the NSUARB during rate applications by Halifax Water and has been deemed as acceptable practice in Nova Scotia by the regulator. It applies charges based on quantity and quality of effluent discharged. The quantity of effluent discharged is directly proportional to the amount of potable water supplied to the user and can therefore be controlled by the user. Use less water, create less effluent, pay less of a user fee. The provision for increased fees based on effluent quality (currently this provision does not exist under tax) allows for users discharging effluent at a higher strength, typically industrial and some commercial users, to be charged more as the higher strength effluent costs more to treat.

Like the current water rate model, user fees would be charged as a calculation of base charges and volumetric charges. Base charges will cover fixed costs (like debt repayment and salaries), which do not change with less usage and are charged proportionally according to meter size. The volumetric rate covers variable costs such as power and chemicals used in the treatment and collection processes, that do change with changes in usage. The volumetric

rate is applied to metered volume of potable water entering the residence and represents the opportunity for the user to directly influence their cost by using less water.

Under the user-pay model, all users are treated equally, and costs are recovered from all users. Unlike the taxation model, where some users are exempt from taxation and therefore exempt from charges, the user pay approach ensures that all users are charged the appropriate fees for their individual use of wastewater services.

External Funding Sources

No matter the way in which cost is recovered (tax or rate), the charges paid by users for wastewater services will be a function of the cost of service. This is very important in the context of CBRM as the cost of service is being directly and substantially influenced by the requirement for capital expenditure to meet the federal regulations. The need for CBRM to leverage external financial resources has never been greater from a public affordability lens, recognizing the essential nature of wastewater services. The requirement for both staff and political actors to engage and lobby other levels of government for financial support to offset capital costs and in turn keep user fees down cannot be overstated.

ORGANIZATION

Another way to help reduce true cost of service is to ensure that these services are delivered as efficiently and effectively as possible. Capital projects must be delivered on time and budget, as cost overruns in the construction phase will result in increased project costs. Subsequently, the effective and efficient operation and maintenance of infrastructure and responsible management of organizational processes is required to ensure that services are delivered to the highest standard for the lowest cost. To achieve this, proper strategic planning, performance management and oversight, and hence the proper capacity at the management level is fundamental. Discussions related to organizational performance have centered around a model of efficient and effective service delivery, with a focus on cost control and cost reduction in both capital project delivery and the ongoing operation and maintenance of new and existing wastewater infrastructure.

Combined Water & Wastewater Management Structure

A Water and Wastewater Commission provides autonomy and operational focus on integrated environmental services. The NSUARB reporting requirements, rate setting, and regulatory requirements can be better managed within an integrated department structure. The collocation of water, wastewater and public works operations will leverage the existing work bays at the operation depots, field yards and storage compounds, inventory stores, health and safety, vehicle dispatch and administrative support at these locations. This integrated model will ensure no duplication of field offices and encourage staff sharing efficiencies for snow removal or other peak work demands in CBRM or in the utilities through Service Level Agreements (SLA) and cost sharing. This model provides the most efficient structure to retain

current work efficiencies and enable the commission's direct control of works planning and designated staff during normal operating conditions.

A water / wastewater commission will have designated staff to conduct all the daily operations and maintenance works from the existing four Public Works (PW) depots in CBRM. These operations include wastewater collection and manhole maintenance, excavation works, sewer backup services and repairs. The level of service and performance standards will be set in an SLA for each service and performance monitored by the utility. In times of any peak works exceeding the current staff allocation, an agreed upon SLA between PW and the Commission will provide the backup resources. Regular quarterly management meetings with PW and the Commission will provide service delivery oversight, monitoring and ensure operational performance effectiveness and efficiency.

The CBRM corporate services expenses for Council, administrative management, legal, HR, purchasing and finance will be funded through the wastewater rates on a pro-rata allocation basis. The Public Works garage space used by wastewater services and associated fleet costs will also be supported by the wastewater rates. This cost allocation method is currently utilized for the Water Utility shared services with CBRM. The size and operational budgets for the new water and wastewater utilities dept. will be equivalent to the resulting Public Works Department, in the range of \$40 - \$50 M/ year. The Public Works Department will continue to operate in most of its normal functions and operating locations to include:

- Transportation and roads maintenance
- Storm water and catch basins
- Transit Operations
- Fleet Maintenance
- Solid Waste Management
- Streets Lights

In summary, a combined water and wastewater management structure under a Commission provides an opportunity to improve the organizational model and service delivery integrated with existing CBRM facilities and support services.

NEXT STEPS

Staff will review the highlights of this report and discuss its key findings and recommendations in a Council workshop format.

Council is invited to reflect on the information contained in this report as it relates to the principal objectives here: adoption of a governance structure and funding model that allows the municipality to establish a predictable and sustainable wastewater service delivery system for CBRM.

With that in mind, it is recommended that Council:

Approves adoption of a combined water/wastewater Commission structure for delivery of water and wastewater services to be regulated by the NSUARB;

Authorize CBRM staff to pursue the legislative and governance changes necessary to establish and implement the Commission as described above; and

To report back to Council with a workplan and associated budget no later than February 28, 2023.

Respectfully submitted:

Wayne MacDonald, P.Eng.
Director of Engineering and Public Works

Greg Campbell, P.Eng.
**Manager of Technical Support
Services - Utilities**

Attachments

Attachment A – CBRM Council Issue Paper titled “Wastewater Utility Development and Financing”

Attachment B – Consulting Team Biographies

Attachment C – NSUARB briefing document – November 1, 2022

Attachment D – CBRM Wastewater Utility Rate-Based Cost Recovery Model Summary Graphic

Attachment A – CBRM Council Issue Paper titled “Wastewater Utility Development and Financing”



A Community of Communities

Issue Paper

TO: Mayor and Council

July 05, 2022

RE: Wastewater Utility Development and Financing

In response to the Federal Environmental Discharge Regulations (WSER), and by Motion of Council, the following treatment systems are currently under construction in CBRM:

- Sydney Harbor West (2023)
- Port Morien (2025)
- Glace Bay (2025)

This evolution of wastewater treatment increases operational complexity and brings about additional requirements for oversight, accountability, compliance, and infrastructure. All these factors constitute an increase in cost of service, as increased costs in the form of debt repayment, operating expenditures and development of capital reserves are now required.

Financing

Wastewater is currently funded through taxation as a function of assessed property value. The current tax rate is sufficient to cover current expenses, but with annual wastewater costs expected to increase by \$2.1 million in 2023 and again by \$1.7 million in 2025, a mechanism for additional cost recovery is required.

Discussion

CBRM has committed cost increases associated with new wastewater plant infrastructure in the range of \$3.8 million annually by 2025. Additional treatment plant infrastructure will be required in the future to reach full WSER compliance by 2040. Taxation remains a viable option, however, increases in tax rates or reductions to other services or capital programs will be required to make up the revenue deficiency. CBRM previously had immense success building treatment facilities driven by regulatory compliance requirements in the Water Utility by following a utility model with user-pay rate-based cost recovery. Evaluation of a similar approach to wastewater should be considered by Council.

Wastewater Utility Development

The development of a wastewater utility in CBRM is a major endeavor that will require considerable time and effort. Infrastructure, operational and resource considerations in addition to wastewater rate development, legal and regulatory requirements, SAP and billing configuration, and communications roll out are all activities required to successfully deliver a Utility. Staff estimates suggest that utility development will take a minimum of 18 months, however, proper scoping of each of these items is required to provide a better understanding of how a utility will work and how it will affect residents. It will also help to better estimate costs, timelines, level of effort required.

If council is to make an informed decision on its preferred approach to financing wastewater, further evaluation of a utility model with user-pay rate-based cost recovery is recommended.

Recommendation:

Council direct staff to proceed with scoping the development of a Wastewater Utility Model that provides rate-based cost recovery; and to report back to Council with a revised rate methodology, service delivery plan, legislative requirements, and revised timetable by September 2022.

We respectfully request a motion of Council to direct staff to proceed with scoping a utility model with user-pay rate-based cost recovery for wastewater and to report back to council for further evaluation, as recommended.

Respectfully submitted:

ORIGINAL SIGNED BY

ORIGINAL SIGNED BY

Wayne MacDonald, P.Eng.
Director of Engineering and Public Works

Greg Campbell, P.Eng.
Manager of Technical Support Services - Utilities

**Removed due to
Personal Information**

Attachment C – NSUARB briefing document – November 1, 2022

CBRM WASTEWATER INITIATIVE

NSUARB Orientation
November 1, 2022 @ 2:00 p.m.

1

OBJECTIVES

- Meet wastewater service demands in a fiscally responsible and sustainable framework;
- Adopt best management practices for wastewater service delivery;
- Change approach to funding and managing service delivery in order to:
 - Set rates to achieve full cost recovery for operations and system replacement;
 - Forecast predictable rate adjustments as required; and
 - Meet Federal Discharge Regulations.
- Ensure just and reasonable rates for consumers.

2

BACKGROUND

- Current method of cost recovery - tax assessment;
- Accountability for sustainable funding currently with Council;
- Need to adopt consumption-based / user pay model.
- Aging infrastructure / infrastructure deficit; and
- Challenges meeting current and future requirements.

3

NSUARB OVERSIGHT

- Ensures consumers receive safe and reliable wastewater services at a reasonable rate;
- Arm's length oversight, adjudication and direction;
- Ensures sustainable financial resources to:
 - Meet our budget;
 - Implement capital expenditure plans; and
 - Maintain / renew infrastructure.

4

CBRM Water and Wastewater Integrated Services Model

- Independent organizational structure for each service;
- Ensures operational responsibilities are aligned to accountable dept. management;
- Integrated water and wastewater utility approach to share similar functions: Plant operations, technical services, regulatory compliance, volume-based billing; and
- Leverage existing efficiencies with CBRM on co-shared facilities, administration services, engineering /asset management etc., to eliminate services duplication.

5

ALTERNATIVE MODELS

1. Combined W/WW Utility / Commission Structure;
2. Wastewater Commission Only / Regulated by NSUARB;
3. CBRM W/WW Utility / Regulated by NSUARB; and
4. CBRM Wastewater Utility / Regulated by NSUARB.

6

DECISION-MAKING/ DUE DILIGENCE

1. Exploration / Investigations (July 2022 – December 2022);
2. Implementation phase (January 2023 – June 2024); and
3. Operational phase (2024 – 2025).

7

BOARD FEEDBACK

1. Legislative & Regulatory Requirements;
2. Timing;
3. Submission Requirements;
4. Other Comments/Feedback; and
5. Wrap Up / Next Steps.

8

Attachment D – CBRM Wastewater Utility Rate-Based Cost Recovery Model Summary Graphic

DRAFT – FOR DISCUSSION PURPOSES ONLY

**CBRM WASTEWATER UTILITY
RATE-BASED COST RECOVERY MODEL**

FINANCIAL

- Adopt consumption-based method v. tax assessment
- Recognize / recover full cost
- Charges based on amount of domestic water supplied
- Metered volume approach
- User pay – fair & equitable
- User controls own wastewater fees
- Mitigates increased tax burden

GOVERNANCE

- NSUARB sets rates v. Council responsibility
- Water / wastewater commission structure
- Integrated water and wastewater approach to leverage CBRM resources
- Ensures revenue stability to maintain/renew wastewater infrastructure
- Meet Federal Discharge regulations
- Rates are “just and reasonable” for consumers

**IMPLEMENTATION / TIMETABLE
(2023-2025)**

- Council decision – Dec. 2022
- Province / special legislation to establish commission model and guide transition
- Prepare asset transfer agreement(s) / service level agreements / supporting by-laws and regulations
- Implement administrative / organizational structure for service delivery
- Application to NSUARB to approve transfer of assets and approve Schedule of Rates and Charges
- Operational - 2025

Appendix B – CBRM Council Guiding Principles

CBRM COUNCIL
GUIDING PRINCIPLES FOR WATER / WASTEWATER UTILITY DEVELOPMENT

WHEREAS Council recognizes that the collection, treatment, and disposal of wastewater is a critical service CBRM provides to its citizens and visitors.

AND WHEREAS Council recognizes governance and financial reforms are necessary in order to provide sustainable long-term funding for wastewater service delivery in CBRM.

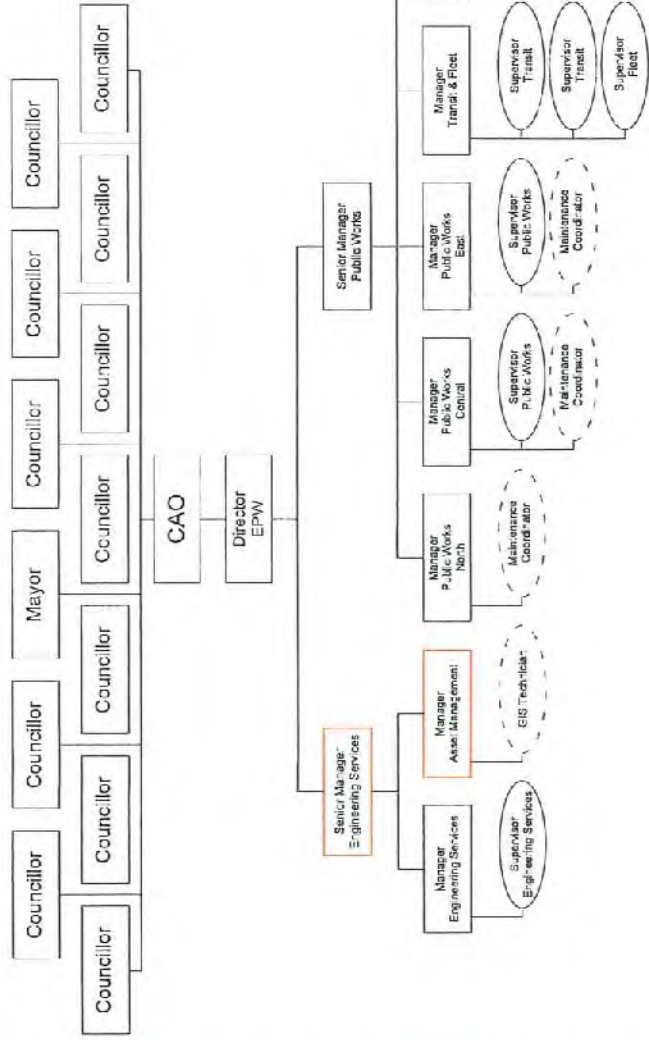
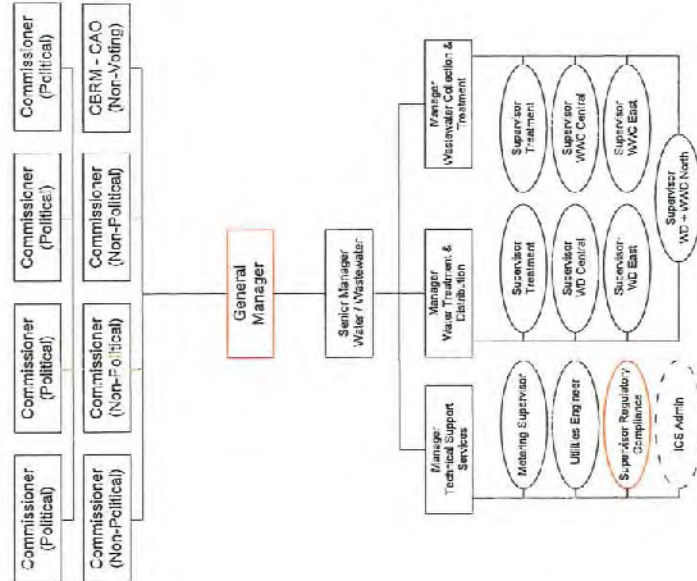
AND WHEREAS Council voted on December 22, 2022, to establish a Commission structure for a combined water/wastewater utility to be regulated by the Nova Scotia Utility and Review Board.

Council adopts the following guiding principles to provide broad values to consider when making decisions concerning the establishment of a Commission and associated processes for the delivery of water and wastewater services in CBRM:

1. All pertinent decisions should be taken with the lens of improving water and wastewater service delivery in the most cost-effective way for the residents of CBRM.
2. In transitioning to a Commission structure adopt industry best practices to support sustainable municipal infrastructure decisions and actions by the municipality.
3. When developing the Commission's organizational structure all efforts should be taken to avoid duplication through leveraging existing CBRM expertise, personnel, facilities and assets to support cost-effective service delivery.
4. The full costs for water and wastewater systems will be covered by user rates – property taxes will not be used.
5. To ensure fairness the charges for water and wastewater should be based on metered water usage for each customer.
6. When the Commission is operational user rates for water and wastewater will be set by the Nova Scotia Utility and Review Board.
7. Ensure municipal facilities and service delivery maintain the necessary public health and environment approvals and meet all applicable environmental laws and regulations.
8. The Steering Committee will have primary responsibility to guide the project to a timely and successful conclusion, taking direction from and providing periodic updates to Council as and where necessary.
9. Development of an overall strategy for regional service delivery and infrastructure prioritization should be a priority to ensure that all communities are being considered and served appropriately in CBRM.
10. A public engagement plan regarding creation of the Commission should focus on transparency and provide diverse ways to inform and engage the public, municipal personnel and stakeholders about the role and responsibilities of the Commission.

Appendix C – Proposed Organizational Structure – May 30th, 2023.

Proposed Organization Structure Water Wastewater Commission | Engineering & Public Works



— New Position

Version No.: May 30th, 2023

Appendix D – Commission Shared Services Model

Commission Board of Directors

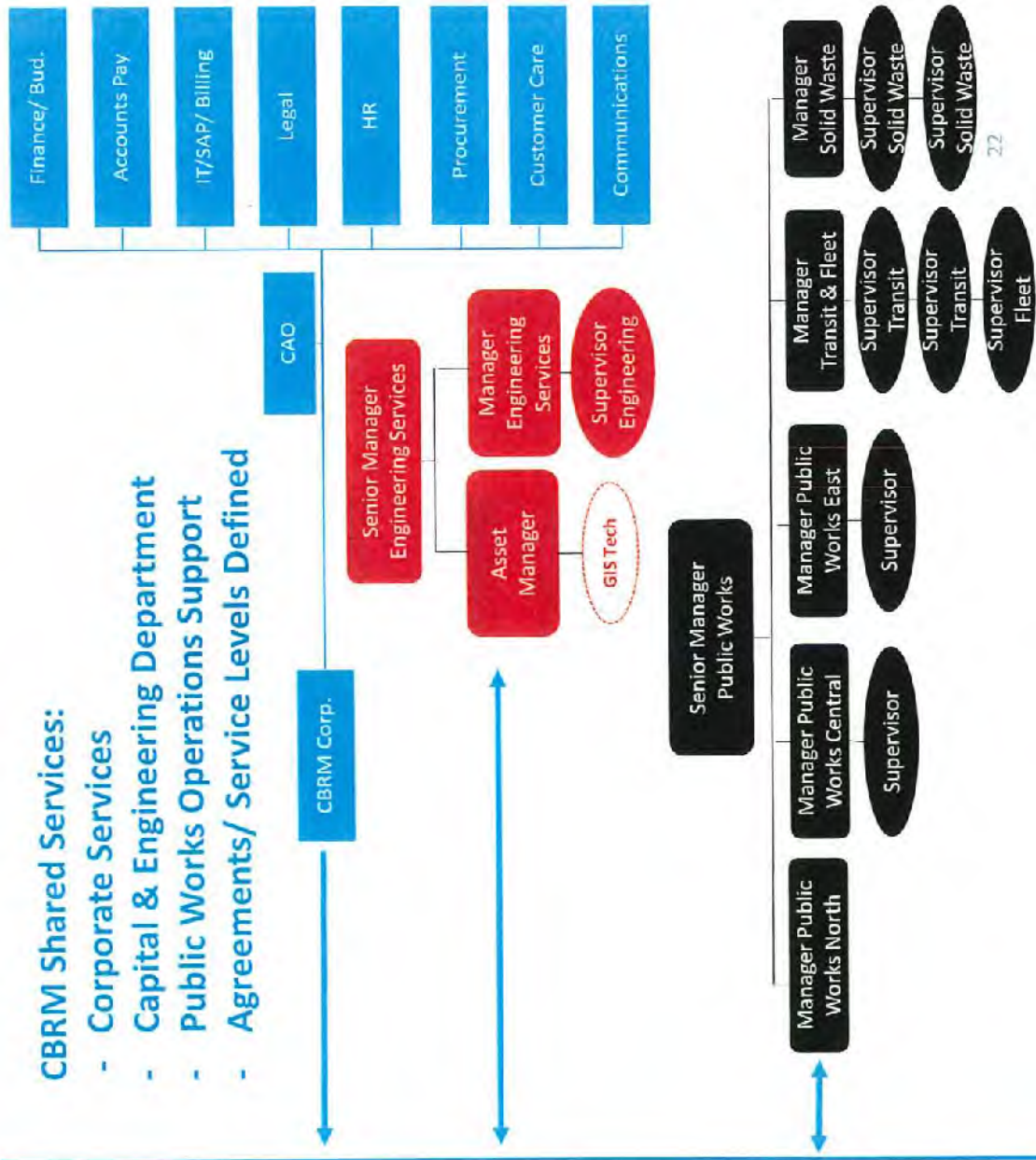
General Manager

Senior Manager Water / Wastewater



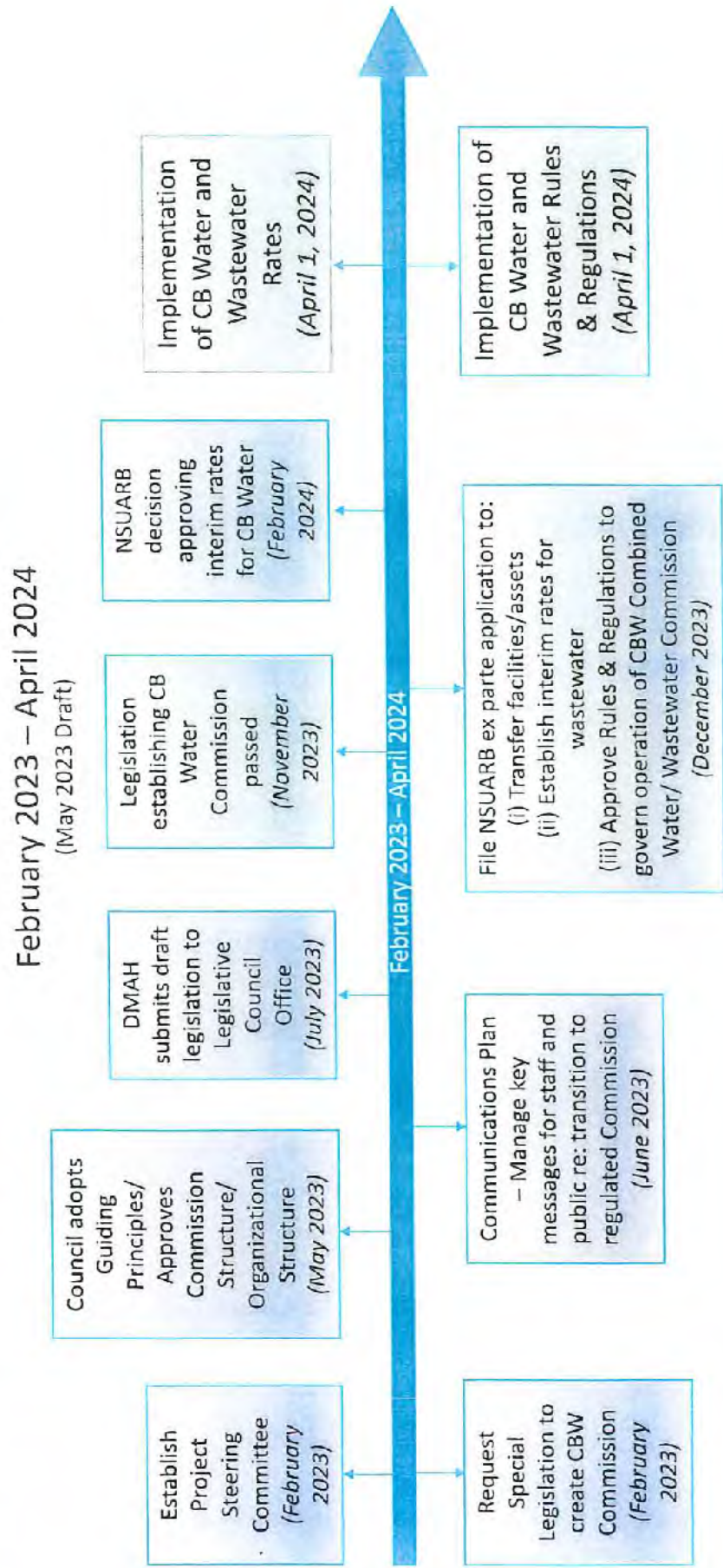
CBRM Shared Services:

- Corporate Services
- Capital & Engineering Department
- Public Works Operations Support
- Agreements/ Service Levels Defined



Appendix E – Commission Project Timeline

COMMISSION PROJECT TIMELINE



Cossitt Heights Development Limited

Motion:

Moved by Councillor Paruch, seconded by Councillor Eldon MacDonald, to amend the original Sales and Purchase Agreement to allow Cossitt Heights Development Ltd. the option of switching the original phases 3 and 4, and also allow them the flexibility to change the remaining phases as the market dictates moving forward for the duration of the project.

Discussion:

During discussion, Council expressed their support for the project and future plans for the residential development.

Motion Carried.

DRAFT



MEMO

TO: CBRM Council

DATE: June 8, 2023

FROM: Director, Planning and Development

RE: COSSITT HEIGHTS DEVELOPMENT REQUEST

BACKGROUND

In 2012, Cape Breton Regional Municipality (CBRM) entered into an agreement of purchase and sale for the development of Cossitt Heights for residential dwelling units. This was to be completed in seven phases, in accordance with the CBRM Subdivision Bylaw and Engineering Infrastructure Standards, and also feature a trail to be completed by the developer.

In May of 2023, CBRM Council agreed to permit the agreed phasing to be varied to accommodate the development of two proposed apartment buildings in phase seven.

Due to delays in accessing materials for required infrastructure improvements, the developer has requested the option to provide security for the construction of the required road frontage to expedite the ability to obtain a Building/Development Permit.

DISCUSSION

The CBRM Land Use and Subdivision Bylaws require the complete development of roads and services to the prescribed Engineering Infrastructure Standards prior to the issuance of a Building/Development Permit.

Upon review by staff and the Legal Department, it is possible for Council to enter into a separate agreement with the developer to accept financial security to pay for the cost of improving the required infrastructure, in the event the developer fails to complete the work.

OPTIONS

Staff require direction from Council on this request. There are two options open to Council in this situation:

1. Require the developer to complete the road in its entirety, or the required frontage for the parcel under construction prior to issuance of any permit in compliance with CBRM's Land Use Bylaw and Subdivision Bylaw; alternatively
2. Pass a motion to enter into an agreement with the developer to require funds from the applicant representing the cost estimate, prepared by CBRM Engineering and Public Works, for road construction and services related to the required frontage of the proposed lot parcel 2023-1, as outlined and described in the proposed subdivision application (attached), pursuant to Engineering Standards and Specifications. CBRM undertakes to hold the funds in escrow pending completion of road construction and services pursuant to Agreement of Purchase and Sale dated, September 24th, 2012 and any subsequent Amendments.

Respectfully submitted by:

ORIGINAL SIGNED BY

Michael Ruus
Director, Planning and Development

APPENDIX A: PROPOSED SUBDIVISION APPLICATION

