

HALIFAX

P.O. Box 1749
Halifax, Nova Scotia
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Item No. 4

**Budget Committee
January 24, 2018**

TO: Chair and Members of Budget Committee
(Standing Committee of the Whole on Budget)

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: January 16, 2018

SUBJECT: Proposed 2018/19 Multi-year Corporate & Customer Services Budget and
Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on November 14, 2017, staff is required to present the 2018/19 draft Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that Budget Committee direct staff to proceed to prepare the 2018/19 Multi-year Corporate & Customer Services Budget and Business Plan, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

BACKGROUND

As part of the design of the 2018/19 Budget and Business Plan development process, the Budget Committee is reviewing each Business Unit's budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 5, 2017 Committee of the Whole meetings, Regional Council considered and confirmed their Council Priority Outcomes and on December 13, 2017 provided fiscal direction for the 2018/19 multi-year budget, directing staff to: "develop the 2018/19 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

DISCUSSION

Staff has prepared the proposed 2018/19 Budget consistent with the preliminary fiscal direction received from Council on December 13, 2017 and aligned with Council Priorities as approved on December 5, 2017.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2018/19 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 14, 2017 staff report.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2018/19 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

None are specifically associated with this report.

COMMUNITY ENGAGEMENT

None are specifically associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

ATTACHMENTS

- Corporate & Customer Services 2018/19 Multi-year Budget and Business Plan Presentation
- Corporate & Customer Services 2018/19 Capital Project Package

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Mary Hardiman, Coordinator, Corporate and Customer Services, 902.490.4917

Financial Approval by: Original Signed
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Original Signed

Report Approved by: Jane Fraser, Director of Corporate & Customer Services, 902.490.4630

HALIFAX

Corporate & Customer Services

**2018/19 Multi-Year
Budget & Business Plan**

Committee of the Whole on Budget

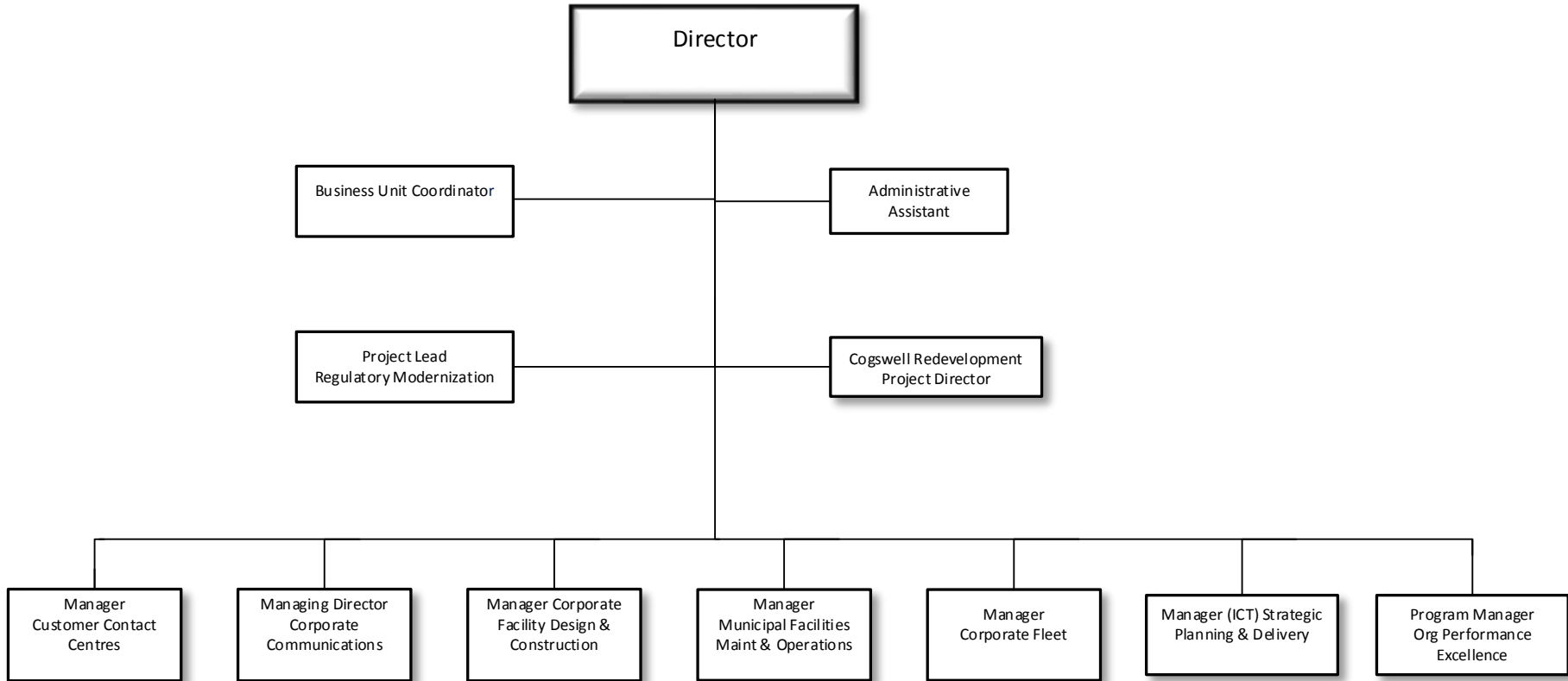
CORPORATE & CUSTOMER SERVICES



The Corporate and Customer Services Business Unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, and employees.

Our customers are at the heart of everything we do. With a focus on efficiency, reliability and sustainability, we support excellence in public service delivery on behalf of the Municipality.

Organizational Chart



Service Areas



Provides customers with easy access to information on municipal services by phone, in-person, or on-line. Customers can call toll-free from anywhere in the Municipality and access a wide variety of information and services in more than 150 languages.



Provides internal and external communications services, marketing, brand management, creative development, media relations, issue management and corporate printing services.

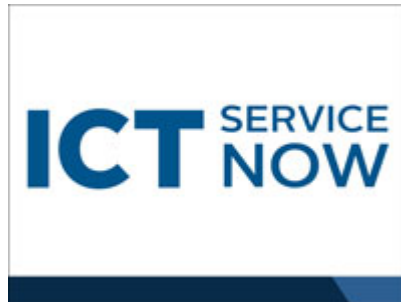


Provides professional design, construction, demolition, inspection, condition assessments and records management for recreation facilities, depots, Transit terminals and garages, administrative buildings, fire stations and police facilities.

Service Areas



Responsible for the lifecycle management of vehicles and equipment including replacement. Capital projects include purchasing vehicles and equipment for a diverse fleet that includes fire trucks, police and municipal vehicles and equipment.



Provides customer service and technology expertise in support of Regional Council and administrative priorities. Through strong corporate governance and the development of knowledge and skills of both ICT and HRM staff, ICT aims to build HRM as a leader in service delivery through technology innovation that is streamlined with foundational business process improvements.

Service Areas

Municipal
Facilities,
Maintenance
& Operations



Maintains over 220 HRM buildings, provides preventative and life cycle maintenance planning, and corporate security.

Organizational
Performance
Excellence



Provides leadership, support, and guidance through continuous improvement engagements, change management, implementation of Lean Six Sigma methodologies, and encouraging the practice of continuous improvement.

Regulatory
Modernization

Regulatory Modernization (red tape reduction) is committed to reducing regulatory burden and aligning the regulatory environment in specific areas.

Responsibilities / Accomplishments



- Delivered \$42M building construction projects
- Maintained/operated over 2.9M sq. ft. of municipal buildings
- Completed 14,700 building maintenance work orders
- Responded to 410K calls and 25K emails at 311
- Processed 93K transactions at the Customer Service Centres worth a value of \$149M
- Completed approximately 14,000 Fleet work orders and 23,000 repairs

Responsibilities / Accomplishments



- Trained 140 staff in Lean Six Sigma (LSS) and Performance Excellence methodologies
- Developing a framework to incorporate regulatory modernization and continuous improvement into HRM staff culture, business plans, strategies, and operations
- 55 capital projects delivered
- 82% of capital budget tendered
- Accessible kayak dock purchased for Birch Cove
- Accessible Circulation Desk at Bedford Public Library

Responsibilities / Accomplishments

Technology	Quantity
▪ Applications	200
▪ Desktops/Laptops/Tablets	2,844
▪ Datasets-Open Data	53
▪ Email Mailboxes	5,601
▪ Firewall Hack Attempts	8,421,179
▪ Spam Blocked	21,218,187

YTD Support Tickets	Quantity
• Service Desk Calls	20,765

Current & Planned Initiative Updates

Economic Development – Focus on the Regional Centre



Cogswell Redevelopment Program

- Planning and design development work completed
- On-going stakeholder engagement and outreach

Current & Planned Initiative Updates

Governance and Engagement – Public Engagement

Public Engagement Practices

- Re-establish the Community Engagement Steering Committee to guide the establishment of consistent, predictable and meaningful public engagement practices across the municipality.

Improve Public Access to Information and Services

- Web content governance, social media strategy complete, ongoing integration with engagement portal
- Halifax.ca web refresh complete

Current & Planned Initiative Updates

Service Delivery - Innovation

Corporate Culture and Performance

- ICT Executive Steering Committee established and chaired by CAO. Working with Directors to appropriately align IT projects with business initiatives and available capital funding.

Service Excellence – Service Delivery

Performance Excellence

- Performance Excellence (PE) training completed for senior levels of organization
- 11 projects identified for further scoping – to be presented to Executive Steering Committee in early 2018

Current & Planned Initiative Updates

Financial Responsibility – Responsibility for Resources

Corporate Fuel Management

- The Corporate Fuel Management Project will ensure HRM meets and exceeds legislative and environmental compliance requirements and create efficiencies in the fuel management process.
- In 2018, the project will include a governance structure, facility assessment and rationalization exercise, and equipment implementation planning.

Our People – Culture

Improve Employee Engagement

- Refresh the intranet site to connect employees with relevant and desired information and to improve knowledge sharing and productivity. This will be delivered as a component of the Enterprise Content Management program.

Current & Planned Initiative Updates

Healthy, Liveable Communities



Accessibility

- New interior lift for Findlay Centre.
- Upgrades at Libraries as per audits.
- Upgrades at Bay Community Centre, including universal washroom.
- Poolpod for Dartmouth Sportsplex.
- Aquatic Lifts – various locations.

Current & Planned Initiative Updates

Healthy, Liveable Communities – Public Safety



Crisis Communications Capacity

- ICT and Corp Comms will partner with EMO to support the development of an Emergency Communications Solutions Strategy (ECSS). This solution will provide a clear understanding of the processes and solutions available to Regional Council and staff to continue operating the municipality in the event of an impact to daily operations

Current & Planned Initiative Updates

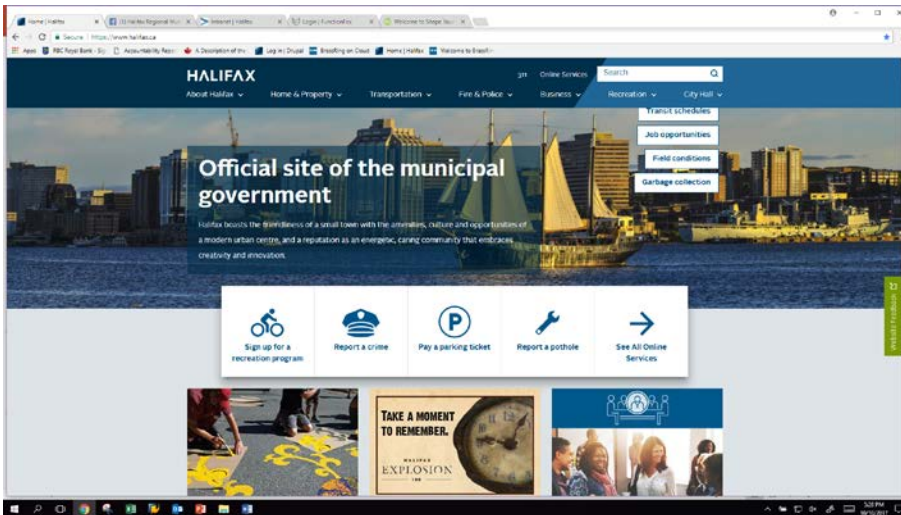
Transportation

Corporate Fleet

- To ensure the safety of equipment, staff and customers, Corporate Fleet in partnership with TPW and Parks and Recreation, will conduct an in-depth review of vehicle regulatory and compliance requirements per the NS Motor Vehicle Act and initiate process improvements.
- Corporate Fleet has 100% AVL compliance for our Fire and Municipal fleet. In 2018/19, Corporate Fleet will implement a plan to provide AVL for all heavy-duty fire apparatus and the remaining light and medium duty vehicles.

16/17 Key Performance Indicators

Governance and Engagement - Communications

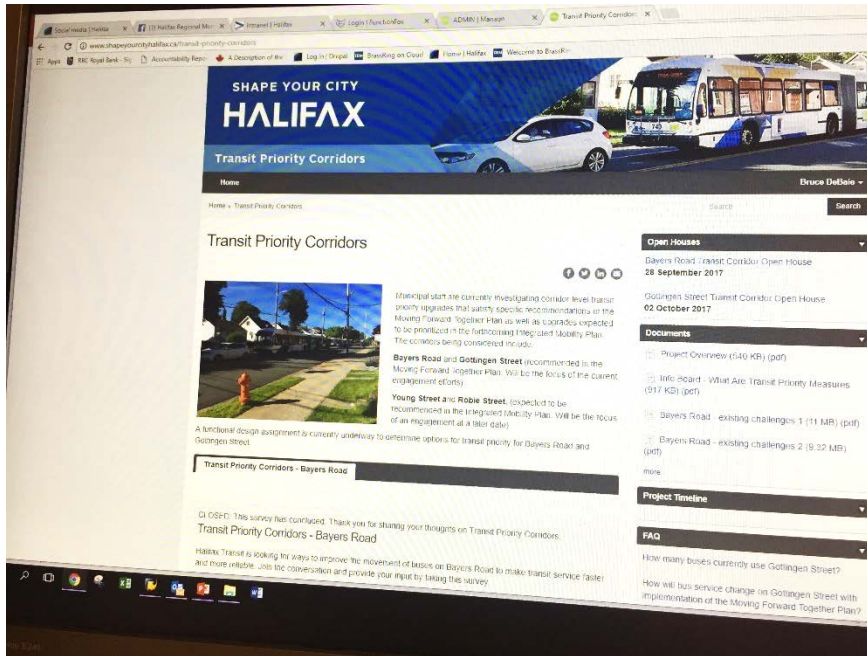


April 1, 2017 – Jan 8, 2018
HALIFAX.ca had 7,819,579 page views

- Increased Twitter followers 50%
- Increased Facebook likes 32%

16/17 Key Performance Indicators

Governance and Engagement – Public Engagement

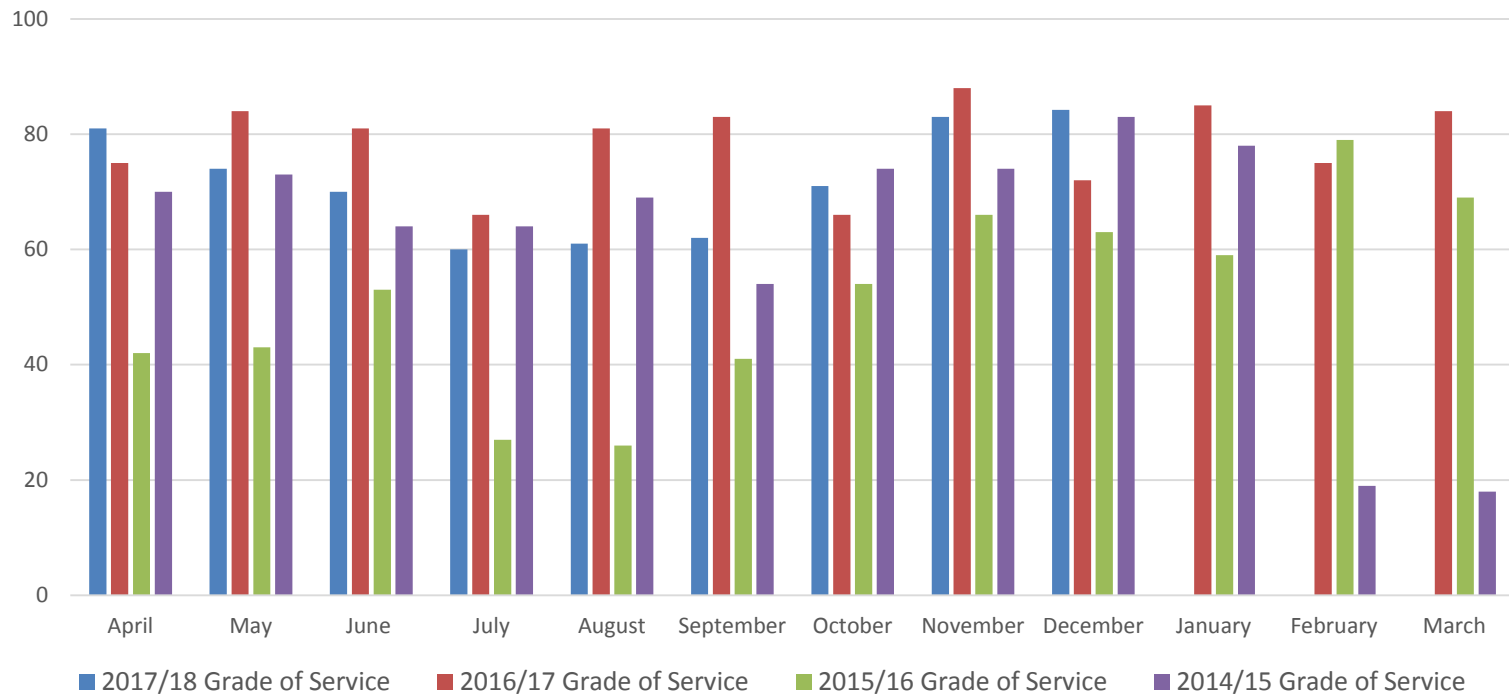


- Shape Your City portal - Increased registered users approx. 50% (+2,000)
- 9 Shape Your City campaigns in 2016-17.
- From April 2016 – Nov 2017:
 - 280% increase in engaged participants
 - 212% increase in informed participants

16/17 Key Performance Indicators

Service Delivery – Service to our People

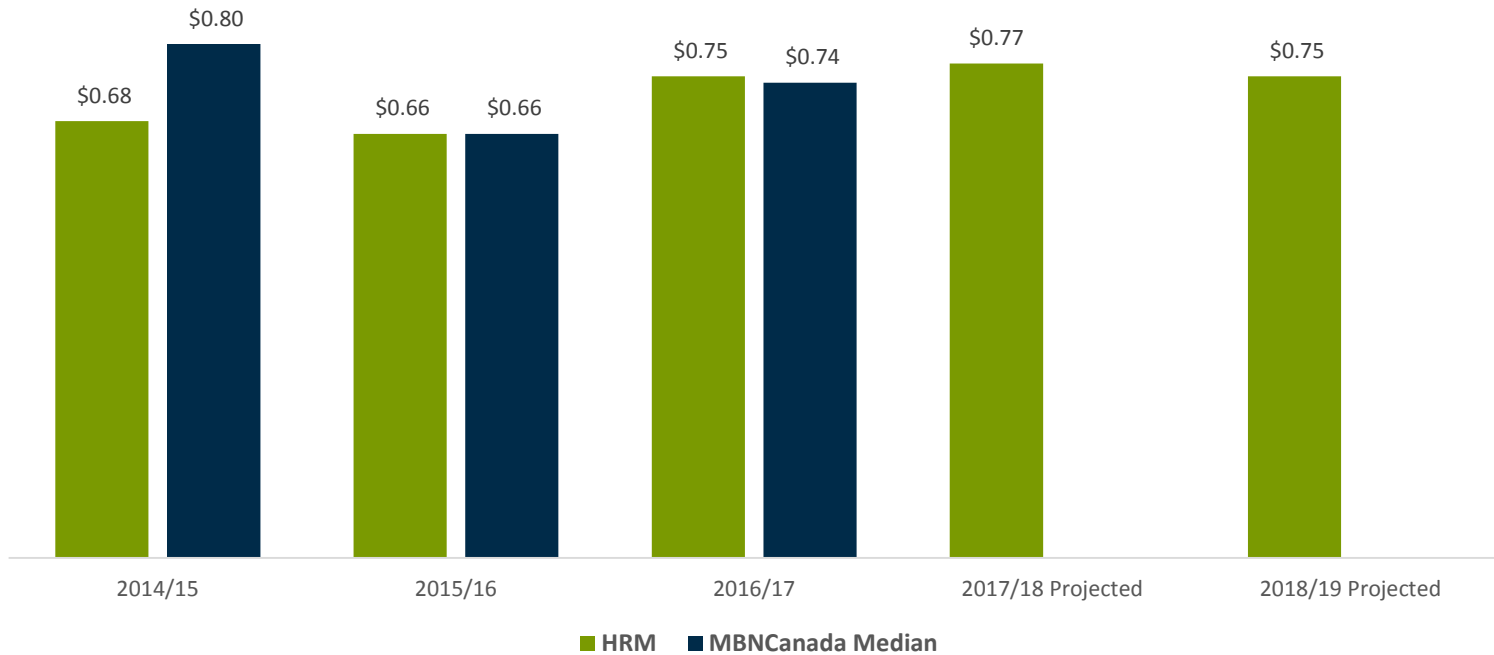
Service Level (Grade of Service)



16/17 Key Performance Indicators

Financial Responsibility – Responsibility for Resources

Operating Cost Per Vehicle KM (Municipal Equipment)



MBNC: Municipal Benchmarking Network Canada
Measure: FLET326 – Operating Cost per Vehicle KM (Municipal Equipment)

Operating Budget Overview*

Expenditures	16/17 Budget	17/18 Budget	17/18 Projected	18/19 Approved in Principle	18/19 Proposed Budget
* Compensation and Benefits	\$26,502,700	\$28,003,600	\$25,922,329	\$27,791,800	\$29,083,700
* Office	6,293,100	6,710,700	7,442,445	6,777,200	7,570,400
* External Services	6,479,800	7,421,600	7,479,804	7,432,000	9,668,400
* Supplies	339,400	319,000	339,927	319,100	277,500
* Materials	319,900	312,500	408,679	312,500	457,500
* Building Costs	7,874,000	7,674,600	7,923,300	7,607,100	8,294,500
* Equipment & Communications	2,832,000	3,099,200	3,068,549	3,055,200	3,271,600
* Vehicle Expense	4,493,300	4,916,500	5,393,637	5,163,600	4,972,100
* Other Goods & Services	965,000	995,600	1,107,092	1,021,200	1,020,800
* Interdepartmental	(9,000)	(9,000)	(250,128)	(8,400)	(256,200)
* Debt Service	10,400	10,400	10,400	10,400	10,400
* Other Fiscal	971,900	973,900	973,900	973,900	2,000
** Total	\$57,072,500	\$60,428,600	\$58,819,934	\$60,455,600	\$64,372,700
Revenues					
* Transfers from other Gov't					
* Fee Revenues	(584,000)	(584,000)	(604,690)	(584,000)	(584,000)
* Other Revenue	(580,100)	(475,600)	(571,490)	(475,600)	(395,600)
** Total	(1,164,100)	(1,059,600)	(1,176,180)	(1,059,600)	(979,600)
Net Surplus/Deficit	\$55,908,400	\$59,369,000	\$58,643,754	\$59,396,000	\$63,393,100

* Restated for April 2017 reorganization

Summary of Proposed Budget Adjustments

Proposed Adjustments	Impact on Service Delivery	Projected 18/19 \$ Impact	Amount
18/19 Approved in Principle*			\$59,396,000
Compensation – Wage increase OCC, 2-FTE’s Org. Perf. Excel)	Improved with 2 FTE’s for OPE	\$596,000	
Computer Software and Licenses		\$700,820	
Contract Services - ICT		\$1,911,280	
Reduced Building Costs	Minimal impact	(\$85,100)	
Transfer Sackville Stadium maintenance to Facilities (costs are included in the Expenditures column on the previous slide)		\$1,663,500	

* Restated for April 2017 reorganization. Includes approved in principle changes from 17/18 budget discussions

Summary of Proposed Budget Adjustments

Proposed Adjustments	Impact on Service Delivery	Projected 18/19 \$ Impact	Amount
Increased Computer Equipment	Improved service delivery	\$134,000	
Increase in Internal Transfers		(\$247,200)	
Reduction in Energy Efficiency Reserve	Projects are funded through capital	(\$971,900)	
Other additional miscellaneous increases		\$295,700	
Total Proposed Changes			\$3,997,100
Proposed 18/19 Budget			\$63,393,100

* Restated for April 2017 reorganization. Includes approved in principle changes from 17/18 budget discussions

Service Area Budget Overview*

* Restated for April 2017 reorganization

Business Unit Net Expenses	16/17 Budget	17/18 Budget	17/18 Projected	18/19 Approved in Principle	18/19 Proposed Budget
Director's Office	431,500	711,300	490,800	551,800	513,200
Operational Performance Excellence			416,806		644,200
311 Customer Contact Centres	2,743,800	2,937,300	2,907,360	2,876,900	2,903,200
Corporate Communications	3,100,800	3,209,800	3,086,700	3,208,800	3,189,000
Corporate Facility Design and Construction	1,038,800	1,054,600	877,923	1,055,400	1,192,800
Corporate Fleet	10,143,000	10,597,400	10,729,804	10,852,300	10,814,900
ICT	18,078,000	20,290,600	19,738,178	20,373,000	23,326,100
Municipal Facilities Maintenance and Operation	20,372,500	20,568,000	20,396,183	20,477,800	20,809,700
BU Total	55,908,400	59,369,000	58,643,754	59,396,000	63,393,100

Staff Counts *

Service Area	16/17 Approved	17/18 Approved	18/19 Approved in Principle	18/19 Proposed
Director's Office	7.0	6.0	5.0	5.5
Operational Performance Excellence		2.0	2.0	6.7
311 Customer Contact Centres	45.3	44.9	44.9	44.9
Corporate Communications	22.0	22.0	22.0	22.0
Corporate Facility Design and Construction	10.0	12.0	12.0	12.0
Corporate Fleet	60.0	60.0	60.0	60.7
ICT	109.7	107.7	109.7	112.0
Municipal Facilities Maintenance and Operation	84.0	76.0	76.0	81.6
Business Unit Total	338.0	330.6	331.6	345.4

* Restated for April 2017 reorganization

Business Unit Capital Budget

Business Unit Total Capital Investment	Additional Business Unit OCC for 2018/19*
\$48,171,000	\$2,007,500

Business Unit Key Capital Projects

Capital Project Name	Outcome Supported	BU 18/19 Capital Cost
Dartmouth Sportsplex Revitalization	Healthy, Livable Communities Recreation and Leisure	\$6,975,000
Recreation Services Software	Healthy, Livable Communities Recreation and Leisure	\$1,950,000
Power House Recapitalization	Healthy, Livable Communities Recreation and Leisure	\$250,000
Application Recapitalization	Governance and Engagement Fiscal Responsibility	\$800,000
Corporate Scheduling	Governance and Engagement Fiscal Responsibility	\$795,000

* Includes Operating Cost of Capital (OCC) from past Capital Projects that are just now becoming operational

Business Unit Capital Budget

Business Unit Total Capital Investment	Additional Business Unit OCC for 2018/19*
\$48,171,000	\$2,007,500

Business Unit Key Capital Projects

Capital Project Name	Outcome Supported	BU 18/19 Capital Cost
Revenue Management Solution	Service Delivery Service to our People	\$2,065,000
Permitting and Licensing	Service Delivery Service to our Business	\$2,620,000
Parking Technology	Transportation A Safe & Accessible Transportation Network	\$1,560,000
Customer Relationship Management	Service Excellence Service Improvements	\$476,000
Enterprise Content Management	Service Excellence Service Improvements	\$500,000

Pressures and Risks

Pressures:

- Increased operating costs from implementation of AVL on remaining 268 light and heavy duty fleet.

Risks:

- Most risks in Corporate and Customer Services are related to increased contract and commodity prices (i.e. cleaning contracts, supplies, gas, diesel).
- Ability to attract qualified professionals and technical people – risk for all service areas in CCS.

CORPORATE & CUSTOMER SERVICES



Customer Service is at the heart of everything we do!

2018/2019 Capital Budget Form

Project Name:	Application Recapitalization
Project Number:	CI000002
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Corinne MacCormack

Project Summary:

Implementing best practices in lifecycle management of all technology application assets to ensure they are maintained in a state of good repair. This project consolidates the regular maintenance, upgrading, and continuous improvement activities related to HRM's 180+ IT applications.

Total Capital Budget Request: (5 Years) \$

Supports Outcome Area:

Project Status:

Approximate accuracy of budget estimate

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	800,000	1,200,000	1,200,000	1,200,000	1,200,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	800,000	1,200,000	1,200,000	1,200,000	1,200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Detailed Work Plan:

	2018/19	2019/20
License increases for Microsoft, Adobe, Esri	280,000	-
ServiceNow enhancements and IT Process Automation	290,000	-
Elements Telephony Implementation for ServiceDesk	158,000	-
Road Disruption Network Project	100,000	-
Learning Management System (LMS) License increase for corporate rollout.	250,000	-
Application Enhancements & Process Maturity (test lab build, integrations, upgrades, database transitions from Oracle to SQL)transitions from Oracle to SQL)	42,000	-
Mobility Project	80,000	-
Application upgrades, incremental license purchases, professional services for tool development, testing automation software	-	1,200,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,200,000	1,200,000
Less: Projected Carry Forward from Previous Years	400,000	N/A
Gross Budget Request	800,000	1,200,000

2018/2019 Capital Budget Form

Project Name:	Business Intelligence (BI) Program
Project Number:	CI990001
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Greg Da Ros

Project Summary:

The Business Intelligence (BI) Program supports HRM business unit needs for improved analytical capabilities in support of evidence based decision making. Data from HRM operational systems is validated, structured, and organized in ways that make sense to the business units, to enhance operational, tactical, and strategic decision making capabilities across the organization.

The key objectives of this program are to: improve quality and access to reporting data; increase response time to information in support of transparency; improve ability to measure outcomes and reduce risk; provide better, more timely, information to improve processes and decision making; increase the number of staff accessing information and using analytical capabilities; reduce manual time collecting, integrating and manipulating data.

Over time, BI solutions will assist in improving the efficiency and effectiveness of HRM processes and services provided to citizens and staff. In 2018-19 key areas of focus will include BI initiatives for HR Attendance; Municipal Benchmarking Network Canada (MBNC) BI, Position Management Analysis, and SAP data mart implementation.

Total Capital Budget Request: (5 Years) \$ 1,400,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	400,000	400,000	300,000	300,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	400,000	400,000	300,000	300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	300,000	200,000	2,000,000	200,000	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	300,000	200,000	2,000,000	200,000	-

Detailed Work Plan:

	2018/19	2019/20
HR Attendance Iteration 3 - Management Rollout	125,000	-
Municipal Benchmarking Network Canada (MBN) Business Intelligence	125,000	-
Position Management Analysis	125,000	-
Implementation of SAP datamarts	125,000	-
Continued development on the SAP datamarts and analytics, includes resources and licenses	-	100,000
Capability Project - Permitting and Licensing Data and Analytics (resources & licenses)	-	100,000
Capability Project - Revenue datamart and analytics (resources and licenses)	-	100,000
Continued development on Municipal Benchmarking Network Canada datamarts and analytics	-	100,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	500,000	400,000
Less: Projected Carry Forward from Previous Years	500,000	N/A
Gross Budget Request	-	400,000

2018/2019 Capital Budget Form

Project Name:	Corporate Scheduling
Project Number:	CI000015
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	George Hayman

Project Summary:

The Corporate Scheduling project will provide an online tool to help management ensure staff workloads are scheduled appropriately. Any scheduling inefficiencies will be clearly identified within the solution to allow resolution of the issues in a timely and efficient manner, which will avoid negative service level impacts. The solution will integrate with SAP to provide a streamlined experience with minimal data entry points to maintain work and absence times for employees with manager approvals. Scheduling changes and approvals are tracked and can be audited to ensure employees and managers can be held accountable for scheduling impacts on service levels. This solution will help ensure that HRM services are appropriately staffed to meet HRM's commitments to citizens.

Total Capital Budget Request: (5 Years) \$ 3,290,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Preliminary

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	795,000	1,275,000	1,220,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	795,000	1,275,000	1,220,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
- Project planning and procurement of the corporate scheduling software		
- Change management activities		
- Implementation Activities (design/configuration, testing, training) for the corporate scheduling deployment to the HRFE Business Unit.	1,102,000	-
- Development, testing, and deployment of time tracking and reporting for HRM non-union staff		
- Development, testing, and deployment of SAP Payroll and FDM Interfaces		
- Documenting corporate scheduling solution requirements for other HRM Business units		
Phase 2 Implementation activities for other Business Units.	-	1,275,000
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Total Estimated Work Plan	1,102,000	1,275,000
Less: Projected Carry Forward from Previous Years	307,000	N/A
Gross Budget Request	795,000	1,275,000

2018/2019 Capital Budget Form

Project Name:	Council Chambers Technology Upgrade
Project Number:	C1990019
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Julie Everett

Project Summary:

The purpose of this project is to update key technology in the HRM Council chambers. The current technology needs to be upgraded. Key technologies being upgraded include the systems that are managing the speaking, voting, and presenting processes.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-35%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Implement council chambers technology upgrades (installation of equipment)	630,000	-
Temporary relocation of Regional Council during renovations	60,000	-
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Total Estimated Work Plan	690,000	-
Less: Projected Carry Forward from Previous Years	690,000	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	CRM Software Replacement
Project Number:	CI990020
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John Kleronomos

Project Summary:

Halifax requires a new Customer Relationship Management (CRM) solution to replace its existing CRM which is currently integrated as part of the Hansen technology suite. Hansen and, by default, CRM, is at end-of-life; and will not meet the future needs of the organization, in particular, the provision of more and better citizen-facing services.

The current solution is very limited in its capability to integrate with new modern operational systems being brought on-line in support of increased efficiencies across the organization including achieving greater levels of customer self-service capability.

A corporate CRM Strategy and Roadmap is expected to be completed very early in the first quarter of 2018-19.

Approved transformational project related initiatives identified in the CRM roadmap will drive the CRM Software Replacement Project which will kick-off in summer of 2018. The project is expected to be a multi-year project with multiple implementation phases..

Total Capital Budget Request: (5 Years) \$

2,476,000

Supports Outcome Area:

Service Excellence (Strategic Pillar)

Project Status:

Conceptual

Approximate accuracy of budget estimate

+-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	476,000	1,500,000	500,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	476,000	1,500,000	500,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Phase 1 - Detailed work plan will include all typical project delivery start up activities (e.g. kickoff, charter, plan, etc.) as well as all approved and prioritized CRM roadmap initiatives. Details to be determined after completion of the CRM Strategy and Roadmap.	750,000	-
Work plan will be developed in 2018/19	-	1,500,000
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Total Estimated Work Plan	750,000	-
Less: Projected Carry Forward from Previous Years	274,000	N/A
Gross Budget Request	476,000	1,500,000

2018/2019 Capital Budget Form

Project Name:	Employee Self Service/Manager Self-Service
Project Number:	CI990032
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Sarah Teal

Project Summary:

ESS/MSS (Formally Corporate Time Entry-Payroll Optimization)
 Development of online apps that will enable employees and managers to interact with SAP from computers and mobile devices. The solution will provide easy access to information and streamline functionality. Initial development will include a pilot rollout of pay advisories and benefit statements. Future apps under consideration will include apps for travel, finance, procurement as well as for manager approved employee actions.
 Note: Electronic time entry function, previously included as part of this project, is now shifted to be included as part of the Corporate Scheduling Project; all related and applicable funding has been reallocated to the Corporate Scheduling project, as required.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Preliminary

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	500,000	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Phase 1		
- Project planning	490,000	-
- Business Requirements gathering		
- Development and rollout of apps for pay and benefit statement Pilot		
Phase 2		
- Further development of pay and benefits statement apps	-	500,000
- Rollout of apps to all applicable users in the municipality		
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	-	-
Total Estimated Work Plan	490,000	500,000
Less: Projected Carry Forward from Previous Years	490,000	N/A
Gross Budget Request	-	500,000

2018/2019 Capital Budget Form

Project Name:	Enterprise Asset Management (EAM)
Project Number:	CID00631
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Crystal Nowlan

Project Summary:

The EAM strategic road map was completed in April 2012. It defined the vision for an enterprise-wide management program to improve HRM's asset management. The primary objective of the EAM Program is to ensure that HRM has sustainable and reliable infrastructure that provides optimal service delivery in support of community health, safety, economic prosperity and quality of life.

Total Capital Budget Request: (5 Years) \$

-

Supports Outcome Area:

Service Excellence (Strategic Pillar)

Project Status:

Design

Approximate accuracy of budget estimate

+-35%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

2018/19

2019/20

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	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Enterprise Content Management Program
Project Number:	CI990018
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Janice Oakley

Project Summary:

Enterprise Content Management (ECM) is the term used to describe the technologies, tools, and methods used to capture, store, preserve, and deliver "content" or "information" across an organization. As an organization matures and undertakes more major business/IT initiatives, this underlying technology is required to support the management of information. Halifax has already made significant investments in ECM related technologies (i.e. "Opentext", "Sharepoint"), but has not leveraged them across the organization to a large degree. More recently, a number of Halifax's Business Units (Planning & Development, HR, HRFE and HRP) have identified a need to use these technologies to better manage their information. An RFP for the ECM Governance and Implementation Plan was awarded in 2017/18, with an expectation that the plan will be completed in Q2 of 2018/19. The ECM Governance and Implementation Plan will include business and technology blueprints, governance models, and implementation plan, and a benefits realization plan. It is also anticipated that stage 1 of a new Employee Intranet will be completed by Q2. Funding of this project will enable initiation of this plan in 2018/19, ensuring alignment with implementation of interdependent projects, such as enterprise asset management, FDM enhancements, and permitting, licencing, and compliance.

Total Capital Budget Request: (5 Years) \$ 2,500,000

Supports Outcome Area: Governance and Communication (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2018/19	2019/20
ECM Business and Technology Blueprints	-	-
ECM Governance Models	-	-
ECM Implementation Plan	-	-
Business Case and Benefits Realization Plan	-	-
Stage 1: Employee Intranet	500,000	-
Work plan will be developed in 2018/19	-	500,000
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Total Estimated Work Plan	500,000	500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	500,000

2018/2019 Capital Budget Form

Project Name:	HRFE Dispatch Project
Project Number:	CI990027
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	John Fenton

Project Summary:

In 2015, a report was completed identifying a number of technology and process changes to improve how Halifax Regional Fire and Emergency (HRFE) dispatches staff to calls for service. These improvements, integrated into HRFE's technology roadmap, are to be rolled out over a number of years. Initiatives identified include: volunteer notification, printer alarm, dispatch policies and procedures, implementation of Mobile Data Terminals (MDTs) and smartphone application for CAD information, CAD to FDM interface, automatic alarm assignments, and move ups. These changes are aligned to improve HRFE's response times, providing HRFE operational staff with quality information and improved reporting capabilities on the level of service being provided to the citizens. In 2018-19, planned project activities include quality assurance, service level agreement, customer service, agency agreement, and AVL devices. This plan is expected to use the remaining funding available in the capital account.

Total Capital Budget Request: (5 Years) \$	600,000
Supports Outcome Area:	Service Excellence (Strategic Pillar)
Project Status:	Pre-Tender
Approximate accuracy of budget estimate	+-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	300,000	300,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	300,000	300,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Plan to implement Quality Assurance, Service Level Agreement, Customer Service, Agency Agreement, and AVL Devices.	285,800	-
Project plan to start - station alerting, pre-incident planning, and EMS/CAD Integration	-	300,000
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Total Estimated Work Plan	285,800	300,000
Less: Projected Carry Forward from Previous	285,800	N/A
Gross Budget Request	-	300,000

2018/2019 Capital Budget Form

Project Name:	HRFE Fire Department Management (FDM) Review & Enhancements
Project Number:	CI990028
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John Fenton

Project Summary:

Halifax Regional Fire and Emergency services (HRFE) relies on the Fire Department Management (FDM) system to run most aspects of their operations. With a commitment to ensure operations are optimally positioned, HRFE launched its FDM Review and Enhancements project. As part of the initiative, an initial review of MDF modules was completed which identified areas needing process and/or technology upgrades and enhancements. The highest priority areas, Personnel, Training and Property modules, are in progress for being upgraded. Other priority modules targeted for upgrades include, Incident & Investigation, Station log, Inspections, Asset & Preventative Maintenance, Hydrant and Permit & Licensing. In 2018-19 planned project activities will include upgrades/enhancements to Incidents and investigations (including enhanced reporting capabilities), Station Log and Inspections modules.

Total Capital Budget Request: (5 Years) \$ 550,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	150,000	295,000	105,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	150,000	295,000	105,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Incidents/Investigations module implementation	191,800	-
Station log implementation	76,100	-
Inspections Module Implementation	140,000	-
Dry Hydrant Implementation	55,000	-
Asset Management & Preventative Maintenance Implementation	-	295,000
	-	-
	-	-
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	-	-
Total Estimated Work Plan	462,900	295,000
Less: Projected Carry Forward from Previous Years	312,900	N/A
Gross Budget Request	150,000	295,000

2018/2019 Capital Budget Form

Project Name:	HRFE Mobility
Project Number:	C1000019
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John Fenton

Project Summary:

Halifax Regional Fire and Emergency (HRFE) is becoming increasingly mobile and needs to be able to access Fire-related software while not in the office. This project seeks to provide the HRFE staff with the devices required to improve their abilities to access pertinent information in the field.

Total Capital Budget Request: (5 Years) \$	555,000
Supports Outcome Area:	Service Excellence (Strategic Pillar)
Project Status:	Planning
Approximate accuracy of budget estimate	+-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	300,000	255,000	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	300,000	255,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Deployment of mobile devices to HRFE non-operational staff (Fire Prevention, Training Division, and	-	300,000
	-	-
	-	-
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	-	-
Total Estimated Work Plan	-	300,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	300,000

2018/2019 Capital Budget Form

Project Name:	HRP Records Management System Optimization
Project Number:	CI990023
Budget Category:	Business Tools
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	George Hayman

Project Summary:

The Halifax Regional Police (HRP) Records Management System (RMS) Optimization project will improve how HRP collects, shares and uses RMS information in the delivery of its day-to-day service. This will include a thorough look at: existing business processes; examination of existing modules and features available within RMS; an audit of data quality / integrity; identification of how to securely share data with external partners; and, an investigation of other technologies that will assist in achieving these objectives. The focus is on data with a primary objective(s) to enhance and / or re-engineer business processes (as necessary), clean up data, increase data integrity, increase operational efficiencies, and ultimately empower users by providing necessary tools to analyze data. In 2018-19, planned project activities will include work related to improving quality and data efficiency, as well as the implementation of software that supports aggregation of data from the RMS.

Total Capital Budget Request: (5 Years) \$ 600,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Preliminary

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	200,000	200,000	200,000	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	200,000	200,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Implement delivery of phase 1 activities:		
- Changes to RMS Optimization - (Quality and efficiency of Go Reports and Street Check Data)	200,000	-
- eDiscovery software implementation (data and information aggregation out of RMS)	-	200,000
Phase 2 implementation	-	-
	-	-
	-	-
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	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	200,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	200,000	200,000

2018/2019 Capital Budget Form

Project Name:	ICT Business Tools
Project Number:	CI990004
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Duncan Gillis

Project Summary:

The ICT Business Tools account is used for planning purposes and for the delivery and implementation of smaller business technology initiatives. It funds the creation of Opportunity Assessments (business cases) and multi-year strategies and roadmaps that provide direction on the relative costs and benefits of business technology solutions and enable prioritization against other initiatives as part of the Capital Budget Process. The planning activities supported by this account ensure alignment of ICT strategic planning with business strategy and fact-based prioritization of technology investments. The ICT Business Tools bundle also has a small amount of Capital funding dedicated to unforeseen small strategic projects that are requested mid-year.

Total Capital Budget Request: (5 Years) \$ 1,440,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	240,000	300,000	300,000	300,000	300,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	240,000	300,000	300,000	300,000	300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	300,000	300,000	300,000	300,000	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	300,000	300,000	300,000	300,000	-

Detailed Work Plan:

	2018/19	2019/20
2-3 Opportunity Assessments	150,000	150,000
1-2 Strategies/Roadmaps	150,000	150,000
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	-	-
Total Estimated Work Plan	300,000	300,000
Less: Projected Carry Forward from Previous Years	60,000	N/A
Gross Budget Request	240,000	300,000

2018/2019 Capital Budget Form

Project Name:	ICT Infrastructure Recapitalization
Project Number:	CI000004
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Phillip Evans

Project Summary:

ICT is implementing best practices in the lifecycle management of its infrastructure assets to ensure they are maintained in a state of good repair. The ICT Infrastructure Recapitalization project is a year-over-year set of initiatives that allows for ICT's infrastructure assets (data centres, networks, servers, backup and security technologies, etc.) to be properly maintained, upgraded and when necessary replaced. This project will ensure technology required to run the business of the municipality is highly available and the information contained therein is secure. These assets are in various stages of their respective lifecycles; some have been recently implemented and are undergoing initial maintenance or initial upgrade. Others are nearing the end of life and are either being replaced or a plan is being developed to extend their useful life through maintenance.

Total Capital Budget Request: (5 Years) \$ 5,275,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	800,000	1,625,000	950,000	950,000	950,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	800,000	1,625,000	950,000	950,000	950,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	950,000	950,000	950,000	950,000	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	950,000	950,000	950,000	950,000	-

Detailed Work Plan:

	2018/19	2019/20
Infrastructure recapitalization projects/initiatives:	-	-
Threat Risk Assessment	50,000	100,000
Storage Area Network (SAN) Replacement Dartmouth	600,000	-
Server Recapitalization	100,000	150,000
Network Recapitalization	100,000	175,000
Disaster Recovery/Business Continuity	20,000	-
Office 365 Migration	140,000	-
Network Access Control (NAC)	-	100,000
Fibre Network Expansion	-	100,000
SIEM (Security Information and Event Mangement) System	-	200,000
SAN Replacement Halifax	-	600,000
Backup Growth	-	100,000
Upgrade Security Tools	-	100,000
	-	-
Total Estimated Work Plan	1,010,000	1,625,000
Less: Projected Carry Forward from Previous Years	210,000	N/A
Gross Budget Request	800,000	1,625,000

2018/2019 Capital Budget Form

Project Name:	IT Service Management
Project Number:	C1990002
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Jennifer MacLeod

Project Summary:

This program underpins the adoption of best practices being implemented by ICT to plan, design, deliver, operate, and control services delivered to HRM staff. The IT Service Management (ITSM) project is a year-over-year set of initiatives that ensures ICT services are highly available and continually improved, assets are managed, the cost of service delivery and operations is understood, and ICT develops IT service continuity plans in support of HRM Business Unit's continuity plans.

Total Capital Budget Request: (5 Years) \$ 360,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	125,000	135,000	100,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	135,000	100,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Redesign Configuration Management Database (IT Asset inventory) with a revised structure, accurate data, relationships, and build governance to maintain.	226,000	-
Continued ITSM improvements in 19/20	-	135,000
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Total Estimated Work Plan	226,000	135,000
Less: Projected Carry Forward from Previous Years	101,000	N/A
Gross Budget Request	125,000	135,000

2018/2019 Capital Budget Form

Project Name:	Parking Technology
Project Number:	CI990031
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Janice Oakley

Project Summary:

The Parking Technology initiative will replace the existing technology and functionality that supports parking payment, enforcement of parking, and parking ticket payment. The project includes the procurement and implementation of an end-to-end integrated parking solution that includes parking payment (meter replacement), monitoring of parking (parking handhelds), enforcement, and payment of parking fines, and reporting. Current parking meters are no longer available. A new parking technology solution will improve the citizen experience, aligning with expectations for more convenient means to access services such as payment for parking. For HRM, the new solution will provide efficiencies in managing parking related business processes, and will better support the operations, planning, and strategic decision making pertaining to parking.

Total Capital Budget Request: (5 Years) \$ 4,200,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,560,000	2,060,000	580,000	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	1,560,000	2,060,000	580,000	-	-
	-	-	-	-	-
Total Funding:	1,560,000	2,060,000	580,000	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Phase 1 - Solution Procurement and Phase 2 Planning and Preparations: Key work packages	-	-
- Development of Parking Solution Requirements	80,000	-
- Development of Business Architecture for Parking Services	80,000	-
- Development of Solution Architecture for Parking Technologies	75,000	-
- Parking Technology Solution Procurement and Vendor Contract Negotiations	225,000	-
- Development of Parking Technology Implementation Strategy	25,000	-
- Development of Phase 2 Implementation Plan	50,000	-
- Phase 2 - Parking Technology Solution Technology Procurement	1,265,000	-
Phase 2 - Parking Solution Implementation:		
Key work packages included in this period:	-	2,060,000
- Parking Technology Solution Design,	-	-
- Development of Parking Service Delivery	-	-
- Implementation of Parking Technology	-	-
	-	-
Total Estimated Work Plan	1,800,000	2,060,000
Less: Projected Carry Forward from Previous Years	240,000	N/A
Gross Budget Request	1,560,000	2,060,000

2018/2019 Capital Budget Form

Project Name:	Permitting, Licensing, and Compliance Replacement Solution
Project Number:	CI990013
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Janice Oakley

Project Summary:

The existing Permitting, Licensing, and Compliance (PL&C) technology system, Hansen, is at the end of its useful life. The objective of this project is to select and implement a new corporate technology solution that will improve Permitting, Licensing, Land Management and Compliance services for staff, clients, and the general public. The new solution will include improved access to online services for citizens, allowing for online payment and an ability to monitor progress on applications. For staff across the organization, the new solution will streamline and standardize business processes, and will provide increased capabilities and access to information. The new solution will also provide improved access to information to support community engagement, strategic planning, records management, document management, performance metrics, and decision making.

Total Capital Budget Request: (5 Years) \$ 5,473,500

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	2,618,300	2,855,200	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,618,300	2,855,200	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
PL&C Phase 2 - Detailed planning, detailed requirements verification (fit-gap analysis), solution configuration, testing, system & business process improvement for Release 1: Building Permit, Plan Review & Inspections	2,942,500	-
PL&C Phase 2 - Testing, training and implementation of Release 1		
Detailed planning, detailed requirements verification (fit-gap analysis), solution deployment, system & business process improvement, testing, training and implementation for Release 2		
Planning and Release 3: Code Enforcement, Community Engagement & Licensing	-	2,855,200
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	2,942,500	2,855,200
Less: Projected Carry Forward from Previous Years	324,200	N/A
Gross Budget Request	2,618,300	2,855,200

2018/2019 Capital Budget Form

Project Name:	Recreation Services Software
Project Number:	CI000005
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Janice Oakley

Project Summary:

HRM has selected Legend Recreation Software to upgrade its recreation management registration solution. The new system will allow the Municipality to better serve customers accessing its arenas, parks, recreation facilities, and fields. HRM currently has many recreational facilities that offer programs and services to citizens. These include Municipality-owned and operated facilities, Municipality-owned and contracted facilities and Multi-District Facilities. The implementation of one consistent and centralized recreation management solution across these various facility types will provide improved customer service and analytics. Specifically, the Recreation Software Services Project will provide the following functionality: Program set-up and multi-channel registration; Membership management; Facility scheduling; Customer account management; Payment; Equipment loans; Operational reporting. This project includes implementation of Legend which encompasses activities for analysis, business process review, configuration, interface design, testing, training, planning, change management, deployment planning, and support.

Total Capital Budget Request: (5 Years) \$ 1,945,890

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Design

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,070,000	875,890	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,070,000	875,890	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Recreation Software deployment (Legend Recreation Software Inc) will begin in Q1/Q2 (18/19) for HRM owned/operated facilities. Upon a complete deployment to these sites, the recreation technology will be deployed to the municipality's Multi-District Facilities over the remainder of the fiscal (18/19) and into the next fiscal (19/20). The order of deployment for MDFs is still to be determined.	1,949,086	-
The recreation services system will be implemented in the remaining Multi-District Facilities	-	875,890
	-	-
	-	-
	-	-
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	-	-
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	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,949,086	875,890
Less: Projected Carry Forward from Previous Years	879,086	N/A
Gross Budget Request	1,070,000	875,890

2018/2019 Capital Budget Form

Project Name:	Revenue Management Solution
Project Number:	C1990009
Budget Category:	Business Tools
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	George Hayman

Project Summary:

Replacement of Revenue Management Solution (Hansen) with a new more modern revenue management solution from SAP. The new solution will provide enhanced capability with many revenue related functions including taxation, billing, cash management, and cashiering.

Total Capital Budget Request: (5 Years) \$ 3,565,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Preliminary

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	2,065,000	1,500,000	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,065,000	1,500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Engage IBM Implementation Services to procure and implement the SAP IS-Utilities (ISU) and Customer Relationship & Billing (CR&B) Modules for HRM's Revenue Management technology needs. This will replace the current Revenue Management solution, Hansen, which is end of life with a more modern, sustainable, and capable solution. Project will also include detailed requirements documentation, change management planning, and project delivery activities (design, configuration, testing, and training).	2,415,000	-
Continued implementation activities for the ISU and C&RB SAP Modules including "Go-live" and transitions to operations.	-	1,500,000
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	2,415,000	1,500,000
Less: Projected Carry Forward from Previous Years	350,000	N/A
Gross Budget Request	2,065,000	1,500,000

2018/2019 Capital Budget Form

Project Name:	SAP Optimization
Project Number:	CIN00200
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Sarah Teal

Project Summary:

This SAP Optimization project is intended to enable continuous planning and implementation of SAP enhancements for internal and external service delivery with an objective of providing greater efficiencies and enhancements in areas such as: Integrated recruitment and succession planning, reporting, governance, risk and compliance. Projects will include: HR Service Request Management, Training and Events, Finance and Materials Management, Supplier Management as well as Enhanced SAP Configuration for HR and Payroll. In 2018-19 planned project initiatives include selection and implementation of an HR Request Management solution.

Total Capital Budget Request: (5 Years) \$ 3,400,000

Supports Outcome Area: Service Excellence (Strategic Pillar)

Project Status: Preliminary

Approximate accuracy of budget estimate +-50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	250,000	900,000	750,000	750,000	750,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	900,000	750,000	750,000	750,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	750,000	750,000	750,000	750,000	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	750,000	750,000	750,000	750,000	-

Detailed Work Plan:

	2018/19	2019/20
A Service Request Management technology solution for Human Resources will be procured and implemented in 2018/19. This solution will aid in the management and tracking of service requests from the Business Units, which will allow HR to provide better service to the organization.	250,000	-
SAP optimizing enhancements continued in 2019-20.	-	900,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	250,000	900,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	900,000

2018/2019 Capital Budget Form

Project Name:	Web Transformation Program
Project Number:	CI000001
Budget Category:	Business Tools
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Sarah Teal

Project Summary:

The Web and Digital Transformation Strategy and Roadmap defined 16 multi-phased projects to be undertaken that would result in a transformed online presence to better service citizens and businesses. A Request for Proposal (RFP) was awarded to FCV Technologies Ltd. to implement, host, manage and support the new website solution in a Microsoft Cloud environment for an initial 3 year term with options to extend the contract for an additional period(s). The RFP defined 6 initiatives of which 3 have been completed. The remaining 3 initiatives: Service Design Framework(s), Online Service Implementation and the Mobile Application Strategy, are to be funded from the remaining capital funding. Once the defined initiatives are completed, Halifax.ca will be a convenient web and mobile self-serve channel for citizens and businesses that will result in improved efficiency, reduction of administrative burden, provision of satisfactory outcomes to users and encourage the success of business.

Total Capital Budget Request: (5 Years) \$	1,000,000
Supports Outcome Area:	Service Excellence (Strategic Pillar)
Project Status:	Design
Approximate accuracy of budget estimate	+-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	250,000	250,000	250,000	250,000
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	250,000	250,000	250,000	250,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Implement new online services	-	250,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
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	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	-	250,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	250,000

2018/2019 Capital Budget Form

Project Name:	Accessibility - HRM Facilities
Project Number:	CBX01154
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Darren Young

Project Summary:

Scope of Work for 2018/19 includes: 1) Continuation of the automatic door operator program, 2) Work identified during the 2017/18 audits of library buildings, and 3) Washroom upgrades for gender neutral.

Total Capital Budget Request: (5 Years) \$

2,818,000

Supports Outcome Area:

Social Development (Council Priority)

Project Status:

Planning

Approximate accuracy of budget estimate

+-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	500,000	500,000	600,000	600,000	618,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	600,000	600,000	618,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	636,000	655,000	675,000	695,000	695,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	636,000	655,000	675,000	695,000	695,000

Detailed Work Plan:

	2018/19	2019/20
Upgrades associated with 2017/18 Library building audits	150,000	-
Washroom upgrades (All Gender's)	190,000	-
Continuation of automatic door operator installations on HRM buildings	100,000	-
Pool Pod - Captain William Spry Community Centre	60,000	-
Work plan to be developed in 2018/19	-	500,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	500,000	500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	500,000

2018/2019 Capital Budget Form

Project Name:	Alderney Gate Recapitalization
Project Number:	CBX01157
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Diane Moulton

Project Summary:

Projects at Alderney Gate will focus on building envelope and a refresh of common spaces to maintain the building in good repair and improve interior conditions for public, customers, staff and tenants.

Total Capital Budget Request: (5 Years) \$ 2,400,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	150,000	750,000	500,000	500,000	500,000

Funding Source:

Reserve Q541 - Building Recapitalization and Replacement Reserve	150,000	750,000	500,000	500,000	500,000
	-	-	-	-	-
Total Funding:	150,000	750,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000

Funding Source:

Reserve Q541 - Building Recapitalization and Replacement Reserve	500,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
Total Funding:	500,000	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Lobby refresh	75,000	750,000
Fire panel upgrade	75,000	-
Mechanical upgrades	200,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	350,000	750,000
Less: Projected Carry Forward from Previous Years	200,000	N/A
Gross Budget Request	150,000	750,000

2018/2019 Capital Budget Form

Project Name:	BMO Centre
Project Number:	CB000064
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Darren Young

Project Summary:

There is a contractual agreement which requires Nustadia Recreation Inc. to maintain the BMO Centre to meet the recreation needs of HRM citizens. The agreement states Nustadia is responsible for all capital work in the building and HRM is liable for all capital costs. Reserve Q546 Multi-District Facilities Reserve has been set up and would be the source of funding for these capital items.

Total Capital Budget Request: (5 Years) \$

1,250,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Preliminary

Approximate accuracy of budget estimate

+-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	250,000	250,000	250,000	250,000	250,000

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
Total Funding:	250,000	250,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	250,000	250,000	250,000	250,000	250,000

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
Reserve Q546 - Multi-District Facilities Reserve	250,000	250,000	250,000	250,000	250,000
	-	-	-	-	-
Total Funding:	250,000	250,000	250,000	250,000	250,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Condenser Tower Replacement	180,000	250,000
Rebuild Machine Gate - Arena A	20,000	-
Upgrade Wi-fi coverage	20,000	-
Floor Cleaner	10,000	-
Reel Clean System for Dressing rooms	5,000	-
Merry Chef for Canteen	10,000	-
Replace Beach Volleyball Posts	5,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	250,000	250,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	250,000

2018/2019 Capital Budget Form

Project Name:	Building Recapitalization Future Years - Parks & Recreation
Project Number:	CB000048
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan, which addresses priority buildings for recapitalization and integrates systematic building projects, to maintain the assets. This project is the execution of years 2 to 5 of the recapitalization plan. This scope covers recapitalization of the facility and does not include any service improvements.

Total Capital Budget Request: (5 Years) \$ 7,880,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	2,600,000	2,600,000	2,680,000

Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	2,600,000	2,600,000	2,680,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	2,760,000	2,845,000	2,930,000	3,015,000	3,015,000

Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,760,000	2,845,000	2,930,000	3,015,000	3,015,000

Detailed Work Plan:

	2018/19	2019/20
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
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	-	-
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	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	-	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Cole Harbour Place
Project Number:	CB000045
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Nick Allen

Project Summary:

This project includes the review of the building assessments, engagement of consultants, developing a project plan and construction activities. Ice slab and dasher board replacements are to occur in the summer of 2018.

Total Capital Budget Request: (5 Years) \$

2,200,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Design

Approximate accuracy of budget estimate

+-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,450,000	750,000	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,450,000	750,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
New ice slab and dasher boards in Scotia One	1,300,000	-
New reflective ceiling and misc. updates for structural work	150,000	-
Mechanical and architectural upgrades	-	750,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,450,000	750,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,450,000	750,000

2018/2019 Capital Budget Form

Project Name:	Consulting - Buildings
Project Number:	CBX01268
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This account supports multiple service improvement and state of good repair projects that require external consultants to initiate or complete smaller scaled projects that have not been identified or previously assigned. The funding is also for external consultants when there isn't internal HRM Project Management resources to achieve service levels required by internal clients.

Total Capital Budget Request: (5 Years) \$

500,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Conceptual

Approximate accuracy of budget estimate

+-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	100,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	100,000	100,000	100,000	100,000	100,000

Detailed Work Plan:

	2018/19	2019/20
Programming/feasibility studies, business plans, project management, design work, building condition assessments	100,000	100,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	100,000	100,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	100,000	100,000

2018/2019 Capital Budget Form

Project Name:	Corporate Accommodations
Project Number:	CB000047
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Marcia Connolly

Project Summary:

This project will support staff relocations, and office and municipal service configuration. A detailed assessment is underway which will define and outline a corporate accommodations strategy.

Total Capital Budget Request: (5 Years) \$

9,500,000

Supports Outcome Area:

Governance and Engagement (Council Priority)

Project Status:

Planning

Approximate accuracy of budget estimate

+25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	2,000,000	2,000,000	5,000,000	500,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	2,000,000	2,000,000	5,000,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	515,000	530,000	545,000	560,000	560,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	515,000	530,000	545,000	560,000	560,000

Detailed Work Plan:

	2018/19	2019/20
Acadia Centre	475,000	-
Human Resources	350,000	-
Parks & Recreation	300,000	-
Director Suites	700,000	-
Fire Prevention	150,000	-
Finance & Asset Management	0	1,700,000
Additional projects to be identified in 2018/19	-	300,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,975,000	2,000,000
Less: Projected Carry Forward from Previous Years	1,975,000	N/A
Gross Budget Request	-	2,000,000

2018/2019 Capital Budget Form

Project Name:	Dartmouth Sportsplex Revitalization
Project Number:	CB000006
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	Greg Mackay

Project Summary:

Renovation and expansion of the Dartmouth Sportsplex. Specific areas include:

- New gymnasium, entrance and lobby space, fitness/cardio rooms overlooking Wyse Road
- Renovated locker/change room, repainting/replacing existing metal roofing.

Through the renewal of the building, the following outcomes are expected to be achieved:

- Improve overall community and member-based recreation program delivery
- Make the building more inviting and accessible to the public
- Improve multi-use space for all age groups, including seniors programs
- Improve the state of good repair
- Increase number of users of the facility,

Tender issued Dec. 2016, work planned to start Apr. 2017, and work completed for Sept. 2018.

Total Capital Budget Request: (5 Years) \$ 6,975,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Project Underway

Approximate accuracy of budget estimate +-5%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	6,975,000	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	6,975,000	-	-	-	-
	-	-	-	-	-
Total Funding:	6,975,000	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Completion of tender (building envelope, mechanical and electrical systems, interiors, signage, fitness equipment, FFE, commissioning)	7,178,900	-
Anticipated additional construction costs	900,000	-
Parking lot improvements - paving and accessibility	700,000	-
Increase FFE (fitness equipment, office furniture, gym equipment)	575,000	-
Contingency for project completion	300,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	9,653,900	-
Less: Projected Carry Forward from Previous Years	2,678,900	N/A
Gross Budget Request	6,975,000	-

2018/2019 Capital Budget Form

Project Name:	Energy Efficiency Initiatives
Project Number:	CBX01161
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Shannon Miedema

Project Summary:

Energy efficiency and green energy projects can include natural gas conversions, HVAC upgrades, water conservation and lighting upgrades, as well as district energy and renewable energy initiatives. This work reduces reliance on fossil fuels resulting in decreased operating costs and greenhouse gas emissions. This account also allows HRM to capitalize on relevant funding opportunities and to pilot innovative technologies.

Total Capital Budget Request: (5 Years) \$ 2,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	500,000	500,000	500,000	500,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	-	500,000	500,000	500,000	500,000
	-	-	-	-	-
Total Funding:	-	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	500,000	500,000	500,000	500,000	500,000
	-	-	-	-	-
Total Funding:	500,000	500,000	500,000	500,000	500,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Energy efficient upgrades and initiatives:	458,000	500,000
Lighting upgrades, gas conversions, energy management upgrades, recommissioning of systems and other green energy initiatives	-	-
Onsite Energy Manager (OEM) through Efficiency Nova Scotia program	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	458,000	500,000
Less: Projected Carry Forward from Previous Years	458,000	N/A
Gross Budget Request	-	500,000

2018/2019 Capital Budget Form

Project Name:	Environmental Remediation/Building Demolition
Project Number:	CBX01162
Budget Category:	Buildings
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

Projects include the demolition of several smaller scaled facilities and the completion of projects that were initiated in previous years. This includes the removal and remediation for underground storage tanks at sites that are proceeding through the Administrative Order 50 (AO50) , the disposal of surplus real property.

Total Capital Budget Request: (5 Years) \$ 1,860,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	250,000	400,000	400,000	400,000	410,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	250,000	400,000	400,000	400,000	410,000
	-	-	-	-	-
Total Funding:	250,000	400,000	400,000	400,000	410,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	425,000	435,000	450,000	465,000	465,000
Funding Source:					
Reserve Q526 - Capital Fund Reserve	425,000	435,000	450,000	465,000	465,000
	-	-	-	-	-
Total Funding:	425,000	435,000	450,000	465,000	465,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Buildings identified through the AO50 process	1,250,000	-
Future buildings identified through the AO50 process	-	400,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,250,000	400,000
Less: Projected Carry Forward from Previous Years	1,000,000	N/A
Gross Budget Request	250,000	400,000

2018/2019 Capital Budget Form

Project Name:	Fire Station 2, University Ave. Recapitalization
Project Number:	CB000052
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Fire Services has identified Station #2 on University Ave. as a station that not only requires recapitalization but also improvements to the functionality of the space on the upper floor and improved exiting. The project will include renovations to the station to accommodate two full crews of four people for a total of eight people. To undertake this renovation, temporary accommodations for staff will be required on site and/or in adjacent stations to maintain service levels; 1) improvements to the kitchen/dining quarters; 2) improvements to the washrooms and locker rooms; 3) construction and fit-out of a training room and fitness area.

Total Capital Budget Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,000,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,000,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Renovations to Fire Station #2, including: Second floor renovations, crew accommodations, kitchen upgrades, training room and fitness area, improved exiting, and temporary accommodations to maintain service levels	-	-
	1,570,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,570,000	-
Less: Projected Carry Forward from Previous Years	570,000	N/A
Gross Budget Request	1,000,000	-

2018/2019 Capital Budget Form

Project Name:	Fire Station Functional Improvements
Project Number:	CB000088
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

This project includes renovations to accommodate operational improvements with respect to washrooms, bedrooms, equipment storage and kitchens.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	250,000	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Fire station operational improvements (FS #3, 4, 5 and 14)	250,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	250,000	-
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	250,000	-

2018/2019 Capital Budget Form

Project Name:	Fire Station Land Acquisition
Project Number:	CBX01102
Budget Category:	Buildings
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The purchase of land for construction of new fire stations. The focus for 18/19 will be to purchase land for a new Fire Station #8 (currently located on Convoy Run, Bedford).

Total Capital Budget Request: (5 Years) \$

Supports Outcome Area:

Project Status:

Approximate accuracy of budget estimate

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Land Acquisitions	825,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	825,000	-
Less: Projected Carry Forward from Previous Years	825,000	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Fire Station Replacements
Project Number:	CB000065
Budget Category:	Buildings
Project Type:	Growth
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The scope of this project includes the following initiatives:
 1) Improve response times in the Bedford area by concurrently constructing two new fire stations during 2019/20 to replace Fire Station #8 (Convoy Run) and Fire Station #9 (Metropolitan) at approximately \$4.5 million each.
 2) In 2020/21, expand the Fire Training Facility located at Fire Station #7 (Knightsridge) and construct a new Fire Training building at a cost of approximately \$4 million to improve training capacity and consolidate training staff in one location. A LPG (propane gas) Class A (wood) burn building will also be required at the Fire Training Facility at an additional cost of approximately \$1 million.

Total Capital Budget Request: (5 Years) \$ 14,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	9,000,000	5,000,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	9,000,000	5,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Carry forward from previous years	2,000,000	-
Tender Fire Stations # 8 & 9 and begin construction	-	9,000,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	2,000,000	9,000,000
Less: Projected Carry Forward from Previous Years	2,000,000	N/A
Gross Budget Request	-	9,000,000

2018/2019 Capital Budget Form

Project Name:	General Building Recapitalization
Project Number:	CB000090
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This account will address General Building Recapitalization of HRM facilities and will eventually replace the mechanical, electrical, site work, structural, architectural interior and architectural exterior accounts.

Total Capital Budget Request: (5 Years) \$ 2,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2018/19	2019/20
Address minor recapitalization HRM facilities such as building envelope upgrades, replacement of mechanical and electrical systems and interior refresh.	500,000	500,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	500,000	500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	500,000	500,000

2018/2019 Capital Budget Form

Project Name:	Halifax City Hall and Grand Parade Restoration
Project Number:	CBX01046
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

HRM is in the final phases of the multi-year project to improve the state of good repair in City Hall and the Grand Parade. Prior to the recapitalization work, City Hall was in a poor state of repair and many of the building mechanical systems, insulation, building envelope and security systems were at the end of their life cycle. Many of the areas in the building have been renovated.

Total Capital Budget Request: (5 Years) \$ 1,950,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	200,000	250,000	500,000	500,000	500,000

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	250,000	500,000	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2018/19	2019/20
Renovations of Level 1	775,000	-
Mechanical, electrical and exterior upgrades	325,000	-
Consulting	70,000	-
Work plan to be developed in 2018/19	-	250,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,170,000	250,000
Less: Projected Carry Forward from Previous Years	970,000	N/A
Gross Budget Request	200,000	250,000

2018/2019 Capital Budget Form

Project Name:	HRFE Future Buildings Recapitalization
Project Number:	CB000057
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

With 52 fire stations in HRM, recapitalization of these structures is an on-going requirement. In 2012, the Municipality undertook a Building Condition Assessment program to develop a state of good repair recapitalization program for municipal buildings. The data formulated a recapitalization plan which addresses priority buildings for recapitalization and integrates systematic building projects to maintain the assets. This scope covers recapitalization of the facility and does not include any service improvements.

Total Capital Budget Request: (5 Years) \$ 6,045,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	1,500,000	1,500,000	1,500,000	1,545,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	1,500,000	1,500,000	1,500,000	1,545,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000

Detailed Work Plan:

	2018/19	2019/20
Recapitalization of various fire stations based on building condition assessment	-	1,500,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	-	1,500,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	1,500,000

2018/2019 Capital Budget Form

Project Name:	HRM Depot Upgrades
Project Number:	CBX01170
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

HRM depots accommodate administration, storage and service/repair to improve and maintain municipal assets. Facility Condition Index assessments that indicate state of good repair and functional improvements are needed to address service requirements. The projects will accommodate staff relocations and office/service reconfigurations.

Total Capital Budget Request: (5 Years) \$ 1,125,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	125,000	-	-	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	-	-	500,000	500,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	500,000	500,000	500,000	500,000	500,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	500,000	500,000	500,000	500,000	500,000

Detailed Work Plan:

	2018/19	2019/20
Cowie Hill - Phase II Renovations	175,000	-
Turner Drive - Improvements locker rooms, lunchrooms and washrooms and stairwells	650,000	-
Thornhill - Office renovations and functional improvements	250,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,075,000	-
Less: Projected Carry Forward from Previous Years	950,000	N/A
Gross Budget Request	125,000	-

2018/2019 Capital Budget Form

Project Name:	MacKintosh Depot Replacement
Project Number:	CB000089
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

This account covers the replacement of the existing MacKintosh Depot and associated site works.

Total Capital Budget Request: (5 Years) \$ 13,500,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	750,000	10,750,000	2,000,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	750,000	10,750,000	2,000,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Design	750,000	-
Construction Year 1	-	10,750,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	750,000	10,750,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	750,000	10,750,000

2018/2019 Capital Budget Form

Project Name:	Mechanical
Project Number:	CBX01269
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

Recapitalization of mechanical systems in HRM owned and operated buildings. Due to the age of many of the facilities, the mechanical systems have reached the end of their useful life and are in need of replacement. This account funds the recapitalization of these failing systems on an as needed basis.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Replacement and upgrades of mechanical equipment including Halifax Regional Police Headquarters chiller and miscellaneous air handling units and controls replacements.	167,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	167,000	-
Less: Projected Carry Forward from Previous Years	167,000	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Metropark Upgrades
Project Number:	CB000073
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Recapitalization of the Metropark structure based upon the recommendations from the operator. The facility is owned by HRM and is operated by the Hardman Group Limited under a Management Agreement. Revenues from the parkade fund the Building Recapitalization and Replacement Reserve (Q541) which in turn funds the capital improvements.

Total Capital Budget Request: (5 Years) \$ 500,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q541 - Building Recapitalization and Replacement Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q541 - Building Recapitalization and Replacement Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Work plan is based upon recommendation provided to HRM by the operator	100,000	100,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	100,000	100,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	100,000	100,000

2018/2019 Capital Budget Form

Project Name:	Multi-District Facilities (MDF)-Upgrades
Project Number:	CB000002
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

The continuation of the multi-year recapitalization of HRM Multi-District facilities and other recreation facilities that do not have discrete account for the improving of the state of good repair. Due to the age of many of the facilities, they require improvements to the major building systems to continue to provide service to the residents of HRM.

Total Capital Budget Request: (5 Years) \$ 6,010,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,980,000	1,000,000	1,000,000	1,000,000	1,030,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,980,000	1,000,000	1,000,000	1,000,000	1,030,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	1,060,000	1,090,000	1,125,000	1,160,000	1,160,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,060,000	1,090,000	1,125,000	1,160,000	1,160,000

Detailed Work Plan:

	2018/19	2019/20
St. Margaret's Centre pool	180,000	-
Spryfield Lions Arena structural upgrade	1,800,000	-
Work plan to be developed in 2018/19	-	1,000,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,980,000	1,000,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	1,980,000	1,000,000

2018/2019 Capital Budget Form

Project Name:	Power House Recapitalization
Project Number:	CB000032
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

The Power House was built between 1902-1903 for Richard Power, the Superintendent of the Halifax Public Gardens. The building is ornately decorated with Dutch gable dormers with curved parapets; and has patterned multi-colored brick work. It is the only heritage structure of its kind within HRM. Previous projects completed the exterior recapitalization of the building. These funds will be used to complete the interior recapitalization work.

Total Capital Budget Request: (5 Years) \$ 250,000

Supports Outcome Area: Economic Development (Council Priority)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	250,000	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	250,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Interior fit up including new reception, meeting spaces, kitchen, washroom facilities and offices.	525,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	525,000	-
Less: Projected Carry Forward from Previous Years	275,000	N/A
Gross Budget Request	250,000	-

2018/2019 Capital Budget Form

Project Name:	Roof Recapitalization
Project Number:	CBX01272
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This project addresses roof recapitalization based on the short, medium and long term plans identified through the HRM re-roofing program.

Total Capital Budget Request: (5 Years) \$ 4,795,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Preliminary

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	750,000	1,000,000	1,500,000	1,545,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	750,000	1,000,000	1,500,000	1,545,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,590,000	1,640,000	1,690,000	1,740,000	1,740,000

Detailed Work Plan:

	2018/19	2019/20
Recapitalization of various roofs identified through the HRM re-roofing program	700,000	-
Continuation of re-roofing program	-	750,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	700,000	750,000
Less: Projected Carry Forward from Previous Years	700,000	N/A
Gross Budget Request	-	750,000

2018/2019 Capital Budget Form

Project Name:	Sackville Sports Stadium
Project Number:	CB000060
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	Nick Allen

Project Summary:

Sackville Sports Stadium was constructed in the 1980s and has undergone recent renovations including interior refresh, roof replacement and mechanical upgrades. The next phase of work will address upgrades to the change rooms and pool tiles.

Total Capital Budget Request: (5 Years) \$

875,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Planning

Approximate accuracy of budget estimate

+-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	540,000	335,000	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	540,000	335,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Front desk upgrades	40,000	-
Hard tile pool area	195,000	-
Change room upgrade	300,000	-
Paint over ice structural ceiling joists	80,000	-
Oil fired boilers replacement	-	185,000
Renovate old tenant space	-	150,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	615,000	335,000
Less: Projected Carry Forward from Previous Years	75,000	N/A
Gross Budget Request	540,000	335,000

4.0 Review and Sign-Off

2018/2019 Capital Budget Form

Project Name:	Sambro/Harrietsfield Fire Station
Project Number:	CB000079
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

Replace the damaged Fire Station #62 (Harrietsfield) and improve response times by constructing a new fire station to combine Fire Station #62 (Harrietsfield) and Fire Station #63 (Sambro) at a cost of approximately \$4.5 million.

Total Capital Budget Request: (5 Years) \$

2,000,000

Supports Outcome Area:

Healthy, Liveable Communities (Council Priority)

Project Status:

Preliminary

Approximate accuracy of budget estimate

+-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,500,000	500,000	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,500,000	500,000	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Design-Build new replacement fire station	4,000,000	500,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	4,000,000	500,000
Less: Projected Carry Forward from Previous Years	2,500,000	N/A
Gross Budget Request	1,500,000	500,000

2018/2019 Capital Budget Form

Project Name:	Scotiabank Centre
Project Number:	CB000028
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Discrete
Project Manager:	John MacPherson

Project Summary:

This funding will support the ongoing capital requirements and enhancements of the Scotiabank Centre. Projects for 2017/18 will include recapitalization of the facility with focus on exterior concrete and brick repairs, replacement basketball floor and planning efforts for an ice slab replacement in 2018/19. Enhancements should help attract more events and improve customer satisfaction, helping with revenue generation at the facility.

Total Capital Budget Request: (5 Years) \$ 7,050,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	2,850,000	2,500,000	1,500,000	100,000	100,000
Funding Source:					
Reserve Q546 - Multi-District Facilities Reserve	2,850,000	2,500,000	1,500,000	100,000	100,000
	-	-	-	-	-
Total Funding:	2,850,000	2,500,000	1,500,000	100,000	100,000
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	100,000	100,000	100,000	100,000	100,000
Funding Source:					
Reserve Q546 - Multi-District Facilities Reserve	100,000	100,000	100,000	100,000	100,000
	-	-	-	-	-
Total Funding:	100,000	100,000	100,000	100,000	100,000
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Replace ice slab	2,000,000	-
Exterior repairs	850,000	-
Consulting	-	-
Mechanical and electrical upgrades	-	-
Completion of prior year's projects	300,000	-
Replacement clock and associated audio visual system	-	2,100,000
Replacement swithgear	-	4,000,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	3,150,000	6,100,000
Less: Projected Carry Forward from Previous Years	300,000	N/A
Gross Budget Request	2,850,000	6,100,000

2018/2019 Capital Budget Form

Project Name:	Site Work
Project Number:	CBX01271
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This is the fourth year of a multi-year program to improve the existing site drainage, site grading, underground services, asphalt paving and landscaping surrounding existing HRM facilities. The improvements are planned on a priority basis and include administration buildings, recreational facilities and fire stations.

Total Capital Budget Request: (5 Years) \$ 1,285,000

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +-35%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	300,000	325,000	325,000	335,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	300,000	325,000	325,000	335,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	345,000	355,000	365,000	375,000	375,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	345,000	355,000	365,000	375,000	375,000

Detailed Work Plan:

	2018/19	2019/20
Paving and landscaping projects at depots and recreations facilities	140,000	300,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	140,000	300,000
Less: Projected Carry Forward from Previous Years	140,000	N/A
Gross Budget Request	-	300,000

2018/2019 Capital Budget Form

Project Name:	Structural Upgrades
Project Number:	CBX01270
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

Address building and site structural issues that are in need of immediate repair. This account typically addresses foundations, structural framing systems, structural support systems, steel, concrete and masonry.

Total Capital Budget Request: (5 Years) \$ -

Supports Outcome Area: Governance and Engagement (Council Priority)

Project Status: Planning

Approximate accuracy of budget estimate +-25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Completion of prior year's projects	250,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	250,000	-
Less: Projected Carry Forward from Previous Years	250,000	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Wharf Recapitalization
Project Number:	CB000087
Budget Category:	Buildings
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	John MacPherson

Project Summary:

This project will address structural improvements to the Alderney Landing, Alderney Ferry Terminal and Chebucto wharves.

Total Capital Budget Request: (5 Years) \$ 3,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Conceptual

Approximate accuracy of budget estimate +35%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	200,000	2,800,000	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	200,000	2,800,000	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
Preparation of tender package for construction in 2020/21	-	200,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	-	200,000
Less: Projected Carry Forward from Previous Years	-	N/A
Gross Budget Request	-	200,000

2018/2019 Capital Budget Form

Project Name:	Fire Apparatus Fleet Expansion
Project Number:	CE010004
Budget Category:	Equipment & Fleet
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

Council directed that volunteer firefighters be placed at Station 4 (5830 Duffus Street, Halifax) and Station 13 (86 King Street, Dartmouth). As a result, one additional fire apparatus (engine) will be required at each of these stations.

Total Capital Request: (5 Years) \$ -

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +25%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
2 engines for Stations 4 and 13	1,230,000	-
Cost to fully equip 2 engines	170,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	1,400,000	-
Less: Projected Carry Forward from Previous Years	1,400,000	N/A
Gross Budget Request	-	-

2018/2019 Capital Budget Form

Project Name:	Fire Apparatus Replacement
Project Number:	CVJ01088
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

The replacement of the Fire Services Apparatus Fleet is necessary to support operations. The apparatus fleet is comprised of aerials, pumpers, tankers, rescues, de-con units, etc. totalling 188 units. These units are used to support all areas of the Fire Service for both rural and urban operations. Regular replacement of these units is necessary to support continued operations. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

Total Capital Request: (5 Years) \$ 20,305,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Tender Awarded

Approximate accuracy of budget estimate +-5%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	2,455,000	7,350,000	4,500,000	3,000,000	3,000,000

Funding Source:	2018/19	2019/20	2020/21	2021/22	2022/23
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,455,000	7,350,000	4,500,000	3,000,000	3,000,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	3,000,000	3,000,000	3,000,000	3,000,000	-

Funding Source:	2023/24	2024/25	2025/26	2026/27	2027/28
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	3,000,000	3,000,000	3,000,000	3,000,000	-

Detailed Work Plan:

Detailed Work Plan:	2018/19	2019/20
2 Rescue pumpers	1,225,000	-
2 Tankers	1,275,000	-
Light support vehicles	536,000	-
2 Rescue pumpers	-	1,240,000
1 Platform	-	1,500,000
7 Engines	-	4,490,000
Light support vehicles	-	120,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	3,036,000	7,350,000
Less: Projected Carry Forward from Previous Years	581,000	N/A
Gross Budget Request	2,455,000	7,350,000

2018/2019 Capital Budget Form

Project Name:	Fleet Expansion
Project Number:	CE020002
Budget Category:	Equipment & Fleet
Project Type:	Service Improvements
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM maintains its current fleet inventory levels through a vehicle replacement program that ensures each vehicle added to the fleet replaces one that has reached the end of its scheduled life. However, expansion of the fleet inventory is sometimes required to meet changing operational needs. In 18/19, pump testing apparatus is required for the Emergency Fleet garage. As well, four (4) new light vehicles are required for Parking Enforcement as this service will be delivered by HRM staff.

Total Capital Request: (5 Years) \$ 135,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Pre-Tender

Approximate accuracy of budget estimate +-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	135,000	-	-	-	-
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	100,000	-	-	-	-
	-	-	-	-	-
Total Funding:	100,000	-	-	-	-
Net Budget:	35,000	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q531 - Fleet Vehicles & Equipment Reserve	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:

	2018/19	2019/20
1 pump testing apparatus	180,000	-
4 vehicles for Parking Enforcement	100,000	-
	-	-
	-	-
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	-	-
	-	-
Total Estimated Work Plan	280,000	-
Less: Projected Carry Forward from Previous Years	145,000	N/A
Gross Budget Request	135,000	-

2018/2019 Capital Budget Form

Project Name:	Fleet Vehicle Replacement
Project Number:	CVD01087
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

Vehicles used by Transportation & Public Works, Finance, Parks & Recreation, Planning & Development, Facilities, and Library are held in this portion of the Corporate Fleet inventory. There are approximately 441 units in this area, with approximately 15 types of vehicles ranging from cars to large snow removal vehicles like loaders and tandem trucks. The scheduled useful life of these vehicles runs from 7 to 20 years. Vehicles that have reached the end of their scheduled life are reviewed with the client groups and the vehicles that are either the oldest or that are in most need of replacement are removed from service and new units are purchased. Each year, Corporate Fleet will issue over forty (40) tenders/RFPs in order to acquire replacement vehicles.

Total Capital Request: (5 Years) \$ 9,250,000

Supports Outcome Area: Transportation (Council Priority)

Project Status: Project Underway

Approximate accuracy of budget estimate +-5%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,300,000	1,700,000	1,700,000	2,250,000	2,300,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,300,000	1,700,000	1,700,000	2,250,000	2,300,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	2,350,000	2,350,000	2,200,000	2,200,000	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,350,000	2,350,000	2,200,000	2,200,000	-

Detailed Work Plan:

	2018/19	2019/20
2 Heavy snow trucks; 1 Articulating loader; Other vehicles	1,055,000	-
4 Heavy snow trucks and various other vehicles & equipment as required	1,300,000	-
Various heavy, medium, and light vehicles & equipment, including snow equipmet	-	1,700,000
	-	-
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Total Estimated Work Plan	2,355,000	1,700,000
Less: Projected Carry Forward from Previous Years	1,055,000	N/A
Gross Budget Request	1,300,000	1,700,000

2018/2019 Capital Budget Form

Project Name:	Ice Resurfacers Replacement
Project Number:	CVU01207
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM operates directly or supports the operation of many of the ice surfaces in HRM. This account is for the replacement of one ice resurfacers per year. Corporate Fleet and Parks & Recreation staff meet annually to determine which unit is in need of replacement. This will ensure that the operation with the greatest need will receive the required replacement unit. HRM currently owns 10 ice resurfacers; this account allows for a 10 year life with one unit being replaced each year on average.

Total Capital Request: (5 Years) \$ 625,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Project Underway

Approximate accuracy of budget estimate +-10%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	125,000	125,000	125,000	125,000	125,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	125,000	125,000	125,000	125,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	125,000	125,000	125,000	125,000	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	125,000	125,000	125,000	125,000	-

Detailed Work Plan:

	2018/19	2019/20
Replacement of one ice resurfacers at St. Margaret's Centre	125,000	-
Replacement of one ice resurfacers at Cole Harbour Place	130,000	-
Replacement of one ice resurfacers	-	125,000
	-	-
	-	-
	-	-
	-	-
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Total Estimated Work Plan	255,000	125,000
Less: Projected Carry Forward from Previous Years	130,000	N/A
Gross Budget Request	125,000	125,000

2018/2019 Capital Budget Form

Project Name:	Police Fleet
Project Number:	CVK01090
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

HRM Police Services has a Fleet of 275 vehicles to provide services to the public. The current fleet is comprised of vehicles used for patrol, investigation, SWAT surveillance and a variety of other services. This project is for the annual replacement of Police fleet vehicles that have reached the end of their useful life. The majority of the fleet are patrol vehicles that require heavy use and typically only last two to three years. Units that are being replaced are first stripped of any salvageable equipment that HRM may be able to reuse and then, depending on condition, will be sold at auction and the revenue assigned to the appropriate reserve(s).

Total Capital Request: (5 Years) \$ 7,450,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Project Underway

Approximate accuracy of budget estimate +-5%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	1,000,000	1,500,000	1,100,000	1,900,000	1,950,000
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	1,000,000	1,500,000	1,100,000	1,900,000	1,950,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	2,000,000	2,000,000	2,000,000	2,000,000	-
Funding Source:					
	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	2,000,000	2,000,000	2,000,000	2,000,000	-

Detailed Work Plan:

	2018/19	2019/20
Replacement of approximately thirty-four (40) police vehicles both marked and unmarked and bomb truck	1,445,000	-
Replacement of approximately thirty-four (30) police vehicles both marked and unmarked	1,000,000	-
Replacement of approximately thirty-four (50) police vehicles both marked and unmarked	-	1,500,000
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Total Estimated Work Plan	2,445,000	1,500,000
Less: Projected Carry Forward from Previous Years	1,445,000	N/A
Gross Budget Request	1,000,000	1,500,000

2018/2019 Capital Budget Form

Project Name:	Police Vehicle Equipment
Project Number:	CVK01207
Budget Category:	Equipment & Fleet
Project Type:	State of Good Repair
Discrete/Bundled:	Bundled
Project Manager:	Rajiv Massey

Project Summary:

Replacement of police services vehicle equipment. Equipment purchases will be prioritized based on need and as older equipment reaches the end of its useful life. This equipment is associated with specific vehicles and typically includes items such as lighting, weapons security, electrical and mechanical systems, and officer and prisoner containment.

Total Capital Request: (5 Years) \$ 1,000,000

Supports Outcome Area: Healthy, Liveable Communities (Council Priority)

Project Status: Project Underway

Approximate accuracy of budget estimate +-5%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	175,000	225,000	200,000	200,000	200,000
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	175,000	225,000	200,000	200,000	200,000

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	200,000	200,000	200,000	200,000	-
Funding Source:	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	200,000	200,000	200,000	200,000	-

Detailed Work Plan:

	2018/19	2019/20
Vehicle Equipment purchases	310,000	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
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	-	-
	-	-
	-	-
Total Estimated Work Plan	310,000	-
Less: Projected Carry Forward from Previous Years	135,000	N/A
Gross Budget Request	175,000	225,000

2018/2019 Capital Budget Form

Project Name:	Cogswell Interchange Redevelopment
Project Number:	CT000007
Budget Category:	Traffic Improvements
Project Type:	Service Improvements
Discrete/Bundled:	Discrete
Project Manager:	John Spinelli

Project Summary:

This "City Building" project is intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the North end of the city. The new neighbourhood will showcase public spaces, squares, urban plazas, pedestrian friendly streets with an overall emphasis on active transportation and transit. Three new AAA bicycling facilities will provide safe alternatives for commuting and recreational travel. The new district will be a great place to live, work and play, as well as act as a stimulus for investment in adjacent properties and those to the west and north of the area. The neighbourhood will achieve "green" objectives through the inclusion of a district energy system, opportunities to live in a neighborhood without reliance on an automobile, and green building design standards. The project involves removal of the existing Cogswell area roadways, bridges, elevated structures, walls and underground infrastructure systems. Installation of new at-grade streets, roundabouts and realignment of existing streets to facilitate improvement of vehicle, pedestrian and bicycle flows. New park and open spaces will be created and there will be improvements to waterfront connectivity. Several land parcels for development of high value residential/mixed-use buildings by 3rd party developers will be created. The phased release of these land parcels should substantially contribute to the ongoing construction costs for the new neighbourhood. During the past three years, approximately \$2.5M has been spent on establishing/operating the Cogswell project office and engaging design, cost and traffic consultants to complete the 60% design phase.

Total Capital Budget Request: (5 Years) \$

57,145,000

Supports Outcome Area:

Economic Development (Council Priority)

Project Status:

Planning

Approximate accuracy of budget estimate

+50%

Capital Costs - Cash Flow

Fiscal Year	2018/19	2019/20	2020/21	2021/22	2022/23
Gross Budget:	-	14,320,000	25,000,000	17,825,000	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	14,320,000	25,000,000	17,825,000	-
	-	-	-	-	-
Total Funding:	-	14,320,000	25,000,000	17,825,000	-
Net Budget:	-	-	-	-	-

Fiscal Year	2023/24	2024/25	2025/26	2026/27	2027/28
Gross Budget:	-	-	-	-	-
Funding Source:					
Reserve Q606 - Strategic Capital Reserve	-	-	-	-	-
	-	-	-	-	-
Total Funding:	-	-	-	-	-
Net Budget:	-	-	-	-	-

Detailed Work Plan:	2018/19	2019/20
Complete detailed design	4,605,000	-
Begin construction on redevelopment plan once approved by Council	-	14,320,000
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
Total Estimated Work Plan	4,605,000	14,320,000
Less Projected Carry Forward from Previous Years	4,605,000	N/A
Gross Budget Request	-	14,320,000