

Item No. 5
Committee of the Whole
December 4, 2018

TO: Mayor Savage and Members of Committee of the Whole

SUBMITTED BY:

Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: November 19, 2018

SUBJECT: Proposed 2019-20 Multi-Year Capital Program Budget

ORIGIN

- (1) April 24, 2018 Proposed 2018/2019 Budget and Business Plan:
"THAT Halifax Regional Council: 2. Direct staff to develop and return with a two-year business and capital plan for 2019/20 and 2020/21 in accordance with the multi-year financial strategy for 2017-2021".
- (2) October 3, 2017 Long-term Strategic Capital Update:
"THAT Halifax Regional Council direct staff to bring forward a framework for a ten-year capital outlook aligned with Regional Council Priorities, along with an initial ten-year capital outlook that includes funding for the Planned Strategic Projects as noted in the September 6, 2017 staff report, and options for other capital outlays including the Potential Strategic Projects".
- (3) December 5, 2017 Integrated Mobility Plan:
"THAT Halifax Regional Council: 4. Direct staff to prepare the long-term capital outlook, funding options and priorities, as directed by Regional Council on October 3rd, 2017, to include the Integrated Mobility Plan, and return to Halifax Regional Council for discussion of the capital outlook and its implications".

LEGISLATIVE AUTHORITY

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

Recommendation on page 2

RECOMMENDATION

It is recommended that Committee of the Whole recommend to Halifax Regional Council to:

1.
 - a. Approve the capital budget for 2019-20 and approve, in-principle, the 2020-21 and 2021-22 capital budgets as per Attachment 1a,
 - b. Approve the schedule of 2019-20 reserves withdrawals as per Attachment 1b, and
 - c. Direct staff to prepare the ten-year capital plan as per Attachment 1c, as presented to the Committee of the Whole.
2. Approve the list of 2019-20 advanced tender projects as per Attachment 2.
3. Approve the list of multi-year projects as per Attachment 3.

BACKGROUND

During the annual planning process, asset managers review the current asset inventory and its various states of condition and demand of use. To develop the future years' asset-related budgets, asset managers must consider what regular operating maintenance will be required as well as any larger rehabilitation or replacement interventions to minimize the overall lifecycle costs of ownership and to maximize its value towards delivering service.

In addition to this assessment, asset managers consult with their associated service managers to be informed of any proposed additions or changes to service levels, influenced by approved strategic initiatives, and then assess whether additional asset inventory or new functionality requirements are necessary.

Asset-related operating and capital budgets incorporate these maintenance plan assumptions and the resourcing requirements to carry them out, within the fiscal direction provided.

At the October 16, 2018 Regional Council meeting, municipal staff presented a capital budget update in association with the 'Approval of the 2019/20 Budget Schedule, Update on Business Planning, Operating & Capital Budgets' report. The presentation reinforced the December 13, 2017 message to Council that the ten-year capital outlook highlights a significant funding gap. It was noted that this forecasted gap did not include an additional \$5 to \$10 million investment required annually to fulfill the Integrated Mobility Plan's objectives and that some Strategic Planned and Potential Projects proposed in July 2014 reflect funding risks associated with the original funding strategy.

Staff created a Capital Reform project in early 2018 to address the future challenges discussed during the 2018-19 budget and business planning process. The decision was made to integrate the recently implemented asset management system into the capital planning process. Adopting the formalized structure aims to improve HRM's effectiveness to minimize the total cost of owning and operating assets while delivering the desired service levels. As it relates to the capital budget process, this integration plan supports the transition from short-term capital investment decisions based on immediate requests to a long-term strategic plan providing a reliable, safe and sustainable asset inventory. This transition will be a multi-year iterative process and involve a great deal of effort to evolve our maintenance program from a largely reactive base to a more proactive and predictive base.

The Capital Reform's first improvement was the design and implementation of a Capital Prioritization Framework ('The Framework') to assist the review of the 2019-20 capital project portfolio submission. The Framework required asset managers and service managers to evaluate each project submission in the portfolio against four decision matrices that consider:

- 1) Current Capacity to Deliver,
- 2) Strategic Alignment as it relates to Council's Priority Areas,
- 3) Impact to the associated Level of Service, and
- 4) Assessed Risk if the project is not completed.

The Capital Steering Committee utilized the new prioritization ratings to better inform their decision of which projects should be included in the capital program budget recommendation within the current available funding model that maximize the value of investment and minimize service risk.

DISCUSSION

The proposed capital program list submitted by staff for the ten-years ending 2028-29 include projects which address recommended rehabilitation interventions, replacement of aging infrastructure, and additions of new assets to support Council and strategic plan directed initiatives.

A focus was placed on providing a capital budget recommendation to Council that balances the three years, 2019-20, 2020-21, and 2021-22, under the current fiscal direction. These funding allocation assumptions for capital-from-operating and debt levels are similar to recent years in order to keep the average tax bill steady.

In effort to better understand the whole lifecycle cost impacts of assets on the long-term municipal budget, project investment classifications have been updated. The new classifications are:

- 1) Asset Renewal - investment in existing infrastructure to restore its former condition and extend its service life, which may include replacement of individual components as they age or become obsolete.
- 2) Growth - investment in new assets as well as investment in projects that add to or enhance components of existing infrastructure assets to improve the type of service provided and/or improve functionality.

Generally, Asset Renewal projects will not require an ongoing increase to annual operational budgets but may provide operational savings if the project involves modern efficiency improvements. Growth projects, however, directly impact future operational budgets by increasing the asset inventory base and therefore not only increasing associated operating and maintenance costs, including future capital investment for rehabilitation and replacement, but also possibly staff resource levels.

The capital program budget recommendation presented in this report utilized the new capital prioritization framework evaluation ratings to provide a more objective and consistent base across all asset categories for decision-making. Staff also referred to the September 2018 Citizen Survey results to incorporate additional feedback on citizen priorities and perspectives.

Of interest, the Citizen Survey results indicated that 81% of respondents are Satisfied or Very Satisfied with "delivery of all services provided by the municipality" (question SI2), and questions SI4_A through SI4_Y indicate the majority of respondents prefer to "maintain service levels" instead of increasing or decreasing levels. Over 50% of respondents indicated they would prioritize the "maintenance of current streets and roads (e.g. fill potholes, patching, crack sealing)" as the top municipal infrastructure project to pursue over the next 5 years.

These results reinforce for staff to prioritize investment in Asset Renewal projects and those which seek to mitigate the potential risk of service failure, so as to maintain a high quality of service delivery that is affordable for the community.

The capital-related projects supporting the Integrated Mobility Plan (IMP) have been described in previous Council reports to be a strategic investment whose design results in a more efficient approach for our community's growth. Although the current transit, road and active transportation asset inventory is the municipality's most expensive asset group to maintain, the estimated \$190 million IMP capital investment

is expected to minimize the asset group's long-term expansion costs related to easing congestion under previous design methods.

The July 2014 Council report presenting planned and potential strategic projects identified a conceptual funding strategy that consisted of sale of properties, debt policy changes and tax increases. An update to Council on the progress of these projects and funding-related risks was presented on October 3, 2017. Based on the recommendation from that report, the updated ten-year capital program outlook reflects prioritization ratings to better inform the discussion on which projects currently represent a high value of investment for the community within our long-term available resources.

In an effort to further support delivery of the desired capital program, staff annually seek opportunities for external funding sources. One of the sources of interest recently is the Federal Infrastructure Funding Program, "Investing in Canada Infrastructure Program" (ICIP). The ICIP program describes additional potential funding from the federal and provincial governments in support of social, environmental and economic outcomes. Key to the bi-lateral agreement supporting the ICIP program, is that funds received under this agreement are not meant to displace municipal funds. HRM has not yet been invited to apply for funding on eligible projects and therefore most of the previously identified projects have been deferred beyond the next three years of the capital plan. Whereas there is a higher level of confidence that HRM will receive funding under the public transit stream, which is distributed based on ridership, staff have included this funding assumption within the three-year balanced budget. Staff have identified and accepted the associated risk with not receiving the public transit funds and are considering alternative funding strategies should they not be received.

FINANCIAL IMPLICATIONS

The recommendations in this report provide Regional Council with a basis for decision-alignment between Council's priority outcome plans and the multi-year business plans.

The financial implications of the approved capital program budget not only impact the capital funding sources including withdrawals from available reserves, but also associated operational budgets. New capital assets being completed or delivered in 2019-20 through 2021-22 require increases to annual business unit budgets for new operating and maintenance costs and for new staff resources in some instances. These increases may be offset, for some projects, by identified potential revenues or savings.

In many cases, if a capital project to rehabilitate or replace an asset is delayed, the maintenance costs and staff costs will be higher in the operational budgets.

Approval of the Advance Tender request, as outlined in Attachment 2, will result in preliminary procurement activities during 2018-19, however, no capital work will be started until 2019-20.

The financial implications of the overall budget impact will be presented for discussion as each business unit delivers their budgets and business plans in more detail, before a final capital program budget decision is made.

RISK CONSIDERATION

Risks related to the recommendations in this report include assumptions of current asset condition and future level of service delivery demand. An evaluation of risk impact and likelihood for each proposed capital project has been performed as part of the budget preparation process and considered during the recommendation decision.

COMMUNITY ENGAGEMENT

The annual budget deliberations by Committee of the Whole is open to the public. The results from the Citizen Survey completed in September 2018, provided additional information on current priorities and expectations.

ENVIRONMENTAL IMPLICATIONS

Any project-specific environmental considerations are addressed during the individual capital project planning. Additionally, the corporate risk register has been updated to include climate change as a factor to be considered for mitigation going forward. Further integration into the Capital Prioritization Framework evaluations will occur during the 2020/21 capital planning process.

ALTERNATIVES

The Committee of the Whole can choose to amend the Capital Program Budget, including advance tender requests, as proposed in the accompanying presentation through specific motion.

ATTACHMENTS

- Attachment 1a 2019-20 to 2021-22 Proposed Capital Program List, Years 1-3
- Attachment 1b 2019-20 to 2021-22 Proposed Reserve Withdrawals List
- Attachment 1c 2019-20 to 2028-29 Ten-Year Outlook
- Attachment 2 2019-20 Advanced Tender Project List
- Attachment 3 2019-20 Multi-Year Project List
- Attachment 4 2019-20 to 2021-22 Alternative Priority Projects Recommendation for Consideration

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: Crystal Nowlan, Manager, Asset Management 902.237.8768

Original Signed

Report Approval by: Jerry Blackwood, Acting Director of Finance and Asset Management/CFO, 902.490.6308

ATTACHMENT 1a
2019-20 to 2021-22 Proposed Capital Program List, Years 1-3

		2018/19 Approved Gross Capital Budget	2018/19 Approved Net Capital Budget	2019/20 Gross Capital Budget	2019/20 Net Capital Budget	2020/21 Gross Capital Budget	2020/21 Net Capital Budget	2021/22 Gross Capital Budget	2021/22 Net Capital Budget	Total 3-Year Gross Capital Budget	Total 3-Year Net Capital Budget
Capital Program Expenditures (Summary)											
	Buildings	24,520,000	12,036,000	28,745,000	19,755,000	20,410,000	13,910,000	18,800,000	9,800,000	67,955,000	43,465,000
	Business Tools	12,529,300	10,969,300	18,106,950	7,533,450	12,754,354	9,609,354	6,335,000	5,175,000	37,196,304	22,317,804
	District Capital Funds	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	4,512,000	4,512,000
	Equipment & Fleet	6,900,000	6,800,000	8,591,000	7,291,000	8,825,000	8,225,000	9,678,000	5,500,000	27,094,000	25,194,000
	Halifax Transit	21,157,000	19,157,000	30,835,000	22,554,000	25,440,000	14,040,000	31,735,000	12,000,000	88,010,000	48,594,000
	Parks & Playgrounds	10,208,500	7,150,000	12,860,000	6,950,000	4,150,000	3,400,000	6,250,000	5,500,000	23,260,000	15,850,000
	Roads & Active Transportation	44,335,000	42,600,000	37,641,000	36,590,000	45,000,000	44,500,000	45,000,000	44,500,000	127,641,000	125,590,000
	Solid Waste	4,750,000	-	2,240,000	-	1,790,000	-	450,000	-	4,480,000	-
	Traffic Improvements	2,680,000	2,500,000	4,325,000	2,215,000	25,855,000	2,350,000	21,305,000	3,100,000	51,485,000	7,665,000
	Grand Total	128,583,800	102,716,300	144,847,950	104,392,450	145,728,354	97,538,354	141,057,000	91,257,000	431,633,304	293,187,804

		2018/19 One-time OCC(OSC)	2018/19 Ongoing OCC(OSC)	2019/20 One-time OCC(OSC)	2019/20 Ongoing OCC(OSC)	2020/21 One-time OCC(OSC)	2020/21 Ongoing OCC(OSC)	2021/22 One-time OCC(OSC)	2021/22 Ongoing OCC(OSC)	Total 3-Year One-time OCC(OSC)	Total 3-Year Ongoing OCC(OSC)
Operating Costs of Capital (Operating Savings of Capital)											
	Buildings	-	80,600	-	(695,000)	(385,000)	(1,352,000)	-	(2,097,000)	(385,000)	(4,144,000)
	Business Tools	-	2,102,000	-	3,348,979	-	4,088,944	-	4,166,262	-	11,604,185
	District Capital Funds	-	-	-	-	-	-	-	-	-	-
	Equipment & Fleet	-	-	-	-	-	-	-	-	-	-
	Halifax Transit	-	2,785,600	-	3,370,888	-	3,370,888	-	2,708,900	-	9,450,676
	Parks & Playgrounds	-	349,650	-	11,250	-	31,000	-	31,000	-	73,250
	Roads & Active Transportation	-	380,500	-	196,300	-	336,000	-	475,700	-	1,008,000
	Solid Waste	-	-	-	175,000	-	175,000	-	175,000	-	525,000
	Traffic Improvements	-	205,600	-	49,980	-	57,480	-	164,980	-	272,440
	Grand Total	-	5,903,950	-	6,457,397	(385,000)	6,707,312	-	5,624,842	(385,000)	18,789,551

		2018/19 Approved Gross Capital Budget	2018/19 Approved Net Capital Budget	2019/20 Gross Capital Budget	2019/20 Net Capital Budget	2020/21 Gross Capital Budget	2020/21 Net Capital Budget	2021/22 Gross Capital Budget	2021/22 Net Capital Budget	Total 3-Year Gross Capital Budget	Total 3-Year Net Capital Budget
Capital Program Expenditures (Detail)											
Buildings											
	CBX01154 Accessibility - HRM Facilities	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	1,500,000	1,500,000
	CB190004 Alderney Gate Library Renovations	-	-	-	-	-	-	500,000	500,000	500,000	500,000
	CBX01157 Alderney Gate Recapitalization	150,000	-	1,600,000	-	600,000	-	600,000	-	2,800,000	-
	CB190002 Bedford Library Replacement	-	-	-	-	250,000	-	250,000	-	250,000	250,000
	CB000067 Bedford Outdoor Pool	-	-	-	-	-	-	100,000	100,000	100,000	100,000
	CB000064 BMO Centre	250,000	-	200,000	-	250,000	-	250,000	-	700,000	-
	CB000045 Cole Harbour Place	1,450,000	1,450,000	750,000	750,000	-	-	-	-	750,000	750,000
	CBX01268 Consulting Buildings	100,000	100,000	-	-	-	-	-	-	-	-
	CB000047 Corporate Accommodations	-	-	1,300,000	1,300,000	1,400,000	1,400,000	-	-	2,700,000	2,700,000
	CB000075 Dartmouth North Community Centre Upgrades	600,000	600,000	-	-	-	-	500,000	500,000	500,000	500,000
	CB000006 Dartmouth Sportsplex Revitalization	6,975,000	-	500,000	-	-	-	-	-	500,000	-
	CB000007 Eastern Passage High School Enhancements	-	-	630,000	630,000	-	-	-	-	630,000	630,000
	CBX01161 Energy Efficiency Initiatives	-	-	1,000,000	-	1,000,000	-	1,000,000	-	3,000,000	-
	CBX01162 Environmental Remediation/Building Demolition	250,000	-	400,000	-	400,000	-	400,000	-	1,200,000	-
	CB000052 Fire Station 2, University Ave Recapitalization	1,000,000	1,000,000	500,000	500,000	-	-	-	-	500,000	500,000
	CB000088 Fire Station Functional Improvements	250,000	250,000	525,000	525,000	500,000	500,000	500,000	500,000	1,525,000	1,525,000
	CB000065 Fire Station Replacements	-	-	5,000,000	5,000,000	-	-	-	-	5,000,000	5,000,000
	CB000090 General Building Recapitalization	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	1,500,000	1,500,000
	CB180003 Halifax City Hall and Grand Parade Restoration	200,000	200,000	300,000	300,000	-	-	-	-	300,000	300,000
	CBX01340 Halifax Forum Redevelopment	-	-	400,000	400,000	-	-	4,000,000	-	4,400,000	400,000
	CB190003 Halifax North Memorial Public Library Renovations	-	-	-	-	-	-	500,000	-	500,000	-
	CB180004 HRM Depot Upgrades	125,000	125,000	200,000	200,000	-	-	-	-	200,000	200,000
	Build5 Keshen Goodman Library Renovations	-	-	500,000	-	-	-	-	-	500,000	-
	CB190001 LeBrun Centre Renovations	-	-	200,000	200,000	-	-	-	-	200,000	200,000
	CB000089 Mackintosh Depot Replacement	750,000	750,000	2,250,000	2,250,000	7,000,000	4,000,000	3,500,000	3,500,000	12,750,000	9,750,000
	CB000073 Metropark Upgrades	100,000	-	100,000	-	100,000	-	100,000	-	300,000	-
	CB180001 Multi-District Facilities (MDF)-Upgrades	1,980,000	1,980,000	1,200,000	1,200,000	800,000	800,000	800,000	800,000	2,800,000	2,800,000
	CB000022 Police Headquarters	-	-	-	-	-	-	1,000,000	-	1,000,000	-
	CB000032 Power House Recapitalization	250,000	250,000	-	-	-	-	-	-	-	-
	CB180007 RBC Centre	100,000	-	150,000	-	150,000	-	150,000	-	450,000	-
	CBX01165 Regional Library Facility Upgrade	1,200,000	1,200,000	-	-	-	-	250,000	250,000	250,000	250,000
	CB180005 Roof Recapitalization	-	-	500,000	500,000	700,000	700,000	900,000	900,000	2,100,000	2,100,000
	CB000060 Sackville Sports Stadium	540,000	540,000	-	-	-	-	500,000	500,000	500,000	500,000
	CB000079 Sambro/Harrietsfield Fire Station	1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-	1,500,000	1,500,000
	CB000028 Scotiabank Centre	2,850,000	-	4,540,000	-	1,000,000	-	1,000,000	-	6,540,000	-
	CB000080 Sheet Harbour Rec Centre	100,000	100,000	-	-	-	-	750,000	750,000	750,000	750,000
	CB000084 South Peninsula School Gym Enhancement	-	-	-	-	460,000	460,000	-	-	460,000	460,000
	CB000011 St. Andrew's Community Centre Renovation	2,800,000	991,000	3,200,000	3,200,000	2,000,000	2,000,000	-	-	5,200,000	5,200,000
	CB000087 Wharf Recapitalization	-	-	300,000	300,000	2,800,000	2,800,000	500,000	500,000	3,600,000	3,600,000
Business Tools											
	BT1 2020 Municipal Election (eVoting)	-	-	391,500	-	-	-	-	-	391,500	-
	CI000002 Application Recapitalization	800,000	800,000	200,000	200,000	450,000	450,000	450,000	450,000	1,100,000	1,100,000
	CI990001 Business Intelligence (BI) Program	-	-	350,000	350,000	750,000	750,000	875,000	875,000	1,975,000	1,975,000
	CI000015 Corporate Scheduling (Incl. Time Reporting)	795,000	795,000	965,000	965,000	1,220,000	1,220,000	-	-	2,185,000	2,185,000
	CI990020 CRM Software Replacement	476,000	476,000	53,000	53,000	950,000	950,000	950,000	950,000	1,953,000	1,953,000
	CI990018 Enterprise Content Management Program	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	1,500,000	1,500,000
	BT2 Fleet SAP Interface Improve & Upgrade	-	-	-	-	595,000	-	410,000	-	1,005,000	-
	CI990032 HR Improvement Project	-	-	1,500,000	-	500,000	-	-	-	2,000,000	-
	BT3 HRFE AVL Devices	-	-	200,000	200,000	-	-	-	-	200,000	200,000

			2018/19 Approved	2018/19 Approved Net	2019/20 Gross	2019/20 Net	2020/21 Gross	2020/21 Net Capital	2021/22 Gross	2021/22 Net	Total 3-Year Gross	Total 3-Year Net	
Capital Program Expenditures (Detail)			Gross Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
	C1990028	HRFE Fire Department Management (FDM) Review & Enhancements	150,000	150,000	-	-	-	-	-	-	-	-	-
	BT4	HRFE Intelligent Dispatching (AVRR)	-	-	-	-	665,000	665,000	-	-	665,000	665,000	665,000
	C1990023	HRP Records Management System Optimization (Incl. eDisclosure & Data Mgmt)	200,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	750,000	750,000
	CI000016	HRP Source Management	-	-	125,000	125,000	-	-	-	-	125,000	125,000	125,000
	C1990004	ICT Business Tools	240,000	240,000	300,000	300,000	200,000	200,000	400,000	400,000	900,000	900,000	900,000
	CI000004	ICT Infrastructure Recapitalization	800,000	800,000	1,875,000	1,875,000	1,225,000	1,225,000	950,000	950,000	4,050,000	4,050,000	4,050,000
	C1990002	IT Service Management	125,000	125,000	275,000	275,000	400,000	400,000	400,000	400,000	1,075,000	1,075,000	1,075,000
	BT5	iVos Implementation	-	-	205,000	205,000	-	-	-	-	205,000	205,000	205,000
	BT6	Office 365 Migration	-	-	150,000	150,000	-	-	-	-	150,000	150,000	150,000
	C1990031	Parking Technology	1,560,000	-	1,682,000	-	650,000	-	750,000	-	3,082,000	-	-
	C1990013	Permitting, Licensing, and Compliance Replacement Solution	2,618,300	2,618,300	1,050,000	1,050,000	1,805,000	1,805,000	-	-	2,855,000	2,855,000	2,855,000
	CI000005	Recreation Services Software	1,950,000	1,950,000	351,450	351,450	794,354	794,354	-	-	1,145,804	1,145,804	1,145,804
	C1990009	Revenue & Financial Accounting Management Solution	2,065,000	2,065,000	4,500,000	-	900,000	-	-	-	5,400,000	-	-
	BT8	Road Disruption Management Solution	-	-	284,000	284,000	-	-	-	-	284,000	284,000	284,000
	CIN00200	SAP Optimization	250,000	250,000	400,000	400,000	400,000	400,000	400,000	400,000	1,200,000	1,200,000	1,200,000
	BT9	SAP: Procurement	-	-	2,500,000	-	500,000	-	-	-	3,000,000	-	-
District Capital Funds	VARIOUS	District Capital Funds	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	4,512,000	4,512,000	4,512,000
Equipment & Fleet	CE180002	Fire Apparatus Replacement	2,455,000	2,455,000	3,780,000	3,780,000	3,850,000	3,850,000	3,850,000	3,850,000	11,480,000	11,480,000	11,480,000
	CE180004	Fire Services Equipment Replacement	1,250,000	1,250,000	1,130,000	1,130,000	1,130,000	1,130,000	1,078,000	1,078,000	3,338,000	3,338,000	3,338,000
	CE010002	Fire Services Water Supply	-	-	75,000	75,000	-	-	-	-	75,000	75,000	75,000
	Fleet1	Fire/Rescue Boat Replacement	-	-	1,300,000	-	-	-	-	-	1,300,000	-	-
	CE020002	Fleet Expansion	135,000	35,000	-	-	-	-	-	-	-	-	-
	CE180001	Fleet Vehicle Replacement	1,300,000	1,300,000	1,750,000	1,750,000	1,700,000	1,700,000	2,000,000	2,000,000	5,450,000	5,450,000	5,450,000
	CVU01207	Ice Resurfacer Replacement	125,000	125,000	106,000	106,000	125,000	125,000	125,000	125,000	356,000	356,000	356,000
	CE180003	Police Fleet	1,000,000	1,000,000	-	-	1,400,000	800,000	1,900,000	1,900,000	3,300,000	2,700,000	2,700,000
	CE020001	Police Services Equipment Replacement	460,000	460,000	250,000	250,000	420,000	420,000	500,000	500,000	1,170,000	1,170,000	1,170,000
	CVK01207	Police Vehicle Equipment	175,000	175,000	200,000	200,000	200,000	200,000	225,000	225,000	625,000	625,000	625,000
Halifax Transit	CM180002	Access-A-Bus Expansion	100,000	100,000	-	-	-	-	-	-	-	-	-
	CVD00430	Access-A-Bus Replacement	-	-	580,000	580,000	1,275,000	1,275,000	990,000	990,000	2,845,000	2,845,000	2,845,000
	CB000082	Burnside Transit Centre Roof Repairs	2,000,000	2,000,000	2,800,000	2,800,000	-	-	-	-	2,800,000	2,800,000	2,800,000
	CM000005	Bus Maintenance Equipment Replacement	625,000	625,000	-	-	300,000	300,000	300,000	300,000	600,000	600,000	600,000
	CM000012	Bus Stop Accessibility & Improvement	235,000	235,000	350,000	350,000	350,000	350,000	350,000	350,000	1,050,000	1,050,000	1,050,000
	CM000018	Commuter Rail	500,000	500,000	-	-	-	-	-	-	-	-	-
	CV020006	Conventional Bus Replacement	9,022,000	9,022,000	15,400,000	9,240,000	14,000,000	4,600,000	26,500,000	8,765,000	55,900,000	22,605,000	22,605,000
	CM180007	Ferry Refit	-	-	288,000	288,000	600,000	600,000	600,000	600,000	1,488,000	1,488,000	1,488,000
	CBX01171	Ferry Terminal Pontoon Rehabilitation	-	-	-	-	600,000	600,000	250,000	250,000	850,000	850,000	850,000
	CB000039	Halifax Ferry Terminal	100,000	100,000	-	-	-	-	-	-	-	-	-
	CM180004	Mid-Life Rebuild	685,000	685,000	176,000	176,000	685,000	685,000	685,000	685,000	1,546,000	1,546,000	1,546,000
	CM180008	Moving Forward Together Plan Implementation	900,000	900,000	7,601,000	5,601,000	-	-	-	-	7,601,000	5,601,000	5,601,000
	CM180005	New Transit Technology	4,100,000	2,100,000	500,000	500,000	3,530,000	3,530,000	-	-	4,030,000	4,030,000	4,030,000
	CB000125	Ragged Lake Transit Centre Expansion	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-
	CM180001	Sustainable Fuel Study	200,000	200,000	-	-	-	-	-	-	-	-	-
	CB000016	Transit Facility Investment Strategy	-	-	500,000	379,000	-	-	-	-	500,000	379,000	379,000
	CM000009	Transit Priority Measures	350,000	350,000	640,000	640,000	-	-	-	-	640,000	640,000	640,000
	CMU01095	Transit Strategy	250,000	250,000	-	-	-	-	-	-	-	-	-
	CV000004	Transit Support Vehicle Replacement	90,000	90,000	-	-	100,000	100,000	60,000	60,000	160,000	160,000	160,000
	CB000042	Woodside Ferry Terminal Upgrades	-	-	2,000,000	2,000,000	4,000,000	2,000,000	2,000,000	-	8,000,000	4,000,000	4,000,000
Parks & Playgrounds	CP000018	Beazley Park	-	-	2,000,000	2,000,000	-	-	250,000	250,000	2,250,000	2,250,000	2,250,000
	CP000020	Cemetery Upgrades	50,000	50,000	-	-	-	-	-	-	-	-	-
	CP000011	Cornwallis Park Master Plan Implementation	-	-	-	-	-	-	350,000	350,000	350,000	350,000	350,000
	CD990003	Cultural Spaces	250,000	-	250,000	-	250,000	-	250,000	-	750,000	-	-
	CP180004	Park Land Acquisition	2,500,000	500,000	7,000,000	1,500,000	500,000	-	500,000	-	8,000,000	1,500,000	1,500,000
	CP180001	Park Recapitalization	3,185,000	2,750,000	1,970,000	1,870,000	1,500,000	1,500,000	1,500,000	1,500,000	4,970,000	4,870,000	4,870,000
	CPX01193	Public Gardens Upgrades	600,000	600,000	-	-	-	-	-	-	-	-	-
	CP190002	Recreational Trails	-	-	-	-	250,000	250,000	250,000	250,000	500,000	500,000	500,000
	CP180002	Regional Water Access/Beach Upgrades	500,000	400,000	100,000	80,000	150,000	150,000	150,000	150,000	400,000	380,000	380,000
	CP180003	Sports Fields/Courts - State of Good Repair	2,850,000	2,800,000	1,500,000	1,500,000	1,500,000	1,500,000	3,000,000	3,000,000	6,000,000	6,000,000	6,000,000
	CP180005	Sports/Ball Fields/Courts - New	223,500	-	40,000	-	-	-	-	-	40,000	-	-
	CP000014	Western Common Master Plan Implementation	50,000	50,000	-	-	-	-	-	-	-	-	-
Roads & Active Transportation	CR180001	Active Transportation - Strategic Projects	4,100,000	4,100,000	4,000,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000	10,000,000	10,000,000	10,000,000
	CR180003	Bridges	2,500,000	2,500,000	3,090,000	3,090,000	3,500,000	3,500,000	3,500,000	3,500,000	10,090,000	10,090,000	10,090,000
	CT000010	Macdonald Bridge Bikeway Connection	300,000	300,000	1,000,000	1,000,000	-	-	-	-	1,000,000	1,000,000	1,000,000
	CR180006	New Paving Streets - HRM Owned Roads	650,000	305,000	242,000	161,333	-	-	-	-	242,000	161,333	161,333
	CR180007	New Paving Subdivision Streets - Provincial	490,000	-	270,000	-	500,000	-	500,000	-	1,270,000	-	-
	CR180004	Other Road Related Works	2,250,000	2,250,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	6,000,000	6,000,000	6,000,000
	CR180005	Road Operations and Construction - State of Good Repair	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	12,000,000	12,000,000	12,000,000
	CR180002	Sidewalk Renewals	2,750,000	2,750,000	500,000	500,000	2,000,000	2,000,000	2,000,000	2,000,000	4,500,000	4,500,000	4,500,000
	CR000009	Street Recapitalization	27,295,000	26,395,000	22,539,000	21,838,667	30,000,000	30,000,000	30,000,000	30,000,000	82,539,000	81,838,667	81,838,667
Solid Waste	Waste1	Burnside Composting Facility Repairs	-	-	500,000	-	-	-	-	-	500,000	-	-
	CV000004	Composting/Anaerobic Digestion (AD) Plant	250,000	-	1,000,000	-	1,000,000	-	-	-	2,000,000	-	-
	CVU01353	Environment Monitoring Site Work 101 Landfill	100,000	-	-	-	-	-	-	-	-	-	-
	CV000001	Green Carts for New Residents/Replacement Green Carts	400,000	-	-	-	400,000	-	400,000	-	800,000	-	-
	CV000013	Leachate Forcemain	300,000	-	-	-	-	-	-	-	-	-	-
	CV000012	Materials Recovery Facility Purchase	1,200,000	-	-	-	-	-	-	-	-	-	-
	CV000007	Materials Recovery Facility Repairs	50,000	-	280,000	-	50,000	-	50,000	-	380,000	-	-
	CV000011	Miller Composting Purchase	2,100,000	-	-	-	-	-	-	-	-	-	-
	CV000009	New Era Recapitalization	350,000	-	460,000	-	-	-	-	-	460,000	-	-
	CV000003	Rural Depots	-	-	-	-	340,000	-	-	-	340,000	-	-
Traffic Improvements	Traffic1	Bedford Highway	-	-	250,000	250,000	-	-	-	-	250,000	250,000	250,000
	CT000013	Burnside Connection to Highway 107	-	-	-	-	-	-	4,000,000	1,000,000	4,000,000	1,000,000	1,000,000

		2018/19 Approved	2018/19 Approved Net	2019/20 Gross	2019/20 Net	2020/21 Gross	2020/21 Net Capital	2021/22 Gross	2021/22 Net	Total 3-Year Gross	Total 3-Year Net
Capital Program Expenditures (Detail)		Gross Capital Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget	Budget	Capital Budget	Capital Budget	Capital Budget	Capital Budget
CT000007	Cogswell Interchange Redevelopment	-	-	660,000	-	23,500,000	-	15,200,000	-	39,360,000	-
CT180004	Controller Cabinet and Detection Program	300,000	300,000	200,000	200,000	350,000	350,000	350,000	350,000	900,000	900,000
CTR00904	Destination Signage Program	-	-	120,000	120,000	-	-	-	-	120,000	120,000
CT190003	Downtown Dartmouth Infrastructure Renewal	-	-	200,000	200,000	-	-	-	-	200,000	200,000
CTX01116	Herring Cove Road	-	-	250,000	250,000	-	-	-	-	250,000	250,000
CT000014	Integrated Mobility Program Land Acquisition	-	-	1,450,000	-	-	-	-	-	1,450,000	-
CEJ01220	Opticom Signalization System	80,000	-	-	-	5,000	-	5,000	-	10,000	-
Traffic3	Portland Street	-	-	150,000	150,000	-	-	-	-	150,000	150,000
CT000015	Railway Crossing Improvements	-	-	30,000	30,000	250,000	250,000	-	-	280,000	280,000
CT180006	Road Corridor Land Acquisition	100,000	-	-	-	-	-	-	-	-	-
CT180005	Road Safety Improvement Program	150,000	150,000	215,000	215,000	500,000	500,000	500,000	500,000	1,215,000	1,215,000
CT000016	Shearwater Connector	100,000	100,000	-	-	-	-	-	-	-	-
CT180001	Street Lighting	330,000	330,000	275,000	275,000	250,000	250,000	250,000	250,000	775,000	775,000
CT180007	Traffic Signal Installation	400,000	400,000	385,000	385,000	500,000	500,000	500,000	500,000	1,385,000	1,385,000
CT180002	Traffic Signal Rehabilitation	700,000	700,000	140,000	140,000	500,000	500,000	500,000	500,000	1,140,000	1,140,000
CT180003	Traffic Signal Re-lamping Program	520,000	520,000	-	-	-	-	-	-	-	-
Grand Total - Proposed Three-Year Capital Program		128,583,800	102,716,300	144,847,950	104,392,450	145,728,354	97,538,354	141,057,000	91,257,000	431,633,304	293,187,804

ATTACHMENT 1b

2019-20 to 2021-22 Proposed Reserve Withdrawals List

	2019/20 Reserves	2020/21 Reserves	2021/22 Reserves
Q421 General Contingency Reserve	4,800,000	-	-
Fleet1 Fire/Rescue Boat Replacement	1,300,000	-	-
CP180004 Park Land Acquisition	3,500,000	-	-
Q511 Municipal Elections Reserve	391,500	-	-
BT1 2020 Municipal Election (eVoting)	391,500	-	-
Q526 Capital Fund Reserve	4,532,000	6,050,000	2,150,000
CBX01161 Energy Efficiency Initiatives	1,000,000	1,000,000	1,000,000
CBX01162 Environmental Remediation/Building Demolition	400,000	400,000	400,000
CT000014 Integrated Mobility Program Land Acquisition	1,450,000	-	-
CI990031 Parking Technology	1,682,000	650,000	750,000
TBD To Be Allocated to Various Projects	-	4,000,000	-
Q531 Vehicle Fleet & Equipment Reserve	-	605,000	5,000
CEJ01220 Opticom Signalization System	-	5,000	5,000
CE180003 Police Fleet	-	600,000	-
Q536 Central Library Recapitalization Reserve	500,000	-	500,000
CB190003 Halifax North Memorial Public Library Renovations	-	-	500,000
Build5 Keshen Goodman Library Renovations	500,000	-	-
Q541 Building Recapitalization and Replacement Reserve	1,700,000	3,700,000	700,000
CBX01157 Alderney Gate Recapitalization	1,600,000	600,000	600,000
CB000089 Mackintosh Depot Replacement	-	3,000,000	-
CB000073 Metropark Upgrades	100,000	100,000	100,000
Q546 Multi District Facilities Reserve	4,890,000	1,400,000	1,400,000
CB000064 BMO Centre	200,000	250,000	250,000
CB180007 RBC Centre	150,000	150,000	150,000
CB000028 Scotiabank Centre	4,540,000	1,000,000	1,000,000
Q551 Transit Capital Reserve	121,000	-	-
CB000016 Transit Facility Investment Strategy	121,000	-	-
Q556 Solid Waste Facilities Reserve	2,240,000	1,790,000	450,000
Waste1 Burnside Composting Facility Repairs	500,000	-	-
CW000004 Composting/Anaerobic Digestion (AD) Plant	1,000,000	1,000,000	-
CW000001 Green Carts for New Residents/Replacement Green Carts	-	400,000	400,000
CW000007 Materials Recovery Facility Repairs	280,000	50,000	50,000
CW000009 New Era Recapitalization	460,000	-	-
CW000003 Rural Depots	-	340,000	-
Q606 Strategic Capital Reserve	1,160,000	23,500,000	20,200,000
CT000007 Cogswell Interchange Redevelopment	660,000	23,500,000	15,200,000
CB000006 Dartmouth Sportsplex Revitalization	500,000	-	-
CBX01340 Halifax Forum Redevelopment	-	-	4,000,000
CB000022 Police Headquarters	-	-	1,000,000
Q611 Parkland Development Reserve	2,000,000	500,000	500,000
CP180004 Park Land Acquisition	2,000,000	500,000	500,000
Q616 Business/Industrial Park Expansion Reserve	-	-	3,000,000
CT000013 Burnside Connection to Highway 107	-	-	3,000,000
Q621 Community and Events Reserve	250,000	250,000	250,000
CD990003 Cultural Spaces	250,000	250,000	250,000
Q631 Debt Principal and Interest Repayment Reserve	18,500,000	2,495,000	410,000
BT2 Fleet SAP Interface Improve & Upgrade	-	595,000	410,000
CI990032 HR Improvement Project	1,500,000	500,000	-
CI990009 Revenue & Financial Accounting Management Solution	4,500,000	900,000	-
BT9 SAP: Procurement	2,500,000	500,000	-
TBD To Be Allocated to Various Projects	10,000,000	-	-
Grand Total - Reserve Withdrawals to Fund Capital Program	41,084,500	40,290,000	29,565,000

ATTACHMENT 1c
2019-20 to 2028-29 Ten-Year Outlook

	2018/19 Gross Capital Budget	2019/20 Gross Capital Budget	2020/21 Gross Capital Budget	2021/22 Gross Capital Budget	2022/23 Gross Capital Budget	2023/24 Gross Capital Budget	2024/25 Gross Capital Budget	2025/26 Gross Capital Budget	2026/27 Gross Capital Budget	2027/28 Gross Capital Budget	2028/29 Gross Capital Budget
Buildings	24,520,000	28,745,000	20,410,000	18,800,000	90,083,000	114,231,000	57,450,000	45,230,000	22,560,000	15,260,000	15,260,000
Business Tools	12,529,300	18,106,950	12,754,354	6,335,000	8,275,000	9,000,000	8,000,000	7,000,000	8,000,000	8,000,000	8,000,000
District Capital Funds	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000	1,504,000
Equipment & Fleet	6,900,000	8,591,000	8,825,000	9,678,000	16,852,600	8,325,000	8,425,000	12,635,000	8,275,000	8,275,000	8,275,000
Halifax Transit	21,157,000	30,835,000	25,440,000	31,735,000	30,831,835	29,277,572	22,019,923	21,003,922	18,720,000	19,320,000	25,120,000
Parks & Playgrounds	10,208,500	12,860,000	4,150,000	6,250,000	14,700,000	18,900,000	12,900,000	12,600,000	9,600,000	8,800,000	6,800,000
Roads & Active Transportation	44,335,000	37,641,000	45,000,000	45,000,000	66,720,000	68,145,000	68,370,000	64,800,000	66,235,000	68,520,000	69,805,000
Solid Waste	4,750,000	2,240,000	1,790,000	450,000	550,000	550,000	920,000	550,000	550,000	940,000	550,000
Traffic Improvements	2,680,000	4,325,000	25,855,000	21,305,000	47,745,000	32,395,000	15,385,000	7,715,000	17,285,000	11,500,000	17,540,000
Grand Total - Ten-Yr Capital Program	128,583,800	144,847,950	145,728,354	141,057,000	277,261,435	282,327,572	194,973,923	173,037,922	152,729,000	142,119,000	152,854,000

ATTACHMENT 2

2019-20 Advanced Tender Project List

Budget Category	Project Account #	Project Name	2019/20 Proposed Gross Capital Budget	2019/20 Advanced Tendering Request
Buildings	CB000006	Dartmouth Sportsplex Revitalization	500,000	500,000
Buildings	CB000052	Fire Station 2, University Ave Recapitalization	500,000	500,000
Buildings	CB000065	Fire Station Replacements	5,000,000	5,000,000
Buildings	CB180003	Halifax City Hall and Grand Parade Restoration	300,000	300,000
Buildings	CB190001	LeBrun Centre Renovations	200,000	200,000
Buildings	CB180001	Multi-District Facilities (MDF)-Upgrades	1,200,000	300,000
Buildings	CB180005	Roof Recapitalization	500,000	500,000
Buildings	CB000079	Sambro/Harrietsfield Fire Station	1,500,000	1,500,000
Buildings	CB000028	Scotiabank Centre	4,540,000	3,200,000
Buildings	CB000011	St. Andrew's Community Centre Renovation	3,200,000	3,200,000
Buildings	CB000087	Wharf Recapitalization	300,000	300,000
Business Tools	CI990032	HR Improvement Project	2,000,000	2,000,000
Business Tools	CI990031	Parking Technology	1,682,000	1,682,000
Business Tools	BT9	SAP: Procurement	2,500,000	2,500,000
Business Tools	CI990009	Revenue & Financial Accounting Management	4,500,000	4,500,000
Equipment & Fleet	CE180002	Fire Apparatus Replacement	3,780,000	3,780,000
Equipment & Fleet	CE180001	Fleet Vehicle Replacement	1,750,000	1,390,000
Halifax Transit	CV020006	Conventional Bus Replacement	15,400,000	15,400,000
Halifax Transit	CM180008	Moving Forward Together Plan Implementation	7,601,000	7,601,000
Parks & Playgrounds	CP180004	Park Land Acquisition	7,000,000	7,000,000
Parks & Playgrounds	CP180001	Park Recapitalization	1,970,000	1,870,000
Parks & Playgrounds	CP180002	Regional Water Access/Beach Upgrades	100,000	50,000
Parks & Playgrounds	CP180003	Sports Fields/Courts - State of Good Repair	1,500,000	1,500,000
Roads & Active Transportation	CR180001	Active Transportation - Strategic Projects	4,000,000	4,000,000
Roads & Active Transportation	CR180003	Bridges	3,090,000	2,500,000
Roads & Active Transportation	CT000010	Macdonald Bridge Bikeway Connection	1,000,000	1,000,000
Roads & Active Transportation	CR180006	New Paving Streets - HRM Owned Roads	242,000	242,000
Roads & Active Transportation	CR180007	New Paving Subdivision Streets - Provincial	270,000	270,000
Roads & Active Transportation	CR180004	Other Road Related Works	2,000,000	1,500,000
Roads & Active Transportation	CR180002	Sidewalk Renewals	500,000	500,000
Roads & Active Transportation	CR000009	Street Recapitalization	22,539,000	13,000,000
Roads & Active Transportation	CR180005	Road Operations & Construction - State of Good Repair	4,000,000	2,000,000
Grand Total - 2019/20 Advanced Tenders			105,164,000	89,785,000

ATTACHMENT 3
2019-20 Multi-Year Project List

Budget Category	Project Name	Project Account #	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Grand Total
			Approved Gross Budget	Approved Gross Budget	Approved Gross Budget	Proposed Gross Budget							
Buildings	Mackintosh Depot Replacement	CB000089	-	-	750,000	2,250,000	7,000,000	3,500,000	-	-	-	-	13,500,000
	St. Andrew's Community Centre Renovation	CB000011	-	700,000	2,800,000	3,200,000	2,000,000	-	-	-	-	-	8,700,000
Business Tools	Corporate Scheduling	CI000015	150,000	750,000	795,000	965,000	1,222,000	-	-	-	-	-	3,882,000
	CRM Software Replacement	CI990020	-	250,000	476,000	53,000	950,000	950,000	3,000,000	-	-	-	5,679,000
	Enterprise Content Management Program	CI990018	-	150,000	500,000	500,000	500,000	500,000	500,000	500,000	-	-	3,150,000
	HR Improvement Project	CI990032	-	-	500,000	1,500,000	500,000	-	-	-	-	-	2,500,000
	Parking Technology	CI990031	-	470,000	1,560,000	1,682,000	650,000	750,000	-	-	-	-	5,112,000
	Permitting, Licensing, and Compliance Replacement Solution	CI990013	400,000	457,000	2,618,300	1,050,000	1,805,000	-	-	-	-	-	6,330,300
	Recreation Services Software	CI000005	900,000	1,645,000	1,950,000	351,450	795,354	-	-	-	-	-	5,641,804
	Revenue Management Solution	CI990009	250,000	500,000	2,065,000	4,500,000	900,000	-	-	-	-	-	8,215,000
	SAP: Procurement	BT9	-	-	-	2,500,000	500,000	-	-	-	-	-	3,000,000
Halifax Transit	Moving Forward Together Plan Implementation	CM180008	-	-	900,000	7,601,000	-	-	4,036,835	4,117,572	4,199,923	4,283,922	25,139,252
	New Transit Technology	CM180005	5,700,000	700,000	4,100,000	7,300,000	-	-	-	-	-	-	17,800,000
	Woodside Ferry Terminal Upgrades	CB000042	-	-	-	2,000,000	4,000,000	2,000,000	-	-	-	-	8,000,000
Parks & Playgrounds	Beazley Park	CP000018	-	-	-	2,000,000	-	250,000	200,000	1,000,000	2,000,000	-	3,450,000
Traffic Improvements	Cogswell Interchange Redevelopment	CT000007	3,000,000	15,000,000	-	175,000	25,000,000	17,825,000	-	-	-	-	61,000,000
Grand Total - 2019/20 Multi-Year Projects			10,400,000	20,622,000	19,014,300	37,627,450	45,822,354	25,775,000	7,736,835	5,617,572	6,199,923	4,283,922	181,099,356

This list supercedes the list Attachment C, April 24, 2018

ATTACHMENT 4

2019-20 to 2021-22 Alternative Priority Projects Recommendation for Consideration

Project Name	Project #	Net Funded Within Year Budget Recommendation	2019/20 Net	2020/21 Net	2021/22 Net	RISK Rating	OVERALL Rating	Identified Risk of Current Project Deferral
Active Transportation	CR180001	10,000,000	6,348,000	12,000,000	12,000,000	VERY HIGH	HIGH	Staff will be unable to deliver on new AT or Sidewalk projects as directed/anticipated by Council. For example, staff will be unable to construct the AAA bike network for 2022 as directed by Council as part of the IMP. As well, pavement recapitalization projects will need to proceed and exclude consideration of new sidewalks/AT where warranted.
Complete Streets	CT180008	-	350,000	550,000	1,500,000	VERY HIGH	HIGH	Desired roadway changes may require land acquisition and public engagement which can otherwise delay capital investment if not done in advance. Roadway asset renewal projects may miss opportunities to make desired changes that would advance IMP goals and then need to be redone before they have reached the end of their useful asset life.
Dartmouth North Community Centre/Library	CB000075	500,000	-	2,000,000	750,000	MED	MED-HIGH	Building condition would continue to remain poor with limited functionality for public
Downtown Dartmouth Infrastructure Renewal	CT190003	200,000	-	3,500,000	-	MED	MED	Loss of (a) connectivity of Green way, (b) Sawmill Creek daylighting opportunity, and (c) development/integration of underutilized land with Downtown Dartmouth
Fire Station Replacements (#8, #9, Training)	CB000065	5,000,000	-	5,000,000	6,000,000	VERY HIGH	HIGH	By not proceeding with the new station builds, HRFE will continue to not be able to meet minimum response time targets for residents and businesses located in the Larry Uteck area. This could compromise public safety and create high risk and liability for HRM.
Fleet Replacement Heavy Equipment	CE180001	5,450,000	417,000	-	250,000	MED	MED	Potential failure to provide vehicles for snow and ice control
General Building Recapitalization	CB000090	1,500,000	700,000	325,000	325,000	HIGH	MED-HIGH	Potential service disruption
Halifax North Memorial Library Renos	CB190003	-	500,000	5,500,000	-	HIGH	HIGH	If renovations are delayed there is a significant risk of service interruption due to the age of the building and known issues with the existing building systems. This is a public space of critical importance to the surrounding community, and any closure would negatively impact members of the community. Delays in renovation to Halifax North Library would also impact the opportunity to use the Library as a comfort centre in the event of an emergency.
Moving Forward Together	CM180008	5,601,000	-	3,233,400	5,173,400	VERY HIGH	HIGH	There are very high public expectation around the completion of this in-flight project. The planning and council approval of this project involved three years of staff effort and more importantly, intense engagement with the public and council on what their future transit network should look like. We are roughly half way through implementation and the service improvements are grouped geographically. As a result, not finishing implementation of the plan will result in a discontinuous/inconsistent network, and significant inequalities in service levels between communities. Early service changes under this plan has yielded significant ridership increases, indicating that the plan is working. However it must be completed to have full effect. This is Halifax Transit's top priority and is packaged with the Ragged Lake Transit Centre Expansion.
New Transit Technology (Fare Mgmt)	CM180005	4,030,000	-	5,212,000	-	HIGH	MED-HIGH	There are very high public expectations around the electronic fare payment project (fare management phase 2). Council's approval to break the original fare management project into two phases was predicated on doing both phases. We have been making operational decisions (ie unpopular large tickets) on the basis that they were a short-term gap solution until electronic fare payment was in place. This is has been a key component of our communications around this. There is evidence of revenue increases from other installations of electronic fare payment due to a significant decrease in fare evasion.
Off-Leash Dog Park		-	-	300,000	-	LOW	MED	Continued pressure on remaining parks, specifically Shubie with safety, environmental and conflict issues due to overcrowding
Park Recapitalization	CP180001	4,870,000	650,000	1,500,000	2,500,000	HIGH	HIGH	Added burden on operational budget to maintain assets beyond life, safety concerns, some assets may need to be closed
Ragged Lake Transit Centre Expansion	CB000125	-	-	5,200,000	500,000	MED	MED-HIGH	This project is required to go forward in order to create storage and maintenance capacity for any fleet expansion beyond 2019-20. It is a packaged requirement with Moving Forward Together Plan implementation in 20/21 and 21/22.
Regional Park Washrooms (Penhorn)	CB000010	-	400,000	400,000	400,000	HIGH	MED-HIGH	Current building condition is substandard and well beyond life cycle, potential closure would be required
Sidewalk Renewals	CR180002	4,500,000	2,440,000	1,750,000	2,000,000	HIGH	HIGH	Sidewalk condition will continue to deteriorate and opportunities will be missed to integrate renewals with pavement recapitalization.
Sports Fields/Courts - SOGR	CP180003	6,000,000	1,500,000	1,500,000	4,000,000	HIGH	MED-HIGH	Added burden on operational budget to maintain assets beyond life, safety concerns, some assets may need to be closed
Street Recapitalization	CP180003	81,838,667	5,000,000	3,000,000	4,000,000	HIGH	HIGH	Staff will be unable to maintain current pavement condition index. Year one budget represents a 40 percent shortfall to maintain current index while encompassing complete street designs.
Transit Priority Measures Corridor (Bayers Rd)	CM000014	-	3,500,000	5,000,000	-	VERY HIGH	HIGH	Bayers Road is among the worst chokepoints in the Halifax Transit network. It was identified in the Moving Forward Together Plan as a key link in the transportation network that needs addressing, and this project to construct transit lanes will have a significant positive impact on service reliability. The current congestion levels on Bayers Road are such that as an interim measure, the Route 1 is currently being detoured through a residential neighbourhood on Roslyn Road, with the understanding that this is a temporary measure until the project is complete. Completion of this project not only greatly improves service quality and reliability for the passengers in the immediate neighbourhood, on local routes, but will increase the attractiveness of transit for people travelling to and from Tantallon, Clayton Park, Bedford and surrounding communities. As such, this project has the potential to significantly increase ridership and provide high quality options for commuters in a cost effective way, forming the building blocks for future higher order transit.
Transit Priority Measures Corridor (Robie Street)	CM000014	-	-	1,500,000	-	VERY HIGH	HIGH	If this project is delayed, it will delay the implementation of the Integrated Mobility Plan as approved by Regional Council.
Additional Net Budget Request		129,489,667	21,805,000	57,470,400	39,398,400			
3-Yr Cumulative Total					118,673,800			An increase to average taxes at the end of Year 3 by 13.4%. (increase in the average home tax of \$256)