


Item No. 3
Committee of the Whole on Budget
November 26, 2019

TO: Chair and Members of Committee of the Whole on Budget

SUBMITTED BY: Original Signed

Jane Fraser, Director of Finance, Asset Management & ICT/CFO
Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: October 31, 2019

SUBJECT: 2020/21 Capital Budget Recommendation

ORIGIN

January 16, 2019 Item 3: THAT Budget Committee defer consideration of recommendations #1 and #3 of the revised staff report dated November 19, 2018, pending receipt of a supplemental report that:

2. Proposes a process and timeline, starting end of April 2019, for Budget Committee to review the list of priority projects and funding options and make recommendations for a multiyear capital plan for consideration starting 2020/21 that includes:

- a. Options, opportunities and challenges in addressing deferred IT and physical plant investments as identified in the staff report and presentation date November 19, 2018;
- b. Options for implementation plan for transformative mobility projects (transit, AT, pedestrian) with 10-year vision that aligns with Federal PTIF funding timeline and is guided by policies in the Integrated Mobility Plan;
- c. Revision of the 10-year Signature Capital Projects plan, timeline and funding options, and;
- d. A review of the Alternative Priority Projects in Attachment 4 of the staff report dated November 19, 2018 for fiscal 2020/21 and 2021/22 and of previously planned and identified capital projects for which funding has not been allocated.

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

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

1. Approve the capital budget for 2020/21, and approve in-principle the 2021/22 and 2022/23 capital budgets as per Attachment 1;
2. Approve the schedule of 2020/21 reserves withdrawals as per Attachment 2;
3. Approve the schedule of 2020/21 advanced tender projects as per Attachment 3;
4. Approve the schedule of multi-year projects as per Attachment 4;
5. Approve an increase in debt funding for 2020/21, 2021/22 and 2022/23 capital projects as described in this report.

BACKGROUND

January 16, 2019 session of Committee of the Whole on Budget presented for the first time, a multi-year balanced capital budget recommendation prepared with the assistance of a newly implemented asset management tool, the Capital Prioritization Framework. The purpose of this new tool was to improve the evaluation criteria used by senior staff on a large and diverse capital portfolio created by a multitude of asset managers within the organization. The framework provides a structure to capture staff's asset-specific wisdom in a consistent, objective, and comparable manner.

Upon deliberation by the Committee, a motion was passed to only approve one year of capital projects. The Committee requested staff to return in 2019/20 to present and discuss various capital planning elements and the impact of integrating asset management practices into this annual process.

Over four Committee of the Whole on Budget sessions (July 16, July 19, September 20, September 24), staff presented a break-down on the various requested topics and requested Committee direction to assist in developing the transition from an annual capital budget process to a long-term optimized and sustainable strategic capital plan.

Staff have incorporated the direction received from the Budget Committee into preparing the current three-year balanced capital plan recommendation and are presently developing a corporate Asset Management Policy for future structured guidance in capital planning.

DISCUSSION

The three-year capital plan included in this report as Attachment 1 represents the second-year iteration of HRM's transition to a long-term strategic planning model. The content of the plan continues to improve its alignment and focus to advance Council Priority Areas, service delivery, and mitigate assessed risk.

Based on direction from Council, projects were evaluated to prioritize those with a Transportation and Healthy, Livable Communities' focus. The consolidated annual capital investment also was developed with direction to allocate 70-80% of the annual envelope towards Asset Renewal activities for our vast in-service asset inventory, and 20-30% towards new Growth activities. Risk evaluations were updated based on staff and Council feedback to assess four new risk factors, including Climate Change (Hazards), Environmental, Cultural/Heritage and Financial, for a total of eight. Staff also participated in workshops over the summer to improve the Impact to Service evaluation definitions.

As discussed in the July and September Budget Committee sessions, as is often the case the capital investment requests exceed limited available funding. When asset managers presented their evaluated project requests to senior management in October, the consolidated three-year portfolio exceeded estimated funding by \$313.2M.

To mitigate this excess, staff discussed various coordination drivers to optimally schedule prioritized projects. It is important to recognize that a high priority-rated project does not always mean it needs to be executed immediately for the optimal value to the taxpayer and service customer. Staff also increased the annual average capital budget capacity for consideration by the Committee.

As discussed in the 2019/20 business plans and budgets, the current growth state of the municipality is creating pressure on services to the community, and therefore pressure on the assets required to deliver those services. This pressure is both on existing assets requiring updated design due to citizen expectations, increased wear-and-tear over previous years requiring significant rehabilitation or replacement to minimize the risk of service disruption, and a growing request for new assets to accommodate either a growing customer base or increased levels of services requiring a new type of asset. As directed by Regional Council the percentage of funding allocated to renewal projects and growth projects are as follows:

	2020/21	2021/22	2022/23
Renewal	75%	71%	77%
Growth	25%	29%	23%

A good example of this is the impact of the Integrated Mobility Plan (IMP) and Moving Forward Together Plan (MFTP). Staff have spent many hours this year's in coordination planning for the overall transportation mobility network of capital projects. The result of these two strategic plans on the capital budget include not only an increase of new projects but a complete change in the approach to planning for asset renewal and project scope. Projects supporting IMP, which includes MFTP, included in the three-year capital budget recommendation total \$48.6M. Coordination with internal and external stakeholders, potential cost sharing partners, and assessed impact on the community are paramount to ability to deliver capacity and timing. Funding and capacity challenges remain to advance these initiatives at the pace which Regional Council and the community prefer. In the case of the Moving Forward Together Plan, the current budget envelopes are not sufficient to complete implementation of the plan beyond 20/21 while also maintaining the state of good repair on the existing transit system assets.

During 2019 a climate change emergency was declared for Halifax, as in many other municipalities in Canada and abroad. Staff are working diligently to bring the HalifACT 2050 strategic plan to Council in the coming months. In anticipation of this, early estimates have been incorporated into the 10-year capital outlook to fund initiatives to transform regularly scheduled capital programs into ones that lower carbon emissions and that are more resilient to climate impacts. Staff are also working to alter existing governance processes to incorporate consideration for climate action. Staff will be investigating potential Federal/Provincial and FCM cost sharing programs as well as partnerships with other key stakeholders to help mitigate the financial impact of these important projects.

Annual Gas Tax Program funding and the supplemental 2019/20 Gas Tax funding has been allocated over the three years primarily in the area of street recapitalization and other transportation mobility projects.

The three-year recommended capital activities exceed previous annual budgets by an average of \$45.0M per year. Staff are recommending this increase in capacity be funded by an increase in capital-from-operating and debt funding. In addition to financial capacity for the increased capital planning pressures, resource capacity to efficiently plan, coordinate, and execute capital projects remains a challenge to current municipal staff. It is estimated that it would take a two-to-three-year period to onboard new staff and develop increased program delivery. If it is Council's preference to expand the capital program to accelerate specific strategic plans, an increase to on-going annual operating budgets will be required.

FINANCIAL IMPLICATIONS

As highlighted in Attachment 1 to this report, staff are recommending capital projects to be undertaken totalling as follows:

2020/21	\$174,735,000
2021/22	\$217,424,000
2022/23	\$222,174,000

These proposed projects plan to be funded by annual tax revenue (capital-from-operating) under the current approved fiscal framework, existing reserve accounts, declared federal gas tax program amounts, and various other government programs and cost sharing arrangements. The proposed three-year capital recommendation is seeking the Committee's approval for debt funding outside the existing fiscal framework calculations. Staff are recommending a \$22.0M increase in debt funding over the next three years. This means that instead of total debt declining over the next three years by \$13.2M, it will instead rise by \$22.0M. This is an increase of \$35.2M over the debt targets that would otherwise have existed.

The increased levels of debt financing will not impact the operating budget until the capital projects are complete and the debt funding is drawn. For ten years after, the operating budget will be increased by the debt servicing (repayment) costs of principal and interest, which will create pressure on other operational costs within the funding envelope.

The financial implications of the approved capital 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 2020/21 through 2022/2 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 3, will result in preliminary procurement activities during 2019/20, however, no capital work will be started until 2020/21.

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, aligned with the Enterprise Risk Framework, 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 Shape Your Budget consultation completed in September 2019 at various locations across the municipality, provided additional information on current priorities and expectations. Results can be found in the Strategic Priorities Plan at <https://www.halifax.ca/city-hall/budget-finances/budget/strategic-priorities-plan>.

ENVIRONMENTAL IMPLICATIONS

Any project-specific environmental considerations are incorporated in the individual capital project planning. The profile for these considerations has been elevated with the new capital business case process.

implemented this year for longer-term project planning. Also new this year, environmental considerations are included in the Capital Prioritization Framework for portfolio risk evaluations. Additionally, the corporate risk register has been updated to include climate change as a factor to be considered for mitigation going forward.

ALTERNATIVES

Because the capital projects included with this report has been compiled by staff for the Committee's consideration, the Committee of the Whole on Budget can choose to amend the content Capital Budget, including the capital funding envelope total.

ATTACHMENTS

1. 2020/21 Proposed Three-Year Capital Plan Recommendation
2. 2020/21 Reserve Withdrawals
3. 2020/21 Advance Tender Request
4. 2020/21 Multi-year Projects

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

ATTACHMENT 1

2020/21 Three-Year Capital Budget Recommendation

										Annual Asset Lifecycle Increase / (Decrease) to Operating Budget					
Project #	Project Name	Bundle/ Discrete	Project Type (Renewal vs Growth)	20/21 Work Plan	Projected Carry Forward from 19/20	20/21 Capital Budget	21/22 Capital Budget	22/23 Capital Budget	20/21 Ongoing	20/21 One-time	21/22 Ongoing	21/22 One-time	22/23 Ongoing	22/23 One-time	
CP190001	Cultural Spaces	Bundled	Growth	270,000	20,000	250,000	250,000	-	28,100	-	53,100	-	-	-	
Total Art & Cultural Assets				270,000	20,000	250,000	250,000	-	28,100	-	53,100	-	-	-	
CR180003	Bridges	Bundled	Asset Renewal	4,700,000	3,300,000	1,400,000	3,000,000	3,000,000	120,000	-	-	-	-	-	
Total Bridges				4,700,000	3,300,000	1,400,000	3,000,000	3,000,000	120,000	-	-	-	-	-	
Transit2	Access-A-Bus Fueling Solution - BTC	Discrete	Asset Renewal	200,000	-	200,000	-	-	-	-	-	-	-	-	
CB190006	Accessibility - HRM Facilities	Bundled	Asset Renewal	641,000	41,000	600,000	400,000	750,000	5,000	-	5,000	-	5,000	-	
CB190004	Alderney Gate Library Renos	Discrete	Asset Renewal	-	-	-	500,000	1,000,000	-	-	-	-	-	-	
CB190007	Alderney Gate Recapitalization	Bundled	Asset Renewal	1,630,000	1,630,000	-	-	1,200,000	25,000	-	30,000	-	30,000	-	
CB190002	Bedford Library Replacement	Discrete	Growth	250,000	-	250,000	-	1,000,000	-	-	-	-	-	-	
CB000064	BMO Centre	Bundled	Asset Renewal	140,000	40,000	100,000	250,000	250,000	-	-	-	-	-	-	
CW190005	Burnside Composting Facility Repairs	Discrete	Asset Renewal	1,125,000	5,000	1,120,000	-	-	-	-	-	-	-	-	
CB000023	Captain William Spry Renovations	Discrete	Asset Renewal	41,000	41,000	-	-	1,600,000	-	-	-	-	-	-	
Build1	Category 1 Recreation Facilities Recap	Bundled	Asset Renewal	-	-	-	500,000	1,000,000	-	-	-	-	-	-	
CB000045	Cole Harbour Place	Discrete	Asset Renewal	340,000	-	340,000	-	300,000	-	-	-	-	-	-	
CW000004	Composting/Anaerobic Digestion (AD) Plant	Discrete	Growth	1,470,000	470,000	1,000,000	-	-	-	-	100,000	-	-	-	
CB190011	Corporate Accommodations	Bundled	Asset Renewal	1,987,000	987,000	1,000,000	700,000	2,200,000	-	250,000	-	-	-	-	
CB200002	EMO Projects	Discrete	Growth	650,000	-	650,000	450,000	450,000	-	-	4,500	-	9,000	-	
CB190008	Energy Efficiency Initiatives	Bundled	Asset Renewal	2,000,000	-	2,000,000	2,000,000	2,000,000	(1,000,000)	-	(1,000,000)	-	(1,000,000)	-	
CB190009	Environmental Remediation/Bldg. Demo	Bundled	Asset Renewal	284,000	284,000	-	-	-	-	-	-	-	-	-	
CBX01171	Ferry Terminal Pontoon Rehab	Bundled	Asset Renewal	240,000	15,000	225,000	250,000	250,000	-	-	-	-	-	-	
CB200003	Findlay Community Centre Recap	Discrete	Asset Renewal	-	-	-	-	250,000	-	-	-	-	-	-	
CB000088	Fire Station Functional Improvements	Bundled	Asset Renewal	775,000	375,000	400,000	-	800,000	-	-	-	-	-	-	
CB000065	Fire Station Replacements	Bundled	Asset Renewal	6,772,000	1,772,000	5,000,000	10,000,000	2,245,000	270,000	-	240,000	50,000	175,000	50,000	
CB000090	General Building Recapitalization	Bundled	Asset Renewal	2,151,000	351,000	1,800,000	750,000	800,000	-	-	-	-	-	-	
CB200004	George Dixon Community Ctr Recap	Discrete	Asset Renewal	-	-	-	-	250,000	-	-	-	-	-	-	
Build3	Gordon R Snow Community Centre	Discrete	Asset Renewal	100,000	-	100,000	-	-	-	-	-	-	-	-	
CB190013	Halifax Forum Redevelopment	Discrete	Asset Renewal	-	-	-	10,000,000	35,000,000	-	-	-	-	-	-	
CB190003	Halifax North Memorial Public Library	Discrete	Asset Renewal	700,000	200,000	500,000	500,000	4,000,000	-	-	-	-	-	-	
Build4	Heritage Facilities Recapitalization	Bundled	Asset Renewal	-	-	-	-	500,000	-	-	-	-	-	-	
CB000057	HRFE Future Buildings Recap	Bundled	Asset Renewal	-	-	-	-	1,045,000	-	-	-	-	-	-	
CB180004	HRM Depot Upgrades	Bundled	Asset Renewal	1,200,000	-	1,200,000	200,000	600,000	-	-	220,000	250,000	440,000	-	
CB190001	LeBrun Centre Renovations	Discrete	Asset Renewal	250,000	-	250,000	-	-	-	-	-	-	-	-	
CB000089	Mackintosh Depot Replacement	Discrete	Asset Renewal	8,500,000	2,000,000	6,500,000	8,000,000	-	30,000	-	30,000	500,000	-	-	
CW000007	Materials Recovery Facility Repairs	Bundled	Asset Renewal	700,000	-	700,000	50,000	50,000	-	-	-	-	-	-	
CB000073	Metropark Upgrades	Bundled	Asset Renewal	380,000	380,000	-	-	100,000	-	-	-	-	-	-	
CB180001	Multi-District Facilities-Upgrades	Bundled	Asset Renewal	3,198,000	998,000	2,200,000	1,000,000	2,000,000	-	-	-	-	-	-	
CW000009	New Era Recapitalization	Discrete	Asset Renewal	945,000	945,000	-	-	-	-	-	-	-	-	-	
CB000125	Ragged Lake Transit Centre Expansion	Discrete	Growth	5,000,000	1,500,000	3,500,000	5,000,000	-	-	-	-	-	-	-	
CB180007	RBC Centre	Bundled	Asset Renewal	100,000	-	100,000	150,000	150,000	-	-	-	-	-	-	
CBX01165	Regional Library Facility Upgrades	Bundled	Asset Renewal	500,000	-	500,000	500,000	500,000	50,000	-	50,000	-	50,000	-	
CB000010	Regional Park Washrooms	Bundled	Growth	500,000	-	500,000	800,000	500,000	-	-	24,000	-	24,000	-	
CB180005	Roof Recapitalization	Bundled	Asset Renewal	810,000	110,000	700,000	900,000	1,600,000	-	-	-	-	-	-	
CB000060	Sackville Sports Stadium	Discrete	Asset Renewal	-	-	-	-	750,000	-	-	-	-	-	-	
CB000079	Sambro/Harrietsfield Fire Station	Discrete	Asset Renewal	2,990,000	2,990,000	-	-	-	72,000	-	144,000	-	144,000	-	
CB000028	Scotiabank Centre	Bundled	Asset Renewal	1,800,000	800,000	1,000,000	1,000,000	400,000	-	-	-	-	-	-	
CB000080	Sheet Harbour Recreation Centre	Discrete	Growth	-	-	-	600,000	2,400,000	-	-	-	-	-	-	
CB000084	South Peninsula School Gym Enhance	Discrete	Growth	460,000	-	460,000	-	-	-	-	-	-	-	-	
CB000011	St. Andrew's Community Centre Renos	Discrete	Growth	2,300,000	300,000	2,000,000	-	-	48,000	65,000	88,000	-	88,000	-	

										Annual Asset Lifecycle Increase / (Decrease) to Operating Budget					
Project #	Project Name	Bundle/ Discrete	Project Type (Renewal vs Growth)	20/21 Work Plan	Projected Carry Forward from 19/20	20/21 Capital Budget	21/22 Capital Budget	22/23 Capital Budget	20/21 Ongoing	20/21 One-time	21/22 Ongoing	21/22 One-time	22/23 Ongoing	22/23 One-time	
Build6	Tallahassee Recreation Centre	Discrete	Asset Renewal	-	-	-	-	200,000	-	-	-	-	-	-	
CB000016	Transit Facility Investment Strategy	Bundled	Asset Renewal	800,000	200,000	600,000	225,000	330,000	-	-	-	-	-	-	
CM000010	West Bedford Park & Ride	Discrete	Growth	350,000	-	350,000	3,150,000	-	-	-	-	-	-	-	
CB000087	Wharf Recapitalization	Bundled	Asset Renewal	2,800,000	-	2,800,000	500,000	-	-	-	-	-	-	-	
CB000042	Woodside Ferry Terminal Upgrade	Discrete	Asset Renewal	5,400,000	900,000	4,500,000	2,450,000	-	-	-	-	-	-	-	
CRO00007	Wrights Cove Terminal	Discrete	Growth	50,000	50,000	-	-	-	-	-	-	-	-	-	
Total Buildings/Facilities				60,529,000	17,384,000	43,145,000	50,825,000	66,470,000	(500,000)	315,000	(64,500)	800,000	(35,000)	50,000	
CI190002	2020 Municipal Election e-Voting	Discrete	Asset Renewal	374,000	374,000	-	-	-	-	-	-	-	-	-	
CI190009	Application Recapitalization	Bundled	Asset Renewal	300,000	-	300,000	300,000	300,000	15,000	-	-	-	-	-	
CI190010	Business Intelligence Program	Bundled	Growth	560,000	510,000	50,000	250,000	250,000	280,000	-	27,000	-	134,000	-	
CI000015	Corporate Scheduling	Discrete	Asset Renewal	1,655,000	435,000	1,220,000	-	-	262,500	-	-	-	-	-	
CI990020	CRM Software Replacement	Discrete	Asset Renewal	1,200,000	750,000	450,000	1,450,000	3,000,000	125,000	-	-	-	-	-	
BT01	Cyber Security	Bundled	Asset Renewal	920,000	-	920,000	595,000	370,000	880,000	-	-	-	-	-	
CI990018	Enterprise Content & Records Mgmt	Discrete	Asset Renewal	1,250,000	750,000	500,000	500,000	500,000	180,000	-	100,000	-	100,000	-	
CIN00200	Finance & HR Optimization	Bundled	Asset Renewal	690,000	419,000	271,000	690,000	375,000	-	-	-	-	-	-	
CI190003	Fleet SAP Interface Upgrades	Discrete	Asset Renewal	595,000	-	595,000	410,000	-	-	-	-	-	-	-	
CI990032	HR Improvement Project	Discrete	Asset Renewal	3,430,000	209,000	3,221,000	3,430,000	400,000	1,050,000	-	-	335,000	-	575,000	
CI190004	HRFE AVL Devices	Discrete	Growth	25,000	-	25,000	-	-	93,500	-	-	-	-	-	
CI990028	HRFE FDM Review/Enhance	Discrete	Growth	258,000	258,000	-	300,000	225,000	-	-	10,000	-	8,000	-	
CI190005	HRFE Intelligent Dispatching	Discrete	Growth	665,000	-	665,000	-	-	20,000	-	-	-	-	-	
BT23	HRP Cybersecurity Program	Discrete	Asset Renewal	278,000	-	278,000	-	-	-	64,000	156,800	60,000	-	-	
CI990023	HRP Records Mgmt Optimization	Discrete	Asset Renewal	700,000	450,000	250,000	250,000	-	200,000	-	-	-	-	-	
CI990004	ICT Business Tools	Bundled	Asset Renewal	470,000	400,000	70,000	600,000	600,000	150,000	-	-	-	-	-	
CI000004	ICT Infrastructure Recap	Bundled	Asset Renewal	1,813,000	-	1,813,000	950,000	950,000	222,500	-	-	-	46,000	-	
CI990002	IT Service Management	Bundled	Asset Renewal	300,000	-	300,000	100,000	100,000	78,000	-	15,000	-	15,000	-	
CM180005	New Transit Technology	Discrete	Growth	7,525,000	7,525,000	-	-	-	650,000	-	690,000	-	730,000	-	
CI990031	Parking Technology	Discrete	Growth	2,838,000	2,188,000	650,000	750,000	-	726,780	300,000	116,000	-	-	-	
CI990013	Permitting, Licensing, Compliance (PLC)	Discrete	Asset Renewal	2,481,000	425,000	2,056,000	420,000	-	165,900	-	58,400	-	67,600	-	
CI190001	Procurement Transformation	Discrete	Asset Renewal	2,725,000	1,158,000	1,567,000	2,725,000	200,000	90,000	-	-	15,000	-	-	
CI000005	Recreation Services Software	Discrete	Asset Renewal	1,295,000	500,000	795,000	-	-	278,000	100,000	-	-	-	-	
CI990009	Revenue & Financial Acct'g Mgmt	Discrete	Asset Renewal	5,145,000	1,844,000	3,301,000	5,145,000	600,000	1,398,000	-	-	425,000	-	650,000	
CI190006	Risk Management Information System (iVos Replacement project)	Discrete	Asset Renewal	270,000	100,000	170,000	-	-	104,000	-	-	-	-	-	
CI190008	Road Disruption Management Solution	Discrete	Growth	408,000	40,000	368,000	-	-	119,000	-	-	-	-	-	
CI000001	Web Transformation	Discrete	Growth	375,000	125,000	250,000	-	-	-	-	-	-	-	-	
Total Business Systems				38,545,000	18,460,000	20,085,000	18,865,000	7,870,000	7,088,180	464,000	1,173,200	835,000	1,100,600	1,225,000	
CM000005	Bus Maintenance Equipment Replacement	Bundled	Asset Renewal	479,000	149,000	330,000	340,000	340,000	-	-	-	-	-	-	
CE180004	Fire Services Equipment Replacement	Bundled	Asset Renewal	1,130,000	-	1,130,000	1,110,000	1,270,000	-	-	-	-	-	-	
CE190001	Fire Services Water Supply	Bundled	Asset Renewal	90,000	-	90,000	93,000	96,000	-	-	-	-	-	-	
Equip1	Heavy Urban Search & Rescue Equipment	Bundled	Growth	355,000	-	355,000	460,000	470,000	-	-	-	-	-	-	
CE190005	Ice Resurfacer Replacement	Bundled	Asset Renewal	250,000	125,000	125,000	125,000	125,000	-	-	-	-	-	-	
CW190001	New/Replacement Green Carts	Bundled	Growth	465,000	465,000	-	400,000	400,000	-	-	-	-	-	-	
CE190002	Police Services Equipment Replacement	Bundled	Asset Renewal	420,000	-	420,000	500,000	500,000	-	-	-	-	-	-	
CW000003	Rural Depots	Bundled	Asset Renewal	340,000	-	340,000	-	-	-	-	-	-	-	-	
Total Equipment & Machinery				3,529,000	739,000	2,790,000	3,028,000	3,201,000	-	-	-	-	-	-	
CW190004	Environmental Monitoring Site Work 101 Landfill	Bundled	Asset Renewal	350,000	290,000	60,000	60,000	100,000	-	-	-	-	-	-	
Total Landfill Assets				350,000	290,000	60,000	60,000	100,000	-	-	-	-	-	-	
CP000018	Beazley Park	Bundled	Growth	1,100,000	500,000	600,000	-	500,000	101,000	-	-	-	-	-	
CB000067	Bedford Outdoor Pool	Discrete	Asset Renewal	-	-	-	100,000	100,000	-	-	-	-	-	-	
CP180005	Playing Fields and Courts - New	Bundled	Growth	735,000	185,000	550,000	-	550,000	32,000	-	32,000	-	32,000	-	
CP180003	Playing Fields and Courts - Renewal	Bundled	Asset Renewal	2,590,000	1,090,000	1,500,000	4,000,000	2,500,000	4,000	-	-	-	-	-	
Total Outdoor Sport Facilities				4,425,000	1,775,000	2,650,000	4,100,000	3,650,000	137,000	-	32,000	-	32,000	-	
CP000020	Cemetery Upgrades	Bundled	Asset Renewal	-	-	-	-	600,000	-	-	-	-	-	-	

									Annual Asset Lifecycle Increase / (Decrease) to Operating Budget					
Project #	Project Name	Bundle/ Discrete	Project Type (Renewal vs Growth)	20/21 Work Plan	Projected Carry Forward from 19/20	20/21 Capital Budget	21/22 Capital Budget	22/23 Capital Budget	20/21 Ongoing	20/21 One-time	21/22 Ongoing	21/22 One-time	22/23 Ongoing	22/23 One-time
CP000011	Cornwallis Park Master Plan Implementation	Discrete	Asset Renewal	-	-	-	-	250,000	-	-	-	-	6,000	-
SW1	District 11 Community Integration Fund	Discrete	Growth	25,000	-	25,000	300,000	-	-	-	-	-	-	-
CP000012	Fort Needham Master Plan Implementation	Discrete	Growth	550,000	550,000	-	-	-	14,500	-	-	-	-	-
CP000013	Halifax Common Upgrades	Discrete	Asset Renewal	1,150,000	550,000	600,000	7,625,000	7,875,000	-	-	-	-	206,000	-
Parks2	Off-Leash Dog Parks	Discrete	Growth	60,000	-	60,000	-	-	-	-	-	-	-	-
CP180004	Park Land Acquisition	Bundled	Growth	500,000	-	500,000	500,000	500,000	10,000	-	5,000	-	5,000	-
CP180001	Park Recapitalization	Bundled	Asset Renewal	2,425,000	1,450,000	975,000	2,750,000	3,000,000	1,500	-	-	-	-	-
CP190003	Point Pleasant Park Upgrades	Discrete	Asset Renewal	250,000	-	250,000	-	250,000	-	-	-	-	-	-
CP190005	Public Gardens Upgrades	Discrete	Asset Renewal	100,000	100,000	-	-	-	-	-	-	-	-	-
CP190002	Recreational Trails	Bundled	Growth	350,000	-	350,000	250,000	250,000	15,000	-	-	-	-	-
CP000014	Wilderness Park Development	Discrete	Growth	30,000	30,000	-	-	200,000	-	-	-	-	-	-
Total Park Assets				5,440,000	2,680,000	2,760,000	11,425,000	12,925,000	41,000	-	5,000	-	217,000	-
CR180001	Active Transportation - Strategic Projects	Bundled	Growth	7,030,000	3,340,000	3,690,000	3,300,000	4,750,000	233,000	-	15,500	-	22,000	-
CTU01006	Bedford West Road Oversizing	Bundled	Growth	-	-	-	3,000,000	3,200,000	-	-	60,000	-	60,000	-
CT000013	Burnside Connection to Hwy 107	Discrete	Growth	-	-	-	4,000,000	4,000,000	-	-	5,700	-	5,700	-
CM190002	Bus Stop Accessibility/Improvements	Bundled	Asset Renewal	500,000	200,000	300,000	300,000	350,000	-	-	-	-	-	-
CT000007	Cogswell Interchange Redevelopment	Discrete	Growth	12,660,000	660,000	12,000,000	24,200,000	10,040,000	-	-	-	-	135,000	-
CM000018	Higher Order Transit Planning	Discrete	Growth	515,000	515,000	-	-	-	-	-	-	-	-	-
CT190009	IMP Land Acquisition	Bundled	Growth	2,385,000	300,000	2,085,000	1,000,000	1,000,000	-	-	-	-	-	-
CM000014	Major Strategic Multi Modal Corridor: Bayers Road	Discrete	Growth	3,700,000	3,500,000	200,000	3,625,000	-	-	-	70,000	-	71,500	-
CT190008	Major Strategic Multi Modal Corridor: Bedford Highway	Discrete	Asset Renewal	250,000	250,000	-	-	4,500,000	-	-	-	-	-	-
Mobility2	Major Strategic Multi Modal Corridor: Dutch Village Rd	Discrete	Growth	50,000	-	50,000	2,250,000	-	-	-	-	-	12,300	-
CT190005	Major Strategic Multi Modal Corridor: Herring Cove Road	Discrete	Asset Renewal	250,000	250,000	-	-	-	-	-	-	-	-	-
CT190002	Major Strategic Multi Modal Corridor: Portland Street	Discrete	Asset Renewal	150,000	150,000	-	-	2,000,000	-	-	-	-	-	-
Mobility1	Major Strategic Multi Modal Corridor: Robie St & Young St	Discrete	Asset Renewal	2,275,000	-	2,275,000	-	1,500,000	-	-	20,000	-	-	-
Mobility3	Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	Discrete	Asset Renewal	200,000	-	200,000	-	1,200,000	-	-	-	-	-	-
CR180006	New Paving Streets - HRM Roads	Bundled	Growth	163,000	163,000	-	-	-	-	-	-	-	-	-
CR180007	New Paving Subdivisions - Provincial Roads	Bundled	Growth	376,000	-	376,000	500,000	500,000	-	-	-	-	-	-
CR180004	Other Road Related Works	Bundled	Asset Renewal	3,455,000	1,455,000	2,000,000	2,500,000	2,500,000	101,000	200,000	1,250	-	1,250	-
CT000015	Railway Crossing Improvements	Bundled	Growth	200,000	200,000	-	-	-	-	-	-	-	-	-
Roads3	Regional Centre AAA Bikeways	Bundled	Growth	5,245,000	1,390,000	3,855,000	2,855,000	10,300,000	503,000	-	30,000	-	104,000	-
CR180005	Road Ops & Construction - State of Good Repair	Bundled	Asset Renewal	4,000,000	-	4,000,000	4,000,000	4,000,000	-	-	-	-	-	-
CR180002	Sidewalk Renewals	Bundled	Asset Renewal	3,270,000	770,000	2,500,000	2,500,000	2,500,000	2,170	-	2,170	-	2,000	-
CR000009	Street Recapitalization	Bundled	Asset Renewal	31,185,000	4,885,000	26,300,000	26,270,000	25,000,000	400,500	-	500	-	500	-
Traffic1	Streetscape Renewal	Bundled	Asset Renewal	50,000	-	50,000	-	-	-	-	-	-	-	-
CD000002	Streetscapes - Argyle/Grafton	Discrete	Growth	30,000	30,000	-	-	-	10,000	-	-	-	-	-
CD000001	Streetscapes - Spring Garden Rd	Discrete	Growth	9,800,000	9,800,000	-	-	-	1,500	400	-	-	487,000	-
CT190001	Streetscaping	Bundled	Growth	400,000	-	400,000	200,000	1,500,000	-	-	20,000	-	10,000	-
CT180008	Tactical Urbanism	Bundled	Growth	350,000	200,000	150,000	200,000	200,000	3,000	-	6,400	-	4,000	-
CM000009	Transit Priority Measures	Bundled	Growth	500,000	500,000	-	-	200,000	-	-	-	-	-	-
Mobility9	Windsor Street Exchange	Discrete	Growth	2,250,000	450,000	1,800,000	1,350,000	4,900,000	135,700	-	-	-	-	-
Total Roads & Active Transportation				91,239,000	29,008,000	62,231,000	82,050,000	84,140,000	1,389,870	200,400	231,520	-	915,250	-
CT180001	Street Lighting	Bundled	Asset Renewal	250,000	-	250,000	250,000	415,000	12,200	-	9,500	-	9,500	-
Total Streetlights				250,000	-	250,000	250,000	415,000	12,200	-	9,500	-	9,500	-
CT180004	Controller Cabinet & Detection	Bundled	Asset Renewal	350,000	-	350,000	350,000	370,000	6,400	-	-	-	-	-
CTR00904	Destination Signage Program	Bundled	Asset Renewal	300,000	300,000	-	-	-	-	-	-	-	-	-
CT190004	Opticom Signalization	Bundled	Asset Renewal	70,000	-	70,000	72,000	74,000	-	-	-	-	-	-
CT190006	Road Safety Improvement	Bundled	Asset Renewal	1,750,000	-	1,750,000	1,500,000	2,520,000	217,700	-	14,400	-	14,400	-
CT180003	Traffic Signal Re-lamping	Bundled	Asset Renewal	-	-	-	-	550,000	-	-	-	-	-	-
Total Traffic Signs/Signalization/Equipment				2,470,000	300,000	2,170,000	1,922,000	3,514,000	224,100	-	14,400	-	14,400	-
Various	District Capital Activity Funds	Bundled	Growth	1,504,000	-	1,504,000	1,504,000	1,504,000	-	-	-	-	-	-
Build10	HalifACT 2050 - Climate Action Plan	Bundled	Asset Renewal	1,000,000	-	1,000,000	2,000,000	2,000,000	-	-	-	-	-	-

										Annual Asset Lifecycle Increase / (Decrease) to Operating Budget					
Project #	Project Name	Bundle/ Discrete	Project Type (Renewal vs Growth)	20/21 Work Plan	Projected Carry Forward from 19/20	20/21 Capital Budget	21/22 Capital Budget	22/23 Capital Budget	20/21 Ongoing	20/21 One-time	21/22 Ongoing	21/22 One-time	22/23 Ongoing	22/23 One-time	
Total Varied Assets				2,504,000	-	2,504,000	3,504,000	3,504,000	-	-	-	-	-	-	
CVD00430	Access-A-Bus Replacement	Bundled	Asset Renewal	1,220,000	50,000	1,170,000	1,320,000	1,720,000	-	-	-	-	-	-	
CV020006	Conventional Bus Replacement	Bundled	Asset Renewal	19,920,000	200,000	19,720,000	26,810,000	20,510,000	(540,000)	-	(720,000)	-	(540,000)	-	
CE180002	Fire Fleet Replacement	Bundled	Asset Renewal	7,465,000	3,280,000	4,185,000	3,850,000	4,380,000	-	-	-	-	-	-	
CM180004	Mid-Life Bus Rebuild	Bundled	Asset Renewal	1,200,000	-	1,200,000	685,000	685,000	-	-	-	-	-	-	
CM180008	Moving Forward Together Plan Implementation	Discrete	Growth	3,470,000	-	3,470,000	-	-	1,500,000	-	1,400,000	-	1,400,000	-	
CE180001	Municipal Fleet Replacement	Bundled	Asset Renewal	3,330,000	830,000	2,500,000	2,460,000	2,770,000	-	-	-	-	-	-	
CE180003	Police Fleet Replacement	Bundled	Asset Renewal	1,614,000	814,000	800,000	1,600,000	2,150,000	-	-	-	-	-	-	
CV000004	Transit Support Vehicle Replacement	Bundled	Asset Renewal	110,000	-	110,000	120,000	120,000	-	-	-	-	-	-	
Total Vehicles				38,329,000	5,174,000	33,155,000	36,845,000	32,335,000	960,000	-	680,000	-	860,000	-	
CM180007	Ferry Overhaul and Capital Upgrades	Bundled	Asset Renewal	385,000	-	385,000	300,000	300,000	-	-	-	-	-	-	
Total Vessels				385,000	-	385,000	300,000	300,000	-	-	-	-	-	-	
Traffic2	Wastewater Oversizing	Bundled	Growth	900,000	-	900,000	1,000,000	750,000	-	-	-	-	-	-	
Total Wastewater Assets				900,000	-	900,000	1,000,000	750,000	-	-	-	-	-	-	
Total Three-Year Capital Budget Recommendation				253,865,000	79,130,000	174,735,000	217,424,000	222,174,000	9,500,450	979,400	2,134,220	1,635,000	3,113,750	1,275,000	

Capital Funding Sources:

Capital from Operating	45,500,000	47,981,000	50,724,000
Reserves	44,494,000	68,127,000	65,669,000
Cappool	3,589,000	3,115,000	3,117,000
Debt	41,001,000	39,801,000	32,089,000
Federal Gas Tax Program	28,956,000	37,094,000	38,723,000
Other Government Programs	7,855,000	16,370,000	24,549,000
Other Cost Sharing	2,252,000	1,886,000	4,383,000
Local Improvement/ Capital Contribution Charges	1,088,000	3,050,000	2,920,000
Total Capital Funding Envelope	174,735,000	217,424,000	222,174,000

*Note: Previous project #CT000010 - MacDonald Bridge Bikeway has been merged with other AAA Bikeway work plans in the new project account #Roads 3 - Regional Centre AAA Bikeways

ATTACHMENT 2

2020/21 Capital Plan Reserve Withdrawals

Reserve Account	2020/21	2021/22	2022/23
Q421 - General Contingency Reserve	4,195,000	-	3,870,000
CB000065 Fire Station Replacements	4,195,000	-	2,000,000
CV020006 Conventional Bus Replacement	-	-	1,870,000
Q526 - Capital Fund Reserve	2,850,000	2,950,000	600,000
CB190008 Energy Efficiency Initiatives	1,000,000	2,000,000	-
CB180004 HRM Depot Upgrades	1,200,000	200,000	600,000
CI990031 Parking Technology	650,000	750,000	-
Q531 - Fleet Vehicles & Equipment Reserve	670,000	72,000	74,000
CT190004 Opticom Signalization	70,000	72,000	74,000
CE180003 Police Fleet Replacement	600,000	-	-
Q541 - Building Recapitalization and Replacement Reserve	1,500,000	1,500,000	1,300,000
CB190007 Alderney Gate Recapitalization	-	-	1,200,000
CB000089 Mackintosh Depot Replacement	1,500,000	1,500,000	-
CB000073 Metropark Upgrades	-	-	100,000
Q546 - Multi-District Facilities Reserve	1,200,000	1,400,000	800,000
CB000064 BMO Centre	100,000	250,000	250,000
CB180007 RBC Centre	100,000	150,000	150,000
CB000028 Scotiabank Centre	1,000,000	1,000,000	400,000
Q556 - Solid Waste Facilities Reserve	3,245,000	810,000	550,000
CW190005 Burnside Composting Facility Repairs	1,120,000	-	-
CW000004 Composting/Anaerobic Digestion (AD) Plant	1,000,000	-	-
CW000007 Materials Recovery Facility Repairs	700,000	50,000	50,000
CW000003 Rural Depots	340,000	-	-
CW190001 New/Replacement Green Carts	-	400,000	400,000
CW190004 Environmental Monitoring Site Work 101 Landfill	60,000	60,000	100,000
SW1 District 11 Community Integration Fund	25,000	300,000	-
Q606 - Strategic Capital Reserve	12,000,000	37,200,000	45,040,000
CT000007 Cogswell Interchange Redevelopment	12,000,000	24,200,000	10,040,000
CB190013 Halifax Forum Redevelopment	-	10,000,000	35,000,000
CB000065 Fire Station Replacements	-	3,000,000	-
Q611 - Parkland Development Reserve	500,000	500,000	500,000
CP180004 Park Land Acquisition	500,000	500,000	500,000
Q616 - Business Parks Reserve	-	4,000,000	4,000,000
CT000013 Burnside Connection to Hwy 107	-	4,000,000	4,000,000
Q621 - Community and Events Reserve	250,000	250,000	-
CP190001 Cultural Spaces	250,000	250,000	-
Q631 - Debt Principal and Interest Repayment Reserve	18,084,000	19,445,000	8,935,000
CI190003 Fleet SAP Interface Upgrades	595,000	410,000	-
CI990032 HR Improvement Project	3,221,000	3,430,000	400,000
CI190001 Procurement Transformation	1,567,000	2,725,000	200,000
CI990009 Revenue & Financial Acct'g Mgmt	3,301,000	5,145,000	600,000
CV020006 Conventional Bus Replacement	9,400,000	7,735,000	7,735,000
Total Reserve Withdrawals	44,494,000	68,127,000	65,669,000

ATTACHMENT 3**2020/21 Capital Advanced Tender Requests**

Project #	Project Name	2020/21 Proposed Capital Budget	2020/21 Advanced Tendering Request
CR180003	Bridges	1,400,000	700,000
CB000045	Cole Harbour Place	340,000	200,000
CB000065	Fire Station Replacements	5,000,000	5,000,000
CB000090	General Building Recapitalization	1,800,000	1,800,000
CB180004	HRM Depot Upgrades	1,200,000	200,000
CB180001	Multi-District Facilities-Upgrades	2,200,000	750,000
CB000010	Regional Park Washrooms	500,000	500,000
CB180005	Roof Recapitalization	700,000	700,000
CB000087	Wharf Recapitalization	2,800,000	2,800,000
CP000018	Beazley Park	600,000	600,000
CP000013	Halifax Common Upgrades	600,000	600,000
Parks2	Off-Leash Dog Parks	60,000	60,000
CP180001	Park Recapitalization	975,000	975,000
CP180003	Playing Fields and Courts - Renewal	1,500,000	1,500,000
CP190003	Point Pleasant Park Upgrades	250,000	250,000
CR180001	Active Transportation - Strategic Projects	3,690,000	1,845,000
CT190009	IMP Land Acquisition	2,085,000	2,085,000
CM000014	Major Strategic Multi-Modal Corridor: Bayers Road	200,000	200,000
Mobility 1	Major Strategic Multi-Modal Corridor: Robie St & Young St	2,275,000	2,275,000
CR180004	Other Road-Related Works	2,000,000	1,000,000
CR180005	Road Ops & Construction - State of Good Repair	4,000,000	2,000,000
CT190006	Road Safety Improvements	1,750,000	750,000
CR180002	Sidewalk Renewals	2,500,000	1,875,000
CR000009	Street Recapitalization	26,300,000	13,150,000
Transit2	Access-a-Bus Fueling Solution	200,000	200,000
CVD00430	Access-a-Bus Replacement	1,170,000	1,170,000
CV020006	Conventional Bus Replacement	19,720,000	19,720,000
CE180002	Fire Fleet Replacement	4,185,000	3,440,000
CM180008	MFTP Implementation	3,470,000	3,470,000
CE180001	Municipal Fleet Replacement	2,500,000	900,000
Total 2020/21 Advanced Tender Requests		95,970,000	70,715,000

ATTACHMENT 4

2020/21 Capital Multi-Year Projects

Project Account #	Project Name	Previous Yrs' Gross Budget	2019/20 Capital Budget	2020/21 Capital Budget	2021/22 Capital Budget	2022/23 Capital Budget	2023/24 Capital Budget	2024/25 Capital Budget	Grand Total
CT000007	Cogswell Interchange Redevelopment	18,750,000	660,000	12,000,000	24,200,000	10,040,000	5,000,000	-	70,650,000
CI990020	CRM Software Replacement	726,000	53,000	450,000	1,450,000	3,000,000	-	-	5,679,000
CP000013	Halifax Common Upgrades	300,000	-	600,000	7,625,000	7,875,000	-	-	16,400,000
CI990032	HR Improvement Project	670,000	1,500,000	3,221,000	3,430,000	400,000	-	-	9,221,000
CB000089	Mackintosh Depot Replacement	750,000	2,250,000	6,500,000	8,000,000	-	-	-	17,500,000
CI990031	Parking Technology	2,338,000	1,682,000	650,000	750,000	-	-	-	5,420,000
CI990013	Permitting, Licensing, and Compliance Replacement Solution	4,675,300	1,050,000	2,056,000	420,000	-	-	-	8,201,300
CI190001	Procurement Transformation	-	2,500,000	1,567,000	2,725,000	200,000	-	-	6,992,000
CB000125	Ragged Lake Transit Centre Expansion	-	-	3,500,000	5,000,000	-	-	-	8,500,000
CI990009	Revenue & Financial Acct'g Management Solution	2,815,000	4,500,000	3,301,000	5,145,000	600,000	-	-	16,361,000
CB000087	Wharf Recapitalization	-	300,000	2,800,000	500,000	-	-	-	3,600,000
Mobility9	Windsor Street Exchange	-	-	1,800,000	1,350,000	4,900,000	22,750,000	15,800,000	46,600,000
CB000042	Woodside Ferry Terminal Replacement	-	2,000,000	4,500,000	2,450,000	-	-	-	8,950,000
Grand Total 2020/21 Multi-Year Projects		31,024,300	16,495,000	42,945,000	63,045,000	27,015,000	27,750,000	15,800,000	224,074,300

This list supersedes the 2019/20 Multi-Year Projects schedule in Attachment C, April 16, 2019