

**Item No. 3**  
**Committee of the Whole on Budget**  
**November 26, 2019**  
**December 5, 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**

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## **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:

|         | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> |
|---------|----------------|----------------|----------------|
| 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

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A copy of this report can be obtained online at [halifax.ca](http://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

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**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        | -              | -             | -              |  |
| <b>Total Art &amp; Cultural Assets</b> |   |                  |                                  | <b>270,000</b>   | <b>20,000</b>                      | <b>250,000</b>       | <b>250,000</b>       | <b>-</b>             | <b>28,100</b>  | <b>-</b>   | <b>53,100</b> | <b>-</b>       | <b>-</b>      | <b>-</b>       |  |
| CR180003                               | Bridges                                   | Bundled          | Asset Renewal                    | 4,700,000        | 3,300,000                          | 1,400,000            | 3,000,000            | 3,000,000            | 120,000        | -  | -             | -              | -             | -              |  |
| <b>Total Bridges</b>                   |   |                  |                                  | <b>4,700,000</b> | <b>3,300,000</b>                   | <b>1,400,000</b>     | <b>3,000,000</b>     | <b>3,000,000</b>     | <b>120,000</b> | <b>-</b>   | <b>-</b>      | <b>-</b>       | <b>-</b>      | <b>-</b>       |  |
| 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/<br>Discrete | Project Type<br>(Renewal vs Growth) | 20/21 Work Plan   | Projected Carry<br>Forward from 19/20 | 20/21 Capital<br>Budget | 21/22 Capital<br>Budget | 22/23 Capital<br>Budget | 20/21<br>Ongoing | 20/21<br>One-time  | 21/22<br>Ongoing | 21/22<br>One-time | 22/23<br>Ongoing | 22/23<br>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                                | -                       | -                       | -                       | -                | -  | -                | -                 | -                | -                 |  |
| <b>Total Buildings/Facilities</b>      |   |                     |                                     | <b>60,529,000</b> | <b>17,384,000</b>                     | <b>43,145,000</b>       | <b>50,825,000</b>       | <b>66,470,000</b>       | <b>(500,000)</b> | <b>315,000</b>   | <b>(64,500)</b>  | <b>800,000</b>    | <b>(35,000)</b>  | <b>50,000</b>     |  |
| 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                 | -                       | -                       | -                | -  | -                | -                 | -                | -                 |  |
| <b>Total Business Systems</b>          |   |                     |                                     | <b>38,545,000</b> | <b>18,460,000</b>                     | <b>20,085,000</b>       | <b>18,865,000</b>       | <b>7,870,000</b>        | <b>7,088,180</b> | <b>464,000</b>   | <b>1,173,200</b> | <b>835,000</b>    | <b>1,100,600</b> | <b>1,225,000</b>  |  |
| 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                 | -                       | -                       | -                | -  | -                | -                 | -                | -                 |  |
| <b>Total Equipment &amp; Machinery</b> |   |                     |                                     | <b>3,529,000</b>  | <b>739,000</b>                        | <b>2,790,000</b>        | <b>3,028,000</b>        | <b>3,201,000</b>        | -                | -  | -                | -                 | -                | -                 |  |
| CW190004                               | Environmental Monitoring Site Work 101 Landfill               | Bundled             | Asset Renewal                       | 350,000           | 290,000                               | 60,000                  | 60,000                  | 100,000                 | -                | -  | -                | -                 | -                | -                 |  |
| <b>Total Landfill Assets</b>           |   |                     |                                     | <b>350,000</b>    | <b>290,000</b>                        | <b>60,000</b>           | <b>60,000</b>           | <b>100,000</b>          | -                | -  | -                | -                 | -                | -                 |  |
| 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            | -  | -                | -                 | -                | -                 |  |
| <b>Total Outdoor Sport Facilities</b>  |   |                     |                                     | <b>4,425,000</b>  | <b>1,775,000</b>                      | <b>2,650,000</b>        | <b>4,100,000</b>        | <b>3,650,000</b>        | <b>137,000</b>   | -  | <b>32,000</b>    | -                 | <b>32,000</b>    | -                 |  |
| CP000020                               | Cemetery Upgrades   | Bundled             | Asset Renewal                       | -                 | -                                     | -                       | -                       | 600,000                 | -                | -  | -                | -                 | -                | -                 |  |

|  |  |                     |                                     |                   |                                       |                         |                         |                         | Annual Asset Lifecycle Increase / (Decrease) to Operating Budget |                   |                  |                   |                  |                   |
|--|--|---------------------|-------------------------------------|-------------------|---------------------------------------|-------------------------|-------------------------|-------------------------|--|-------------------|------------------|-------------------|------------------|-------------------|
| Project #  | Project Name   | Bundle/<br>Discrete | Project Type<br>(Renewal vs Growth) | 20/21 Work Plan   | Projected Carry<br>Forward from 19/20 | 20/21 Capital<br>Budget | 21/22 Capital<br>Budget | 22/23 Capital<br>Budget | 20/21<br>Ongoing   | 20/21<br>One-time | 21/22<br>Ongoing | 21/22<br>One-time | 22/23<br>Ongoing | 22/23<br>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                 | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Park Assets</b>                           |  |                     |                                     | <b>5,440,000</b>  | <b>2,680,000</b>                      | <b>2,760,000</b>        | <b>11,425,000</b>       | <b>12,925,000</b>       | <b>41,000</b>  | -                 | <b>5,000</b>     | -                 | <b>217,000</b>   | -                 |
| 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  | -                 | -                | -                 | -                | -                 |
| <b>Total Roads &amp; Active Transportation</b>     |  |                     |                                     | <b>91,239,000</b> | <b>29,008,000</b>                     | <b>62,231,000</b>       | <b>82,050,000</b>       | <b>84,140,000</b>       | <b>1,389,870</b>   | <b>200,400</b>    | <b>231,520</b>   | -                 | <b>915,250</b>   | -                 |
| CT180001   | Street Lighting  | Bundled             | Asset Renewal                       | 250,000           | -                                     | 250,000                 | 250,000                 | 415,000                 | 12,200   | -                 | 9,500            | -                 | 9,500            | -                 |
| <b>Total Streetlights</b>                          |  |                     |                                     | <b>250,000</b>    | -                                     | <b>250,000</b>          | <b>250,000</b>          | <b>415,000</b>          | <b>12,200</b>  | -                 | <b>9,500</b>     | -                 | <b>9,500</b>     | -                 |
| 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                 | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Traffic Signs/Signalization/Equipment</b> |  |                     |                                     | <b>2,470,000</b>  | <b>300,000</b>                        | <b>2,170,000</b>        | <b>1,922,000</b>        | <b>3,514,000</b>        | <b>224,100</b>   | -                 | <b>14,400</b>    | -                 | <b>14,400</b>    | -                 |
| 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/<br>Discrete | Project Type<br>(Renewal vs Growth) | 20/21 Work Plan    | Projected Carry<br>Forward from 19/20 | 20/21 Capital<br>Budget | 21/22 Capital<br>Budget | 22/23 Capital<br>Budget | 20/21<br>Ongoing   | 20/21<br>One-time | 21/22<br>Ongoing | 21/22<br>One-time | 22/23<br>Ongoing | 22/23<br>One-time |
| <b>Total Varied Assets</b>                            |   |                     |                                     | <b>2,504,000</b>   | -                                     | <b>2,504,000</b>        | <b>3,504,000</b>        | <b>3,504,000</b>        | -  | -                 | -                | -                 | -                | -                 |
| 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                 | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Vehicles</b>                                 |   |                     |                                     | <b>38,329,000</b>  | <b>5,174,000</b>                      | <b>33,155,000</b>       | <b>36,845,000</b>       | <b>32,335,000</b>       | <b>960,000</b>   | -                 | <b>680,000</b>   | -                 | <b>860,000</b>   | -                 |
| CM180007  | Ferry Overhaul and Capital Upgrades         | Bundled             | Asset Renewal                       | 385,000            | -                                     | 385,000                 | 300,000                 | 300,000                 | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Vessels</b>                                  |   |                     |                                     | <b>385,000</b>     | -                                     | <b>385,000</b>          | <b>300,000</b>          | <b>300,000</b>          | -  | -                 | -                | -                 | -                | -                 |
| Traffic2  | Wastewater Oversizing                       | Bundled             | Growth                              | 900,000            | -                                     | 900,000                 | 1,000,000               | 750,000                 | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Wastewater Assets</b>                        |   |                     |                                     | <b>900,000</b>     | -                                     | <b>900,000</b>          | <b>1,000,000</b>        | <b>750,000</b>          | -  | -                 | -                | -                 | -                | -                 |
| <b>Total Three-Year Capital Budget Recommendation</b> |   |                     |                                     | <b>253,865,000</b> | <b>79,130,000</b>                     | <b>174,735,000</b>      | <b>217,424,000</b>      | <b>222,174,000</b>      | <b>9,500,450</b>   | <b>979,400</b>    | <b>2,134,220</b> | <b>1,635,000</b>  | <b>3,113,750</b> | <b>1,275,000</b>  |

**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/<br>Capital Contribution Charges | 1,088,000          | 3,050,000          | 2,920,000          |
| <b>Total Capital Funding Envelope</b>              | <b>174,735,000</b> | <b>217,424,000</b> | <b>222,174,000</b> |

\*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           |
|---|-------------------|-------------------|-------------------|
| <b>Q421 - General Contingency Reserve</b>                       | <b>4,195,000</b>  | <b>-</b>          | <b>3,870,000</b>  |
| CB000065 Fire Station Replacements                              | 4,195,000         | -                 | 2,000,000         |
| CV020006 Conventional Bus Replacement                           | -                 | -                 | 1,870,000         |
| <b>Q526 - Capital Fund Reserve</b>                              | <b>2,850,000</b>  | <b>2,950,000</b>  | <b>600,000</b>    |
| 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           | -                 |
| <b>Q531 - Fleet Vehicles &amp; Equipment Reserve</b>            | <b>670,000</b>    | <b>72,000</b>     | <b>74,000</b>     |
| CT190004 Opticom Signalization                                  | 70,000            | 72,000            | 74,000            |
| CE180003 Police Fleet Replacement                               | 600,000           | -                 | -                 |
| <b>Q541 - Building Recapitalization and Replacement Reserve</b> | <b>1,500,000</b>  | <b>1,500,000</b>  | <b>1,300,000</b>  |
| CB190007 Alderney Gate Recapitalization                         | -                 | -                 | 1,200,000         |
| CB000089 Mackintosh Depot Replacement                           | 1,500,000         | 1,500,000         | -                 |
| CB000073 Metropark Upgrades                                     | -                 | -                 | 100,000           |
| <b>Q546 - Multi-District Facilities Reserve</b>                 | <b>1,200,000</b>  | <b>1,400,000</b>  | <b>800,000</b>    |
| 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           |
| <b>Q556 - Solid Waste Facilities Reserve</b>                    | <b>3,245,000</b>  | <b>810,000</b>    | <b>550,000</b>    |
| 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           | -                 |
| <b>Q606 - Strategic Capital Reserve</b>                         | <b>12,000,000</b> | <b>37,200,000</b> | <b>45,040,000</b> |
| 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         | -                 |
| <b>Q611 - Parkland Development Reserve</b>                      | <b>500,000</b>    | <b>500,000</b>    | <b>500,000</b>    |
| CP180004 Park Land Acquisition                                  | 500,000           | 500,000           | 500,000           |
| <b>Q616 - Business Parks Reserve</b>                            | <b>-</b>          | <b>4,000,000</b>  | <b>4,000,000</b>  |
| CT000013 Burnside Connection to Hwy 107                         | -                 | 4,000,000         | 4,000,000         |
| <b>Q621 - Community and Events Reserve</b>                      | <b>250,000</b>    | <b>250,000</b>    | <b>-</b>          |
| CP190001 Cultural Spaces  | 250,000           | 250,000           | -                 |
| <b>Q631 - Debt Principal and Interest Repayment Reserve</b>     | <b>18,084,000</b> | <b>19,445,000</b> | <b>8,935,000</b>  |
| 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         |
| <b>Total Reserve Withdrawals</b>                                | <b>44,494,000</b> | <b>68,127,000</b> | <b>65,669,000</b> |

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

| <b>Project #</b>                              | <b>Project Name</b>                                       | <b>2020/21 Proposed<br/>Capital Budget</b> | <b>2020/21 Advanced<br/>Tendering Request</b> |
|---|---|--|---|
| 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                                       |
| <b>Total 2020/21 Advanced Tender Requests</b> |   | <b>95,970,000</b>                          | <b>70,715,000</b>                             |

**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          |
| <b>Grand Total 2020/21 Multi-Year Projects</b> |  | <b>31,024,300</b>          | <b>16,495,000</b>      | <b>42,945,000</b>      | <b>63,045,000</b>      | <b>27,015,000</b>      | <b>27,750,000</b>      | <b>15,800,000</b>      | <b>224,074,300</b> |

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