



P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 11.2.1**  
**Halifax Regional Council**  
**March 9, 2021**

**TO:** Mayor Savage Members of Halifax Regional Council

**SUBMITTED BY:** Original Signed  
\_\_\_\_\_  
Councillor Russell, Chair, Standing Committee of the Whole on Budget

**DATE:** February 26, 2021

**SUBJECT:** 2021/22 Multi-Year Capital Plan

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**ORIGIN**

February 24, 2021 meeting of Standing Committee of the Whole on Budget, Item 5.

**LEGISLATIVE AUTHORITY**

Administrative Order One, *Respecting the Procedures of the Council*, Schedule 4: Standing Committee of the Whole on Budget, Terms of Reference section 6 Duties and Responsibility states:

The Standing Committee of the Whole on Budget shall:

- (a) review the proposed budget for the next fiscal year;
- (b) report to the Council on matters respecting the proposed budget arising from its review; and (c) perform such other duties as directed by the Council.

**RECOMMENDATION**

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

1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachment 2 and 3 of the February 2, 2021 staff report, subject to approval of external funding program applications;
2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4 of the February 2, 2021 staff report;
3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5 of the February 2, 2021 staff report;
4. Adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy, as set out in Attachments 6, 7, and 8 to the February 2, 2021 staff report.

## **BACKGROUND**

The Budget Committee received a staff recommendation report dated February 2, 2021 to consider approval of the capital budget for 2021/22, in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks, schedule of 2021/22 capital reserves withdrawals, schedule of 2021/22 multi-year capital projects, and adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy.

For further information, refer to the attached staff report dated February 2, 2021 (Attachment A)

## **DISCUSSION**

The Budget Committee considered the staff report dated February 2, 2021 and approved the recommendation to Halifax Regional Council as outlined in this report.

For further information, refer to the attached draft minutes from February 24, 2021 special Budget Committee meeting (Attachment B).

## **FINANCIAL IMPLICATIONS**

Financial implications are outlined in the attached staff report dated February 2, 2021.

## **RISK CONSIDERATION**

Risk consideration is outlined in the attached staff report dated February 2, 2021.

## **COMMUNITY ENGAGEMENT**

In accordance with the July 29, 2020 direction of the Minister of Municipal Affairs and Housing under section 14 of the Emergency Management Act, the Budget Committee meetings are being held virtually.

The Public Participation registration was closed on February 23, 2021 at 4:30 p.m. and there was no speaker for February 24, 2021 Budget Committee special meeting.

The Meeting held on February 24, 2021 was livestreamed and video recordings are available at Halifax.ca.

The Budget Committee agendas and reports are posted on Halifax.ca, and draft minutes of the meeting will be made available on halifax.ca within three business days.

## **ENVIRONMENTAL IMPLICATIONS**

Environmental implications are outlined in the staff report dated February 2, 2021.

## **ALTERNATIVES**

Alternatives are outlined in the attached staff report dated February 2, 2021.

## **ATTACHMENTS**

- Attachment A - Staff recommendation report dated February 2, 2021
  - Attachment B – Draft minutes from February 24, 2021 special Budget Committee meeting
  - Attachment C – 2021/22 – 2024/25 Capital Plan Presentation dated February 24, 2021
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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: Haruka Aoyama, Legislative Assistant, Municipal Clerk's Office 902.490.6517

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P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 5**  
**Committee of the Whole on Budget**  
**February 24, 2021**

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

**SUBMITTED BY:**

Original Signed by   
\_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

**DATE:** February 2, 2021

**SUBJECT:** 2021/22 Multi-Year Capital Plan

**ORIGIN**

September 29 and 30, 2020 THAT Halifax Regional Council:

Item 7.5 – 2. Direct the Chief Administration Officer (CAO) to prepare annual business plans for washrooms and drinking fountain projects for consideration in the annual capital budgets on the basis of the 6.6 Alternative Budget as identified in the HRM Washrooms & Drinking Fountains Strategy.

Item 11.1.4 - 2c. Review the feasibility through the 2021/22 capital budget process to implement a pilot project to install stormwater best management practice infrastructure at Rixdale Drive as part of the 2021 Prince Albert Road capital tender.

Item 12.2 - 3. Direct staff to consider funding for the detailed design for both Phase 2b and 4 (Herring Cove Sewer and Water Project) in the draft 2021-22 Capital Budget.

January 13, 2021 Item 5. THAT Budget Committee:

1. Direct the Chief Administrative Officer to develop the 2021/22 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential and commercial properties at a 1.9 per cent increase and,
2. Direct the Chief Administrative Officer to establish an area rate of approximately \$0.341 per \$100 of assessed value for provincial mandatory contributions.

## **LEGISLATIVE AUTHORITY**

Pursuant to the Halifax Charter:

Section 35(1) The Chief Administrative Officer shall (b) ensure that the annual operating and capital budgets are prepared and submitted to the Council;

Section 79 The Council shall adopt an operating budget and a capital budget for each fiscal year.

## **RECOMMENDATION**

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

1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachment 2 and 3, subject to approval of external funding program applications;
2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4;
3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5;
4. Adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy, as set out in Attachments 6, 7, and 8 to this report.

## **BACKGROUND**

Within the annual municipal business planning and budget process, the portion which is dedicated to determining how to invest in the land holdings, roads, buildings, vehicles and equipment is categorized as the Capital Plan.

To create the annual Capital Plan, municipal staff first look to Council's strategic vision and then to its municipal service plans and other policy direction to understand changes to operational needs and future assumptions. Municipal asset managers then assess the current state and condition of the existing asset inventory to determine the gap for which capital investment will be required to meet service targets.

Specific to the 2021/22 capital planning process, further improvements have been incorporated to increase the confidence in project recommendation to Halifax Regional Council and further evolve Halifax Regional Municipality's (HRM) ability to provide a more stable, sustainable and resilient investment in its infrastructure. One major iterative step forward in HRM's advancement of asset management practices this year is establishing the Fiscal Sustainability Strategy, which was presented to [Budget Committee on December 15, 2020](#). Another improvement incorporated in this year's process is establishing the Strategic Initiatives Funding Plan, which was presented to [Budget Committee on January 20, 2021](#).

Once Regional Council provides the capital budget approval, municipal staff can begin work on the directed projects' deliverables. Halifax Regional Council and the public are provided with projects' progress status and any changes to anticipated completion dates as part of the HRM Quarterly Financial Package presented at the Audit and Finance Standing Committee. A more detailed description of the 2021/22 Capital Planning Process can be found in Attachment 1 to this report.

**DISCUSSION**

The 2021/22 Multi-Year Capital Plan includes 221 projects plus 16 District Capital Fund accounts scheduled over a ten-year outlook period (see Table 1 below), totalling \$2.8B investment in municipal infrastructure. Senior leadership is recommending that 159 of these projects, which are currently already in-progress with previously approved budgets or seeking to begin implementation, be approved by Halifax Regional Council for the 2021/22 capital budget (Attachment 2 to this report) and preliminary consideration to assign resources for more in-depth planning commitment for the 2022/23-2024/25 capital plan (Attachment 3 to this report).

Table 1. 2021/22 Ten-Year Capital Outlook (Millions)

Budget Category (Millions)	2021/22	2022/23	2023/24	2024/25	2025/26 - 2030/31	10-Yr Capital Plan
Buildings/Facilities	\$ 32.8	\$ 59.2	\$ 41.2	\$ 33.7	\$ 284.8	\$ 451.6
Business Systems	19.6	7.9	8.4	6.7	56.6	99.2
District Capital Funds	1.5	1.5	1.5	1.5	9.0	15.0
Outdoor Recreation	10.0	9.1	7.5	10.1	60.5	97.1
Roads, Active Transportation & Bridges	57.6	70.5	67.7	62.7	562.4	820.9
Traffic & Streetlights	2.7	3.8	3.2	3.8	34.1	47.6
Vehicles, Vessels & Equipment	38.7	19.8	12.9	12.4	86.0	169.9
Other Assets	1.0	1.1	0.6	0.4	3.1	6.2
<b>Base Capital Program</b>	<b>\$ 164.1</b>	<b>\$ 172.8</b>	<b>\$ 142.9</b>	<b>\$ 131.2</b>	<b>\$ 1,096.5</b>	<b>\$ 1,707.4</b>
Buildings/Facilities	\$ 2.0	\$ 8.0	\$ 1.0	\$ 8.0	\$ 261.0	\$ 280.0
Roads, Active Transportation & Bridges	3.3	22.7	39.3	24.8	114.6	204.7
Vehicles, Vessels & Equipment	3.8	58.7	40.7	3.2	415.9	522.3
Other Assets	2.0	2.0	3.0	4.0	25.0	36.0
<b>Strategic Initiatives</b>	<b>\$ 11.1</b>	<b>\$ 91.4</b>	<b>\$ 84.0</b>	<b>\$ 40.0</b>	<b>\$ 816.5</b>	<b>\$ 1,043.0</b>
<b>Total Ten-Year Capital Plan</b>	<b>\$ 175.2</b>	<b>\$ 264.3</b>	<b>\$ 226.9</b>	<b>\$ 171.1</b>	<b>\$ 1,913.0</b>	<b>\$ 2,750.4</b>

Providing Budget Committee with the years two-through-four capital plan detail for review and consideration raises the awareness for both the Committee and staff of asset risk, service pressures, and resourcing implications. While these projects are in a more near-term range of the capital plan, not all scoping and design details have been finalized. Project costs are still estimated using broader assumptions, which can fluctuate a great deal before being ready for the capital budget. As well, funding assumptions for these projects may change, based on cost-sharing opportunities or potential program eligibility that may arise between now and three years from now. However, even with the existing potential for fluctuations, it is an important step in project planning to receive Budget Committee's approval, in-principle, so that senior leadership can prioritize these projects and assign adequate resourcing efforts to ready the work in a reasonable and appropriate timeline.

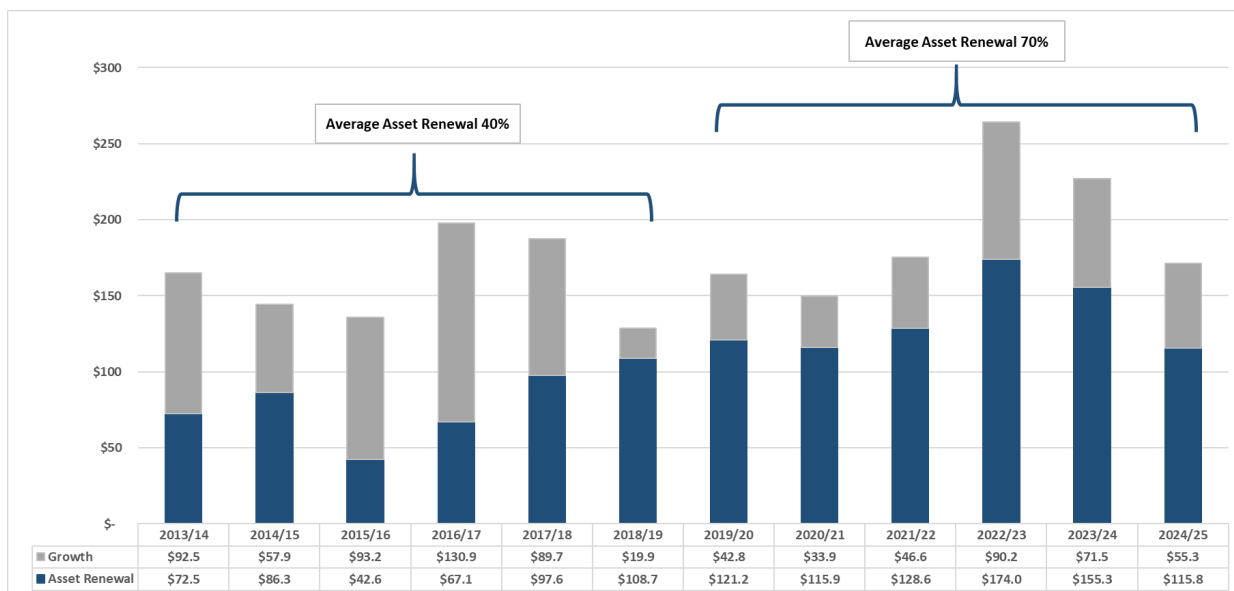
Table 2. Variance in 2021/22 Future Plan vs. 2021/22 Budget Recommendation (Thousands)

Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
Buildings/Facilities	\$ 50,825	\$ 34,811	\$ (16,014)
Business Systems	18,865	19,637	772
District Capital Funds	1,504	1,504	-
Outdoor Recreation	15,525	10,010	(5,515)
Roads, Active Transportation & Bridges	85,050	60,934	(24,116)
Traffic & Streetlights	2,172	2,712	540
Vehicles, Vessels & Equipment	47,003	42,550	(4,454)
Other Assets	3,310	3,040	(270)
<b>Total Capital Plan</b>	<b>\$ 224,254</b>	<b>\$ 175,198</b>	<b>\$ (49,056)</b>

As directed by Halifax Regional Council in 2019, staff has prepared the capital plan within the parameters of the Asset Investment Framework. For the four-year capital project plan, 75% of the total estimated costs are attributed to investment in Asset Renewal activities and 25% are attributed to investment in Service Growth activities. This continued commitment to prioritize safety and trying to maintain an appropriate level of asset condition, which provides confidence in service delivery excellence, is reassuring to both staff and municipal service users.

However, as previously discussed, there remains an investment gap for HRM's asset renewal requirements, which will continue to take multiple years to catch up on. The road network infrastructure is Halifax's most advanced asset category in asset management maturity, which is common in most Canadian municipalities due to its critical service requirement and being the most expensive asset category owned. \$2.1B of the \$3.8B total investment book value of HRM-owned assets, or 55%, is attributed to the roads' infrastructure.

Chart 1. Asset Investment in Renewal vs. Growth Activities (Millions)



A breakdown of the 2021/22 capital plan by each budget category between asset renewal and service growth investment can be found in Attachment 1.

Three motions of Regional Council recorded in the September 29 and 30, 2020 Minutes (referenced in the Origin section of this report) which direct staff to include consideration for specific projects within the 2021/22 capital planning process.

1. HRM Washrooms & Drinking Fountains Strategy – The 2021/22 Buildings/Facilities budget includes projects identified in the September 22, 2020 Council report addendum: Fort Needham washroom, Graham's Grove Kiwanis Park washroom, and Soccer Nova Scotia washroom.
2. Pilot project to install stormwater best management practice infrastructure at Rixdale Drive – Project funding is being provided by the Energy & Environment team to support installation of a rain garden at Rixdale Drive within the Prince Albert Road renewal project.
3. Herring Cover Sewer and Water Project design of phase 4 – Staff are presently doing community consultation on this item and will be returning to Regional Council with a staff report.

Strategic Initiatives

Capital projects in the current capital plan which support the implementation of Council-approved strategic plans, meet the new definition criteria under the Strategic Initiatives Funding Plan, and which cannot be accommodated within the fiscal funding targets of the Base Capital Program have been classified as Strategic Initiatives (see Table 2, below).

For several of the capital projects being proposed under the Strategic Initiative Funding Plan, to be funded by debt outside of the traditional municipal debt targets, there are substantial portions of the estimated project costs which are to be supplemented by external funding opportunities. The primary partners for these cost-sharing agreements are the Province of Nova Scotia and the Federal Government. Some of the cost-sharing amounts have been secured with agreements already in place, such as the Windsor Street Exchange project. Other projects presently are awaiting response to funding application; in particular, this applies to the Mill Cove Ferry project and the Electric Bus Procurement project. If cost-sharing agreements can not be secured for these projects, work will not proceed until staff returns to Regional Council for direction.

Table 3. Strategic Initiatives Included in Total Capital Plan (Millions)

	NET CAPITAL BUDGET REQUIRED					TOTAL
	Year 1	Year 2	Year 3	Year 4	Years 5-10	
<b><u>Integrated Mobility</u></b>						
Active Transportation	-	1.5	1.5	-	51.0	54.0
Integrated Land Use Planning	-	7.3	5.8	0.7	54.2	67.9
Transportation Capital Asset Renewal	5.0	5.0	5.0	5.0	268.2	288.2
Bus Rapid Transit	-	1.0	13.8	20.3	181.0	216.1
Ferry Rapid Transit	0.9	7.1	14.5	16.3	22.3	61.1
Integrated Mobility Land Acquisition Strategy	1.0	2.0	13.4	29.8	4.7	50.9
Strategic Multi- Modal Mobility Corridors	-	-	-	-	129.3	129.3
<b>Sub-Total</b>	<b>6.9</b>	<b>23.9</b>	<b>53.9</b>	<b>72.1</b>	<b>710.7</b>	<b>867.5</b>
<b><u>Environment</u></b>						
Municipal Fleet Electrification	-	2.3	2.8	2.8	4.1	12.0
Critical Municipal Infrastructure Adaptation	-	0.7	5.0	5.0	25.0	35.7
Deep Energy Retrofit Program (Municipal Buildings)	2.7	10.7	22.3	23.7	98.0	157.4
Electrification of Halifax Transit	14.7	(8.3)	(3.9)	110.4	242.0	354.9
<b>Sub-Total</b>	<b>17.4</b>	<b>5.4</b>	<b>26.2</b>	<b>142.0</b>	<b>369.0</b>	<b>560.0</b>
<b><u>Prosperous Economy</u></b>						
Windsor Street Exchange Redevelopment Project	0.5	1.9	6.3	4.3	-	12.9
<b>Sub-Total</b>	<b>0.5</b>	<b>1.9</b>	<b>6.3</b>	<b>4.3</b>	<b>-</b>	<b>12.9</b>
<b>Total</b>	<b>\$24.7</b>	<b>\$31.1</b>	<b>\$86.4</b>	<b>\$218.4</b>	<b>\$1,079.7</b>	<b>\$1,440.4</b>

Table 4. Strategic Initiatives Above the Base Capital Program Capacity (Millions)



(Millions)	2021/22	2022/23	2023/24	2024/25	2025/26 - 2030/31	10-Yr Plan
Active Transportation - Strategic Projects	\$ 3.3	\$ 3.3	\$ 3.0	\$ 6.5	\$ 68.0	\$ 84.1
Burnside Transit Centre Rebuild	-	-	-	-	165.0	165.0
Cogswell Interchange Redevelopment	-	16.0	36.3	18.3	5.0	75.6
Electric Bus Procurement	0.9	55.2	40.7	-	291.0	387.8
HalifACT 2050 - Climate Action Plan	2.0	2.0	3.0	4.0	25.0	36.0
Halifax Forum Redevelopment	-	-	1.0	7.0	17.0	25.0
Mill Cove Ferry Service	2.9	3.5	-	3.2	124.9	134.5
Police Headquarters	-	-	-	1.0	79.0	80.0
Ragged Lake Transit Centre Expansion	2.0	8.0	-	-	-	10.0
Windsor Street Exchange	-	3.4	-	-	41.6	45.0
<b>TOTAL STRATEGIC INITIATIVES</b>	<b>\$ 11.1</b>	<b>\$ 91.4</b>	<b>\$ 84.0</b>	<b>\$ 40.0</b>	<b>\$ 816.5</b>	<b>\$ 1,043.0</b>
<b>Total Expected External Cost Sharing</b>	<b>\$ 2.8</b>	<b>\$ 45.3</b>	<b>\$ 29.7</b>	<b>\$ 2.3</b>	<b>\$ 243.6</b>	<b>\$ 323.8</b> 31%
<b>Total Municipal Contribution</b>	<b>\$ 8.3</b>	<b>\$ 46.1</b>	<b>\$ 54.3</b>	<b>\$ 37.6</b>	<b>\$ 572.9</b>	<b>\$ 719.2</b> 69%

### Capital Multi-Year Projects

The recommendation to approve the Capital Multi-Year Projects schedule, as per Attachment 5, provides Regional Council with the transparency that certain projects are of a nature in which, once the project is begun, it is not easily or fiscally prudent to cancel. Although staff puts forward an annual budget amount based on the estimated project expenditures for that 12-month fiscal period, associated procurement contracts with the projects listed in this schedule commit the Municipality to expenditures over multiple fiscal years. HRMs procurement agreements do include wording to highlight that future years' commitment is dependent on Reginal Council's approval of each annual budget. A good example of this is the Cogswell Interchange Redevelopment project. The project has provided annual budget amounts over the next five years which represent the estimated annual expenditures. However, the project is planning to enter into a procurement contract within the next year which will be valued for a significant portion of the sum total of the budgets from the next five years.

### Reserves Budget Approval

All withdrawals from HRM Reserve Accounts must be approved by Regional Council. The annual capital budget approval not only provides the authority to spend on specific project deliverables, it also provides authority for the relative committed funding source. The 2021/22 capital expenditures which meet reserve business case requirements being recommended for reserve funding can be found in the detailed listing of Attachment 4 to this report.

### Amendments to the Procurement Policy

With respect to Regional Council's approval and ratification of the annual capital budget, staff are recommending amendments to the Procurement Policy and Transaction Policy Administrative Orders to provide the required authority for municipal capital projects to begin at the earliest possible opportunity in the new fiscal year. This excludes Advanced Tender projects which Council approves separately. In past years, there has been occasion when operational budget deliberations have been extended and, therefore, had delayed project managers from awarding key procurement tenders and maximizing seasonal opportunities to either begin or continue work. The recommended changes to the two Policies are detailed in Attachment 6 to this report, with the revised versions of the Policies included as Attachment 7 and 8.

## **FINANCIAL IMPLICATIONS**

As detailed in Attachment 2 to this report, staff are recommending capital projects to be undertaken as follows:

Asset Category	2021/22	Source of Funds	2021/22
Buildings/Facilities	\$ 34,811	Capital from Operating	\$ 49,861
Business Systems	19,637	Strategic Initiatives Debt	8,326
District Capital Funds	1,504	Debt	45,087
Outdoor Recreation	10,010	Other Government Programs	6,259
Roads, Active Transportation & Bridges	60,934	Federal Gas Tax Program	26,265
Traffic & Streetlights	2,712	Reserves	34,811
Vehicles, Vessels & Equipment	42,550	Other Cost Sharing	4,590
Other Assets	3,040	<b>Total Capital Funding</b>	<b>\$175,198</b>
<b>Total Capital Plan</b>	<b>\$175,198</b>		

The proposed four-year level of debt to finance capital investments will create pressure on future operating budgets when debt servicing costs (repayments) of principal and interest are required. These payments do not begin until the fiscal year following completion of the capital project. On average, most projects last 12-24 months, however, the Strategic Initiatives projects are generally longer in term.

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 2021/22 through 2024/25 may require increases to annual business unit budgets for new operating costs, including additional staffing positions in some instances, and maintenance costs. These increases may be offset, for some projects, by identified potential revenues or savings. Any increase in the municipally-owned infrastructure inventory also places an obligation on future taxpayers for asset rehabilitation and likely replacement.

In most cases, if a recommended capital project to rehabilitate or replace an asset is delayed, the operating budget will experience higher maintenance costs and staffing costs than planned, among other risks and service interruptions.

Approval of the [Advance Tender request on January 12, 2021](#), has provided the authority for project managers to engage in preliminary procurement activities, however, no capital work will be started until fiscal 2021/22 when Regional Council ratifies approval of the 2021/22 capital budget.

### **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.

Approving and finalizing the capital budget in advance of finalizing the operating budget may result in limited flexibility for Regional Council in dealing with operating funding such as capital from operating, debt payments and the potential finalization of the tax rate and impact on the average tax bill.

### **COMMUNITY ENGAGEMENT**

The 2021/22 Municipal Budget Engagement Survey was conducted from November 5, 2020 through December 14, 2020. This on-line survey was available to all HRM residents and received 4,312 responses to a variety of budget, planning, and priorities questions. The results of the 2020 Municipal Budget Survey were provided in an information report presented to Regional Council on January 26, 2021.

The 2021/22 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each budget presentation.

## **ENVIRONMENTAL IMPLICATIONS**

Any project-specific environmental considerations are incorporated in the individual capital project planning. Environmental considerations are also included in the Capital Project Evaluation 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 have been compiled by staff for the Committee's consideration, the Committee of the Whole on Budget can choose to amend the content of the Capital Budget, including the capital funding envelope.

## **ATTACHMENTS**

1. Summary of 2021/22 Capital Planning Process
2. 2021/22 Capital Budget Recommendation
3. 2021/22-2024/25 Multi-Year Capital Plan
4. 2021/22 Capital Reserve Withdrawals
5. 2021/22 Capital Multi-Year Projects
6. Proposed Changes to the *Procurement Policy*, and the *Transaction Policy*
7. Amending Administrative Order Respecting the *Procurement Policy*
8. Amending Administrative Order Respecting the *Transaction Policy*
9. 2021/22 Capital Projects List Change from 2020/21 Capital Plan

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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**

## **Summary of 2021/22 Capital Planning Process**

### **Capital Plan Purpose**

Whereas the operating budget contains the associated revenues and expenditures of delivering municipal service, including the operation, and routine repairs and maintenance of municipally-owned assets, the capital budget contains investment in the purchase, construction, or significant rehabilitation activities. Assets are defined as land, infrastructure, or equipment (not inventory or a consumable) which is used in the delivery of defined municipal services for Halifax Regional Municipality (HRM).

HRM owns assets solely for the sake of delivering services to its communities. Therefore, to determine which assets to invest in and how many of each to own, Halifax Regional Council must first define what municipal services for which it will be responsible to operate and how those services will look in its delivery to users. Aside from the practical and technical requirements of each asset it owns, Regional Council must also consider its vision for Halifax and how it may invest in certain key assets which help shape the unique city-building dynamics and landmarks which differentiate the municipality's quality of living to its residents and visitors.

### **Enterprise Asset Management**

To create the annual Capital Plan, municipal staff first look to Council's strategic vision and then to its municipal service plans and other policy direction to understand changes to operational needs and future assumptions. Municipal asset managers then assess the current state and condition of the existing asset inventory to determine the gap for which capital investment will be required to meet service targets.

In Public Service, requests for investment will always exceed its limited available funding from the taxpayer. Therefore, the challenge for Regional Council is to make ongoing trade-off decisions for which capital investments are approved for implementation. Municipal staff, under the direction of the Chief Administrative Officer (CAO), have been implementing Enterprise Asset Management (EAM) capabilities and practices over recent years to assist with improved confidence and effectiveness in supporting these trade-off decisions. These decisions have significant financial impacts for the municipality, not just for the initial asset investment but for its annual operation and care, sometimes lasting 50 years or more per individual asset.

The endeavor to implement EAM, common among municipalities across Canada and around the world within the past decade, is a significant organizational transition. Although each municipality may undertake a slightly different approach to implementation, there is a common and agreed-upon methodology basis which is iterative and well-known to take many years for maturity to evolve in its practices. Many federal infrastructure programs have begun to require asset management practices from municipalities. For HRM, asset management is defined as *"The practice of managing assets to minimize the total cost of owning and operating assets while delivering the desired service levels"*.

## Staff Assessment & Readiness

Once staff have assessed the capital asset investment gap against municipal service targets, a multi-year capital plan begins to take shape. Industry trends, standards, and skillsets are referenced as well as local experience, history and engagement. The far-term portion of the HRM Capital Plan, presently at a ten-year outlook horizon, contains broader capital investment outcomes based on variable and higher-level assumptions. The near-term portion of the HRM Capital Plan benefits from multiple years of discussion, planning and coordination so that the initial broad outcomes begin to take shape into a defined scope of activities and finite deliverables. It is at this stage that staff will bring forward a recommendation to Halifax Regional Council that a project should be approved in the capital budget. Partnership and cost-sharing agreements are expected to be secured at this stage, as are the required resources and land acquisitions, identified funding sources, and any scheduling saturation or conflict issues with service providers have been resolved to best of staff's abilities. Depending on the size and nature of the project, public consultation may be scheduled within the capital budget request or may have been included in a previous operational or service activity.

**Table 1. First Capital Submission for Review and Prioritization**

<b>Asset Category</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>4-Yr Total</b>
Buildings/Facilities	\$ 52,890	\$ 107,845	\$ 92,975	\$ 78,290	\$ 332,000
Business Systems	20,467	8,859	8,205	6,559	44,090
District Capital Funds	1,504	1,504	1,504	1,504	6,016
Outdoor Recreation	11,535	11,100	12,050	17,350	52,035
Roads, Active Transportation & Bridges	77,910	93,425	94,525	74,030	339,890
Traffic & Streetlights	2,562	3,764	3,206	3,768	13,300
Vehicles, Vessels & Equipment	43,088	47,431	92,120	88,502	271,141
Other Assets	3,286	3,126	4,501	4,376	15,289
<b>2021/22 Preliminary Submission</b>	<b>\$ 213,242</b>	<b>\$ 277,054</b>	<b>\$ 309,086</b>	<b>\$ 274,379</b>	<b>\$ 1,073,761</b>

It is a critical step in sustainable asset management planning to understand that a prioritized project does not mean the same as urgency. A key element of project planning for optimal value, is to schedule the project implementation when several major elements can be aligned: partnerships, minimized service disruption, external funding contributions, sequencing with other inter-dependent projects, risk mitigation, cost avoidance, to name a few most frequent reasons. A key initiative for Halifax Regional Council may be directed for staff to implement, however, the associated budget should not be approved until the project work activity can be scoped, planned and coordinated for the optimal timing.

There are two major steps in creating the annual capital plan and budget:

1. Determine project prioritization and optimal timing; and
2. Determine project funding source eligibility and opportunities.

The first step focuses on the project cost, vetting the project's defined outcome, deliverables, purpose or need for investment, and elements such as design and resources. The second step focuses on the sources available to fund the project.

To help digest the large volume of proposed project activities for assets, staff assign a few standard classification categories to summarize, analyze and compare project costs year over year. The classifications commonly presented in reports to Council are:

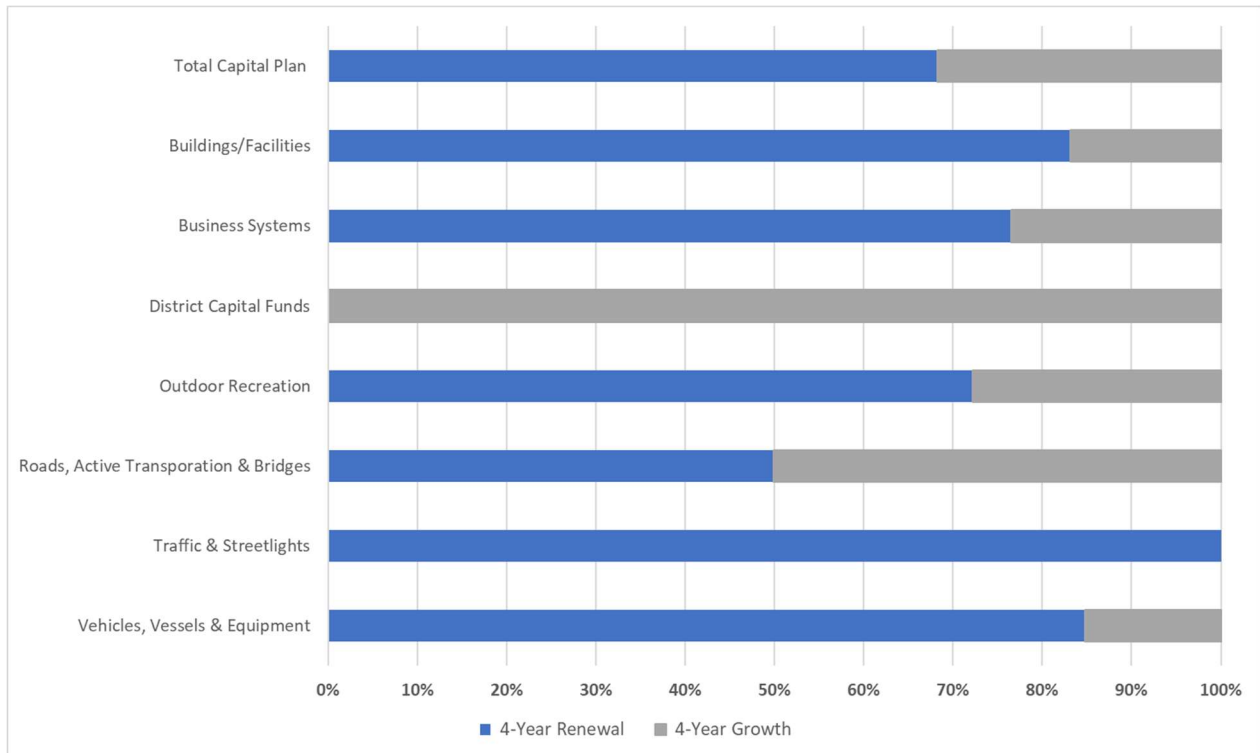
1. Budget Category;
  - a. Buildings/Facilities
  - b. Business Systems
  - c. Outdoor Recreation
  - d. Roads, Active Transportation & Bridges
  - e. Traffic & Streetlights
  - f. Vehicles, Vessels & Equipment
  - g. Other Assets (including District Capital Funds)
2. Project Type; and
  - a. Asset Renewal
  - b. Service Growth
3. Discrete versus Bundled.
  - a. A Discrete project has specific asset(s) with a scheduled project start and completion date
  - b. A Bundled project has ongoing smaller rehabilitation activities for all assets within a defined asset category

By implementing the Strategic Initiatives Funding Plan this year, a new classification category will be added which applies, in contrast, specifically to project funding:

1. Funding Program
  - a. Base Capital Program;
  - b. Strategic Initiatives Program.

As directed by Halifax Regional Council in 2019, staff has prepared the capital plan within the parameters of the Asset Investment Framework. For the four-year capital project plan, 75% of the total estimated costs are attributed to investment in Asset Renewal activities and 25% are attributed to investment in Service Growth activities. This continued commitment to prioritize safety and trying to maintain an appropriate level of asset condition, which provides confidence in service delivery excellence, is reassuring to both staff and municipal service users.

**Chart 1. Asset Investment**



However, as previously discussed, there remains an investment gap for HRM’s asset renewal requirements, which will continue to take multiple years to catch up on. The road network infrastructure is Halifax’s most advanced asset category in asset management maturity, which is common in most Canadian municipalities due to its critical service requirement and being the most expensive asset category owned. \$2.1B of the \$3.8B total investment book value of HRM-owned assets, or 55%, is attributed to the roads’ infrastructure.

Municipal staff also followed Regional Council’s 2019 direction in preparing the 2021/22 Capital Plan by applying the four lenses identified in the Capital Project Evaluation Framework. The project ratings are not calculations or finite results. They merely translate project value and impacts into common and relatable perspectives for discussion. The lenses which projects are evaluated under the Framework are:

- Capacity to Deliver (or, Project Readiness);
- Risk;
- Impact to Service Delivery;
- Strategic Alignment with Council’s Priorities.

The projects included in the Base Capital Program are largely comprised with the annual asset maintenance programs, or Bundled projects. These ongoing cyclical projects and projects which were begun in previous fiscal years are not rated under the Framework. They are instead critiqued for on-time progress and determination on ability for new budget capacity. In both the 2021/22 budget recommendation and 2021/22 – 2024/25 four-year capital plan, 93% of the total project costs is

attributed to projects which are in-flight, contractually committed, regulatory or legislatively required, or programmed in a Bundled account.

The table below shows the results of the project evaluations for the 2021/22 budget year recommendation.

**Table 2. Results of Four-Year Project Evaluation**

<b>2021/22 Project Prioritization Ratings</b>			
<b>Per Cent of Total Cost (\$175.2M)</b>	<b>HIGH 2.7%</b>	<b>MEDIUM 6.0%</b>	<b>Prep Underway 2.4%</b>
	<b>VERY HIGH 3.4%</b>		<b>Ready to Proceed 4.3%</b>
	In-Progress/ Bundles/ Contractual/ Legislated 92.7%	In-Progress/ Bundles/ Contractual/ Legislated 93.2%	In-Progress/ Bundles/ Contractual/ Legislated 92.5%
	<b>Risk</b>	<b>Impact to Service</b>	<b>Capacity to Deliver</b>

*\* Variance between sum of each column and 100% is attributed to other ratings' results of less than 1% each*

Due to the beginning of a new Council term and the creation of an updated four-year Strategic Plan, staff did not assess projects under the Strategic Alignment to Council Priorities this year. Staff will request direction in 2021 on the priority weightings under the new Strategic Plan priorities for incorporation into the 2022/23 capital planning process.

**Fiscal Sustainability Strategy**

Specific to the 2021/22 capital planning process, further improvements have been incorporated to increase the confidence in project recommendation to Halifax Regional Council and further evolve HRM’s ability to provide a more stable, sustainable and resilient investment in its infrastructure. One major iterative step forward in HRM’s advancement of asset management practices this year is establishing the [Fiscal Sustainability Strategy](#), which was presented to Budget Committee on December 15, 2020. Another improvement incorporated in this year’s process is establishing the [Strategic Initiatives Funding Plan](#), which was presented to Budget Committee on January 20, 2021.

The Fiscal Sustainability Strategy evolved from an awareness created from the adoption and use of the new Enterprise Asset Management business system’s initial capabilities in the 2019/20 capital planning process. Upon approval of the 2019/20 capital budget, municipal staff brought forward learnings realized through the application of new planning practices and recommendations to begin transitioning the annual HRM capital budget process into a long-term strategic capital planning process. These presentations to Budget Committee included:



- [Multi-Year Capital Plan and Asset Investment Framework – July 16, 2019](#)
- [Prioritizing Capital Outcomes \(Capital Project Evaluation Framework\) – July 19, 2019](#)
- [Long-Term Capital Strategy – September 20, 2019](#)
- [Capital Funding Framework – September 24, 2019](#)

In the two planning cycles since Regional Council provided direction from these sessions, municipal staff have extended its fully funded capital budget to also include an additional three year fully funded capital outlook in its ten-year capital plan. In total, projects included in this four-year range:

- are more coordinated and collaborative in their planning and scheduling process,
- have a higher profile of risk exposure and mitigation requirements,
- have a greater state of readiness to implement when budgeted and capacity to deliver on time,
- are better scoped to increase the impact to service delivery, and
- are better aligned to Council’s key priorities.

These improvements collectively are providing more value for each capital tax dollar invested than in years past. Recognizing recent progress, there is still a great deal of effort and improvement required in the next few years to position Halifax for being optimally proactive, flexible, cost-effective, stable and resilient with its infrastructure management.

**Table 3. Four-Year Strategic Initiatives Above the Base Capital Program Capacity**

<b>Project Name</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>4-Yr Total</b>
Active Transportation - Strategic Projects	\$ 3,300	\$ 3,300	\$ 3,000	\$ 6,500	\$ 16,100
Cogswell Interchange Redevelopment	-	16,030	36,285	18,275	70,590
Electric Bus Procurement	900	55,218	40,687	-	96,805
HalifACT 2050 - Climate Action Plan	2,000	2,000	3,000	4,000	11,000
Halifax Forum Redevelopment	-	-	1,000	7,000	8,000
Mill Cove Ferry Service	2,900	3,500	-	3,200	9,600
Police Headquarters	-	-	-	1,000	1,000
Ragged Lake Transit Centre Expansion	2,000	8,000	-	-	10,000
Windsor Street Exchange	-	3,400	-	-	3,400
<b>Total Strategic Initiatives</b>	<b>\$ 11,100</b>	<b>\$ 91,448</b>	<b>\$ 83,972</b>	<b>\$ 39,975</b>	<b>\$ 226,495</b>
<b>Per Cent of Total Capital Plan</b>	<b>6.3%</b>	<b>34.6%</b>	<b>37.0%</b>	<b>23.4%</b>	<b>27.0%</b>

The Fiscal Sustainability Strategy intends to bring responsible, consistent and stable reinvestment in existing municipally-owned assets and incremental service improvements. The Strategy must balance this work with supporting a more robust, transparent and mindful planning visibility for the less-frequent, yet significant investments for our growing region. The Strategic Initiatives Funding Plan will be one of the tools employed to achieve the Fiscal Sustainability Strategy. The projects recommended for the 2021/22 capital budget and the 2022/23-2024/25 capital outlook have been assessed under the Strategic Initiatives lens and have had funding sources allocated for prioritized project costs as outlined by the Strategy and Funding Plan.

## Implementing the Capital Plan

Once Regional Council provides the capital budget approval, municipal staff can begin work on the directed projects' deliverables. Halifax Regional Council and the public are provided with projects' progress statuses and any changes to anticipated completion dates as part of the HRM Quarterly Financial Package presented at the Audit and Finance Standing Committee.

**Table 4. 2021/22 Prioritized Capital Plan**

<b>Asset Category</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>4-Yr Total</b>
Buildings/Facilities	\$ 34,811	\$ 67,170	\$ 42,150	\$ 41,655	\$ 185,786
Business Systems	19,637	7,899	8,410	6,659	42,605
District Capital Funds	1,504	1,504	1,504	1,504	6,016
Outdoor Recreation	10,010	9,100	7,450	10,050	36,610
Roads, Active Transportation & Bridges	60,934	93,180	107,000	87,490	348,604
Traffic & Streetlights	2,712	3,764	3,206	3,768	13,450
Vehicles, Vessels & Equipment	42,550	78,509	53,551	15,632	190,242
Other Assets	3,040	3,130	3,580	4,380	14,130
<b>Total Capital Plan</b>	<b>\$ 175,198</b>	<b>\$ 264,256</b>	<b>\$ 226,851</b>	<b>\$ 171,138</b>	<b>\$ 837,443</b>

**ATTACHMENT 2**

**2021/22 Capital Budget Recommendation**

Project #	Project Name	Asset Category	2020/21 Recast Budget	Mid-Year Approved Budget Changes	2020/21 Total Work Plan	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan
CP190001	Cultural Assets	Art & Cultural Assets	\$ 100,000	\$ -	\$ 456,299	\$ 298,011	\$ -	\$ 298,011
CR200003	Bridges	Bridges	1,200,000	527,620	7,111,450	2,365,000	2,000,000	4,365,000
CM200008	Access-A-Bus Fueling Solution - BTC	Buildings/Facilities	200,000	-	200,000	200,000	-	200,000
CB190006	Accessibility - HRM Facilities	Buildings/Facilities	450,000	-	1,041,180	299,000	450,000	749,000
CB210004	Alderney Gate Library Renos	Buildings/Facilities	-	-	-	-	250,000	250,000
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	-	-	1,597,355	1,114,000	650,000	1,764,000
CB200013	BMO Centre	Buildings/Facilities	100,000	-	271,127	85,000	250,000	335,000
CWU01065	Burner Installation Hwy 101 Landfill	Buildings/Facilities	-	-	60,000	60,000	-	60,000
CW190005	Burnside Composting Facility Repairs	Buildings/Facilities	1,120,000	-	1,494,020	525,000	301,000	826,000
CB000023	Captain William Spry Renovations	Buildings/Facilities	-	-	81,438	81,000	-	81,000
CB000045	Cole Harbour Place	Buildings/Facilities	340,000	-	828,456	64,000	165,000	229,000
CB210019	Community Recreation Facilities Recap	Buildings/Facilities	-	-	-	-	500,000	500,000
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	1,000,000	-	2,023,251	1,225,000	-	1,225,000
CB190011	Corporate Accommodations	Buildings/Facilities	2,000,000	-	3,949,599	1,200,000	2,500,000	3,700,000
CB000046	Corporate Accommodations - Alderney	Buildings/Facilities	-	-	258,090	258,000	-	258,000
CB000075	Dartmouth North Community Centre	Buildings/Facilities	-	-	557,170	518,000	500,000	1,018,000
CB200002	EMO Projects	Buildings/Facilities	650,000	-	650,000	215,000	450,000	665,000
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	2,000,000	-	2,535,567	250,000	2,000,000	2,250,000
CB190009	Environmental Remediation/Bldg. Demo	Buildings/Facilities	-	-	672,715	470,000	-	470,000
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	225,000	-	235,478	30,000	250,000	280,000
CB000052	Fire Station 2, University Ave Recap	Buildings/Facilities	-	-	1,857,104	1,761,000	1,000,000	2,761,000
CB000088	Fire Station Functional Improvements	Buildings/Facilities	400,000	-	1,048,592	816,000	400,000	1,216,000
CB210016	Fort Needham Washrooms	Buildings/Facilities	-	-	-	-	875,000	875,000
CB200006	General Building Recapitalization	Buildings/Facilities	1,800,000	-	2,950,904	1,015,000	700,000	1,715,000
CB200011	Gordon R. Snow Community Centre Renos	Buildings/Facilities	100,000	-	100,000	75,000	-	-
CB180003	Halifax City Hall/Grand Parade Restore	Buildings/Facilities	-	-	88,808	66,000	150,000	216,000
CB210020	Halifax Common Pool Reconstruction	Buildings/Facilities	-	-	-	924,000	900,000	1,824,000
CB000039	Halifax Ferry Terminal	Buildings/Facilities	-	-	298,587	75,000	-	75,000
CB190013	Halifax Forum Redevelopment <b>STRATEGIC INITIATIVE</b>	Buildings/Facilities	-	-	355,574	236,000	-	236,000
CB190003	Halifax North Memorial Public Library	Buildings/Facilities	500,000	-	1,000,000	966,000	500,000	1,466,000
CB200014	HRFE Headquarters & FS #8	Buildings/Facilities	-	-	1,207,440	940,000	-	940,000
CB200015	HRM Depot Upgrades	Buildings/Facilities	1,200,000	-	1,412,679	1,343,000	200,000	1,543,000
CB190010	Keshen Goodman Library Renovations	Buildings/Facilities	2,000,000	-	2,459,887	2,404,000	-	2,404,000
CB210021	Lakeside Community Centre Recap	Buildings/Facilities	-	-	-	-	500,000	500,000
CB190001	LeBrun Centre Renovations	Buildings/Facilities	250,000	-	250,463	175,000	-	175,000
CB000089	Mackintosh Depot Replacement	Buildings/Facilities	6,500,000	3,500,000	12,297,221	8,537,000	4,500,000	13,037,000
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	510,000	-	790,539	15,000	330,000	345,000
CB000073	Metropark Upgrades	Buildings/Facilities	-	-	368,539	317,000	-	317,000
SW4	Miller Composting Purchase	Buildings/Facilities	-	-	-	-	1,100,000	1,100,000
CB200001	Multi-District Facilities-Upgrades	Buildings/Facilities	2,200,000	-	3,697,380	1,733,000	1,875,000	3,608,000
CW000009	Ragged Lake Composting Recapitalization	Buildings/Facilities	-	-	1,047,155	990,000	270,000	1,260,000
CB000125	Ragged Lake Transit Centre Expansion <b>STRATEGIC INITIATIVE</b>	Buildings/Facilities	3,500,000	-	5,250,359	5,000,000	2,000,000	7,000,000
CB200007	RBC Centre	Buildings/Facilities	100,000	-	314,061	284,000	150,000	434,000

Project #	Project Name	Asset Category	2020/21 Recast Budget	Mid-Year Approved Budget Changes	2020/21 Total Work Plan	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	500,000	-	932,057	284,000	500,000	784,000
CB200010	Regional Park Washrooms	Buildings/Facilities	500,000	-	878,721	521,000	1,475,000	1,996,000
CB200005	Roof Recapitalization	Buildings/Facilities	700,000	-	1,241,433	100,000	900,000	1,000,000
CB000060	Sackville Sports Stadium	Buildings/Facilities	-	-	141,785	132,000	150,000	282,000
CB200008	Scotiabank Centre	Buildings/Facilities	1,000,000	-	2,662,768	962,000	1,400,000	2,362,000
CB210018	Sheet Harbour Fire Station	Buildings/Facilities	-	-	-	-	400,000	400,000
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	-	3,000,000	3,058,607	515,000	700,000	1,215,000
CB000084	South Peninsula School Gym Enhance	Buildings/Facilities	460,000	-	460,000	460,000	-	460,000
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	600,000	-	990,962	930,000	120,000	1,050,000
CB000087	Wharf Recapitalization	Buildings/Facilities	2,800,000	-	2,944,954	151,000	3,000,000	3,151,000
CB000042	Woodside Ferry Terminal Upgrade	Buildings/Facilities	4,500,000	-	5,537,118	3,100,000	2,450,000	5,550,000
CR000007	Wrights Cove Terminal	Buildings/Facilities	-	-	-	30,000	-	30,000
CB000006	Zatzman Sportsplex Revitalization	Buildings/Facilities	-	-	254,785	100,000	-	100,000
CI210011	Access & Privacy Project	Business Systems	-	-	110,293	132,901	-	132,901
CI190009	Application Recapitalization	Business Systems	-	(3,754)	492,753	254,877	250,000	504,877
CI190010	Business Intelligence Program	Business Systems	-	-	307,711	120,305	334,000	454,305
CI990020	CRM Software Replacement	Business Systems	-	-	650,092	550,000	-	550,000
CI200005	Cyber Security	Business Systems	920,000	-	920,000	379,453	550,000	929,453
CI000001	Digital Services	Business Systems	-	-	249,115	163,804	210,000	373,804
CI990018	Enterprise Content & Records Mgmt.	Business Systems	500,000	-	1,218,934	711,293	800,000	1,511,293
CI200002	Finance & HR Business Transformation	Business Systems	7,893,000	-	21,136,622	14,270,252	11,990,000	26,260,252
CI190003	Fleet SAP Interface Upgrades	Business Systems	-	-	-	-	410,000	410,000
CI190004	HRFE AVL Devices	Business Systems	25,000	-	224,959	224,959	-	224,959
CI990027	HRFE Dispatch Projects	Business Systems	-	-	281,872	274,426	-	274,426
CI210012	HRFE FDM Review/Enhance	Business Systems	-	-	30,908	30,908	50,000	80,908
CI190005	HRFE Intelligent Dispatching	Business Systems	-	-	-	-	300,000	300,000
CI210013	HRFE Station Alerting	Business Systems	-	-	-	-	100,000	100,000
CI200006	HRP Cybersecurity	Business Systems	278,000	-	278,000	-	-	-
CI210017	HRP Digital Communications Intercept Systems Upgrade	Business Systems	-	-	-	-	459,000	459,000
CI210018	HRP Interview Room Recording System	Business Systems	-	-	-	-	235,000	235,000
CI990023	HRP Records Mgmt. Optimization	Business Systems	250,000	-	1,014,786	900,255	80,000	980,255
CI210016	HRP Security Monitoring Video Surveillance	Business Systems	-	-	-	-	182,000	182,000
CI200004	ICT Business Tools	Business Systems	-	-	569,524	151,076	346,350	497,426
CI200003	ICT Infrastructure Recap	Business Systems	1,617,000	-	2,022,019	976,408	950,000	1,926,408
CI210014	Identity & Access Management	Business Systems	-	-	-	-	250,000	250,000
CI200001	IT Service Management	Business Systems	-	25,624	168,713	8,909	386,000	394,909
CI210015	Municipal Archives Storage	Business Systems	-	-	-	-	200,000	200,000
CM180005	New Transit Technology	Business Systems	-	-	10,468,432	3,250,000	-	3,250,000
CI990031	Parking Technology	Business Systems	650,000	-	3,433,770	327,750	-	327,750
CI990013	Permitting, Licensing, Compliance (PLC)	Business Systems	1,731,000	-	4,216,004	1,974,536	1,325,000	3,299,536
CI000021	Public WiFi	Business Systems	-	-	248,370	100,000	-	100,000
CI000005	Recreation Services Software	Business Systems	795,000	-	1,523,115	522,511	-	522,511
CI190006	Risk Management Information System	Business Systems	-	-	150,000	130,713	230,000	360,713
CI190008	Road Disruption Management Solution	Business Systems	43,000	-	223,154	189,847	-	189,847
CM200005	Bus Maintenance Equipment Replacement	Equipment & Machinery	330,000	-	735,749	425,000	390,000	815,000
CE200004	Fire Services Equipment Replacement	Equipment & Machinery	1,130,000	-	2,178,826	462,000	1,000,000	1,462,000
CE190001	Fire Services Water Supply	Equipment & Machinery	90,000	-	166,422	-	93,000	93,000

Project #	Project Name	Asset Category	2020/21 Recast Budget	Mid-Year Approved Budget Changes	2020/21 Total Work Plan	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan
CE200005	Heavy Urban Search & Rescue Equipment	Equipment & Machinery	355,000	-	355,000	-	460,000	460,000
CE190005	Ice Resurfacers Replacement	Equipment & Machinery	125,000	-	253,892	150,000	125,000	275,000
CW190001	New/Replacement Green Carts	Equipment & Machinery	-	-	434,177	25,000	410,000	435,000
CE190002	Police Services Equipment Replacement	Equipment & Machinery	420,000	-	436,128	-	500,000	500,000
CW200003	Rural Depots	Equipment & Machinery	340,000	-	340,000	340,000	-	340,000
CW190004	Environmental Monitoring Site Work 101 Landfill	Landfill	60,000	-	468,861	380,000	40,000	420,000
CP000018	Beazley Park	Outdoor Sport Facilities	600,000	-	1,401,945	-	-	-
CB210017	Bedford Outdoor Pool	Outdoor Sport Facilities	-	-	-	-	100,000	100,000
CP000020	Cemetery Upgrades	Parks	-	-	3,956	4,000	-	4,000
CW200001	District 11 Community Integration Fund	Parks	25,000	-	25,000	25,000	-	25,000
CP200002	Halifax Common Upgrades	Parks	600,000	-	1,160,557	150,000	-	150,000
CP200007	Off-Leash Dog Parks	Parks	60,000	-	60,000	23,000	-	23,000
CP210013	Park Development-New	Parks	-	-	-	-	175,000	175,000
CP200004	Park Land Acquisition	Parks	100,000	-	997,047	997,000	500,000	1,497,000
CP200001	Park Recapitalization	Parks	1,995,000	226,961	6,340,267	1,042,000	7,940,000	8,982,000
CP190003	Point Pleasant Park Upgrades	Parks	250,000	-	279,225	279,225	-	279,225
CP190002	Recreational Trails	Parks	350,000	-	350,000	162,000	640,000	802,000
CP000014	Regional /Wilderness Park Development	Parks	-	-	50,747	50,000	25,000	75,000
CP180002	Shoreline Improvements/Water Access	Parks	-	-	81,635	308,000	130,000	438,000
CP000011	Soon to be renamed Peace and Friendship Park Improvements	Parks	-	-	107,654	105,000	-	105,000
CP210008	Splash Pads	Parks	-	-	-	-	500,000	500,000
CR200001	Active Transportation - Strategic Projects <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	3,480,000	(1,334,438)	7,211,876	1,530,000	3,300,000	4,830,000
CTU01006	Bedford West Road Oversizing	Roads & Active Transportation	-	-	407,708	407,500	3,900,000	4,307,500
CM190002	Bus Stop Accessibility/Improvements	Roads & Active Transportation	300,000	-	504,080	-	300,000	300,000
CT000007	Cogswell Interchange Redevelopment <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	-	-	724,474	13,410,000	-	13,410,000
CT190003	Downtown Dartmouth Infrastructure Renewal	Roads & Active Transportation	2,000,000	-	2,087,862	390,000	-	390,000
CT190009	IMP Land Acquisition	Roads & Active Transportation	1,820,000	-	3,598,906	2,000,000	3,000,000	5,000,000
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	Roads & Active Transportation	200,000	1,463,433	5,116,888	1,124,500	2,700,000	3,824,500
CT190008	Major Strategic Multi Modal Corridor: Bedford Highway	Roads & Active Transportation	-	-	250,000	235,000	-	235,000
CT200003	Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads & Active Transportation	50,000	-	50,000	-	250,000	250,000
CT190005	Major Strategic Multi Modal Corridor: Herring Cove Road	Roads & Active Transportation	-	-	250,000	250,000	250,000	500,000
CT190002	Major Strategic Multi Modal Corridor: Portland Street	Roads & Active Transportation	-	-	150,000	40,000	150,000	190,000
CT200006	Major Strategic Multi Modal Corridor: Robie St & Young St	Roads & Active Transportation	2,275,000	-	2,275,000	346,000	300,000	646,000
CT200005	Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	Roads & Active Transportation	100,000	-	100,000	100,000	100,000	200,000
CR180006	New Paving Streets - HRM Roads	Roads & Active Transportation	54,000	-	477,580	-	-	-
CR210007	New Paving Subdivisions - Provincial Roads	Roads & Active Transportation	376,000	-	1,379,372	-	804,000	804,000
CR200004	Other Road Related Works	Roads & Active Transportation	1,685,000	-	3,060,454	1,470,000	1,800,000	3,270,000
CT000015	Railway Crossing Improvements	Roads & Active Transportation	-	-	251,217	239,000	-	239,000
CR210010	Rainnie/Brunswick Complete Streets	Roads & Active Transportation	-	-	-	-	100,000	100,000
CM000018	Rapid Transit Strategy Project Planning	Roads & Active Transportation	-	-	568,571	515,000	-	515,000
CR200007	Regional Centre AAA Bikeways	Roads & Active Transportation	3,755,000	2,355,000	8,465,000	3,975,000	1,350,000	5,325,000
CR200005	Road Ops & Construction - State of Good Repair	Roads & Active Transportation	3,000,000	-	3,255,484	-	3,680,000	3,680,000
CT000016	Shearwater Connector	Roads & Active Transportation	-	-	56,440	50,910	-	50,910
CR200002	Sidewalk Renewals	Roads & Active Transportation	2,500,000	-	3,392,045	795,000	1,975,000	2,770,000
CR200006	Street Recapitalization	Roads & Active Transportation	25,500,000	4,600,716	42,433,493	8,710,000	29,350,000	38,060,000
CT200007	Streetscape Renewal	Roads & Active Transportation	-	-	339	-	50,000	50,000
CD000002	Streetscapes - Argyle/Grafton	Roads & Active Transportation	-	-	458,042	438,000	-	438,000

Project #	Project Name	Asset Category	2020/21 Recast Budget	Mid-Year Approved Budget Changes	2020/21 Total Work Plan	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan
CD000001	Streetscapes - Spring Garden Rd	Roads & Active Transportation	-	-	9,817,949	9,600,000	800,000	10,400,000
CT190001	Streetscaping	Roads & Active Transportation	400,000	12,500	412,500	70,000	325,000	395,000
CT200008	Tactical Urbanism	Roads & Active Transportation	150,000	-	614,238	210,000	350,000	560,000
CM000009	Transit Priority Measures	Roads & Active Transportation	-	-	799,719	415,000	-	415,000
CM200009	West Bedford Park & Ride	Roads & Active Transportation	50,000	-	50,000	-	4,100,000	4,100,000
CT190010	Windsor Street Exchange <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	1,800,000	-	2,300,000	2,166,855	-	2,166,855
CWU01092	Dredging of Siltation Pond	Stormwater/Wastewater	-	-	360,000	360,000	-	360,000
CT200009	Wastewater Oversizing	Stormwater/Wastewater	900,000	-	900,000	-	1,000,000	1,000,000
CT200001	Street Lighting	Streetlights	-	-	285,050	95,000	250,000	345,000
CT200004	Controller Cabinet & Detection	Traffic Signalization/Equipment	-	-	539,065	185,000	350,000	535,000
CTR00904	Destination Signage Program	Traffic Signalization/Equipment	-	39,942	333,873	173,500	-	173,500
CT190004	Opticom Signalization	Traffic Signalization/Equipment	70,000	-	81,384	-	72,000	72,000
CT190006	Road Safety Improvement	Traffic Signalization/Equipment	1,030,000	-	1,308,544	537,000	2,040,000	2,577,000
CT180003	Traffic Signal Re-lamping	Traffic Signalization/Equipment	-	-	215,018	-	-	-
CCV02301-CCV02416	District Capital Funds	Varied	754,000	-	2,306,260	1,165,200	1,504,000	2,669,200
CB200012	HalifACT 2050 - Climate Action Plan <b>STRATEGIC INITIATIVE</b>	Varied	1,000,000	-	1,000,000	200,000	2,000,000	2,200,000
CM200001	Access-A-Bus Replacement	Vehicles	1,170,000	-	1,770,152	-	1,370,000	1,370,000
CM200006	Conventional Bus Replacement	Vehicles	19,720,000	-	20,559,226	-	16,765,000	16,765,000
CV210011	Electric Bus Procurement <b>STRATEGIC INITIATIVE</b>	Vehicles	-	-	-	-	900,000	900,000
CE200002	Fire Fleet Replacement	Vehicles	4,185,000	-	7,808,295	2,145,000	3,850,000	5,995,000
CM200004	Mid-Life Bus Rebuild	Vehicles	1,200,000	-	1,205,252	-	685,000	685,000
CM180008	Moving Forward Together Plan Implementation	Vehicles	3,470,000	-	3,736,768	-	8,000,000	8,000,000
CV210001	Municipal Fleet Expansion	Vehicles	-	-	-	-	1,669,000	1,669,000
CE200001	Municipal Fleet Replacement	Vehicles	2,500,000	-	3,520,569	1,438,000	2,460,000	3,898,000
CE200003	Police Fleet Replacement	Vehicles	800,000	(500,000)	1,964,576	755,000	45,000	800,000
CV210014	Transit Strategies/Studies	Vehicles	-	-	80,227	70,000	200,000	270,000
CM200003	Transit Support Vehicle Replacement	Vehicles	110,000	-	110,000	-	120,000	120,000
CV210007	Ferry and Terminal Security Capital Upgrades	Vessels	-	-	356,252	-	107,500	107,500
CM200007	Ferry Overhaul and Capital Upgrades	Vessels	385,000	-	585,497	-	500,000	500,000
CV210013	Mill Cove Ferry Service <b>STRATEGIC INITIATIVE</b>	Vessels	-	-	-	-	2,900,000	2,900,000
			\$ 147,826,000	\$ 13,913,603	\$ 295,633,158	\$ 130,397,884	\$ 175,197,850	\$ 305,520,734

\* Project listing does not include those budgeted in years prior to 2020/21 which estimate completion by March 31, 2021

**Capital Funding Sources:**

Capital from Operating Reserves	\$ 49,861,350
Debt	34,810,500
Strategic Initiatives Debt	45,086,500
Federal Gas Tax Program	8,326,000
Other Government Programs	26,265,000
Other Cost Sharing	6,258,500
Local Improvement/ Capital Contribution Charges	1,222,000
<b>Total Capital Funding Envelope</b>	<b>\$ 175,197,850</b>



**ATTACHMENT 3**

**2021/22 - 2024/25 Multi-Year Capital Plan**

Project #	Project Name	Asset Category	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan	2022/23 Capital Plan	2023/24 Capital Plan	2024/25 Capital Plan	Total Four-Year Capital Plan
CI210011	Access & Privacy Project	Business Systems	\$ 132,901	\$ -	\$ 132,901	\$ -	\$ -	\$ -	\$ -
CM200008	Access-A-Bus Fueling Solution - BTC	Buildings/Facilities	200,000	-	200,000	-	-	-	-
CM200001	Access-A-Bus Replacement	Vehicles	-	1,370,000	1,370,000	1,385,000	1,260,000	1,130,000	5,145,000
CB190006	Accessibility - HRM Facilities	Buildings/Facilities	299,000	450,000	749,000	500,000	500,000	500,000	1,950,000
CB210004	Alderney Gate Library Renos	Buildings/Facilities	-	250,000	250,000	250,000	1,000,000	2,000,000	3,500,000
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	1,114,000	650,000	1,764,000	650,000	600,000	600,000	2,500,000
CI190009	Application Recapitalization	Business Systems	254,877	250,000	504,877	250,000	400,000	400,000	1,300,000
CB190002	Bedford Library Replacement	Buildings/Facilities	-	-	-	500,000	500,000	3,000,000	4,000,000
CB210017	Bedford Outdoor Pool	Outdoor Sport Facilities	-	100,000	100,000	100,000	-	-	200,000
CTU01006	Bedford West Road Oversizing	Roads & Active Transportation	407,500	3,900,000	4,307,500	-	3,800,000	-	7,700,000
CB200013	BMO Centre	Buildings/Facilities	85,000	250,000	335,000	250,000	250,000	250,000	1,000,000
CR200003	Bridges	Bridges	2,365,000	2,000,000	4,365,000	2,000,000	3,000,000	3,000,000	10,000,000
CB000048	Building Recap Future-Parks & Rec	Buildings/Facilities	-	-	-	-	1,400,000	1,500,000	2,900,000
CWU01065	Burner Installation Hwy 101 Landfill	Buildings/Facilities	60,000	-	60,000	-	-	-	-
CW190005	Burnside Composting Facility Repairs	Buildings/Facilities	525,000	301,000	826,000	375,000	-	-	676,000
CT000013	Burnside Connection to Hwy 107	Roads & Active Transportation	-	-	-	4,000,000	4,000,000	6,780,000	14,780,000
CM200005	Bus Maintenance Equipment Replacement	Equipment & Machinery	425,000	390,000	815,000	340,000	350,000	360,000	1,440,000
CM190002	Bus Stop Accessibility/Improvements	Roads & Active Transportation	-	300,000	300,000	350,000	350,000	350,000	1,350,000
CI190010	Business Intelligence Program	Business Systems	120,305	334,000	454,305	334,000	334,000	334,000	1,336,000
BT30	Business Performance Management Tool	Business Systems	-	-	-	150,000	280,000	-	430,000
CB000023	Captain William Spry Renovations	Buildings/Facilities	81,000	-	81,000	1,600,000	700,000	-	2,300,000
CP000020	Cemetery Upgrades	Parks	4,000	-	4,000	600,000	400,000	400,000	1,400,000
Build2	Citadel Community Centre	Buildings/Facilities	-	-	-	-	-	500,000	500,000
Transit6	Cobequid Transit Terminal Refresh	Buildings/Facilities	-	-	-	-	150,000	1,700,000	1,850,000
CB000045	Cole Harbour Place	Buildings/Facilities	64,000	165,000	229,000	750,000	250,000	500,000	1,665,000
CB210019	Community Recreation Facilities Recap	Buildings/Facilities	-	500,000	500,000	750,000	750,000	500,000	2,500,000
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	1,225,000	-	1,225,000	635,000	435,000	-	1,070,000
CT200004	Controller Cabinet & Detection	Traffic Signalization/Equipment	185,000	350,000	535,000	370,000	380,000	390,000	1,490,000
CM200006	Conventional Bus Replacement	Vehicles	-	16,765,000	16,765,000	-	-	-	16,765,000
CB190011	Corporate Accommodations	Buildings/Facilities	1,200,000	2,500,000	3,700,000	2,875,000	3,100,000	600,000	9,075,000
CB000046	Corporate Accommodations - Alderney	Buildings/Facilities	258,000	-	258,000	-	-	-	-
CI990020	CRM Software Replacement	Business Systems	550,000	-	550,000	-	800,000	2,800,000	3,600,000
CP190001	Cultural Assets	Art & Cultural Assets	298,011	-	298,011	250,000	250,000	250,000	750,000
CI200005	Cyber Security	Business Systems	379,453	550,000	929,453	250,000	165,000	-	965,000
CB000075	Dartmouth North Community Centre	Buildings/Facilities	518,000	500,000	1,018,000	-	-	-	500,000
CTR00904	Destination Signage Program	Traffic Signalization/Equipment	173,500	-	173,500	-	-	-	-
CI000001	Digital Services	Business Systems	163,804	210,000	373,804	250,000	250,000	250,000	960,000
CW200001	District 11 Community Integration Fund	Parks	25,000	-	25,000	300,000	-	-	300,000
CCV02301-CCV02416	District Capital Funds	Varied	1,165,200	1,504,000	2,669,200	1,504,000	1,504,000	1,504,000	6,016,000
CT190003	Downtown Dartmouth Infrastructure Renewal	Roads & Active Transportation	390,000	-	390,000	7,000,000	1,500,000	-	8,500,000
CWU01092	Dredging of Siltation Pond	Stormwater/Wastewater	360,000	-	360,000	-	-	-	-
BT02	E-Agenda Software	Business Systems	-	-	-	-	200,000	-	200,000
CB200002	EMO Projects	Buildings/Facilities	215,000	450,000	665,000	450,000	450,000	-	1,350,000
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	250,000	2,000,000	2,250,000	2,000,000	2,000,000	2,000,000	8,000,000
CI990018	Enterprise Content & Records Mgmt.	Business Systems	711,293	800,000	1,511,293	900,000	500,000	-	2,200,000
CW190004	Environmental Monitoring Site Work 101 Landfill	Landfill	380,000	40,000	420,000	130,000	330,000	130,000	630,000

Project #	Project Name	Asset Category	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan	2022/23 Capital Plan	2023/24 Capital Plan	2024/25 Capital Plan	Total Four-Year Capital Plan
CB190009	Environmental Remediation/Bldg. Demo	Buildings/Facilities	470,000	-	470,000	-	200,000	200,000	400,000
CV210007	Ferry and Terminal Security Capital Upgrades	Vessels	-	107,500	107,500	125,000	45,000	45,000	322,500
Transit1	Ferry Maintenance Facility	Buildings/Facilities	-	-	-	-	-	550,000	550,000
CM200007	Ferry Overhaul and Capital Upgrades	Vessels	-	500,000	500,000	400,000	400,000	440,000	1,740,000
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	30,000	250,000	280,000	250,000	250,000	250,000	1,000,000
CI200002	Finance & HR Business Transformation	Business Systems	14,270,252	11,990,000	26,260,252	1,575,000	-	-	13,565,000
CB200003	Findlay Community Centre Recap	Buildings/Facilities	-	-	-	250,000	-	-	250,000
CE200002	Fire Fleet Replacement	Vehicles	2,145,000	3,850,000	5,995,000	4,380,000	3,000,000	3,000,000	14,230,000
CE200004	Fire Services Equipment Replacement	Equipment & Machinery	462,000	1,000,000	1,462,000	1,000,000	1,200,000	1,200,000	4,400,000
CE190001	Fire Services Water Supply	Equipment & Machinery	-	93,000	93,000	96,000	99,000	102,000	390,000
CB000052	Fire Station 2, University Ave Recap	Buildings/Facilities	1,761,000	1,000,000	2,761,000	-	-	-	1,000,000
CB000088	Fire Station Functional Improvements	Buildings/Facilities	816,000	400,000	1,216,000	400,000	500,000	500,000	1,800,000
CI190003	Fleet SAP Interface Upgrades	Business Systems	-	410,000	410,000	595,000	-	-	1,005,000
CB210016	Fort Needham Washrooms	Buildings/Facilities	-	875,000	875,000	-	-	-	875,000
CB200006	General Building Recapitalization	Buildings/Facilities	1,015,000	700,000	1,715,000	800,000	1,200,000	855,000	3,555,000
CB200004	George Dixon Community Ctr Recap	Buildings/Facilities	-	-	-	250,000	-	-	250,000
CB200011	Gordon R. Snow Community Centre Renos	Buildings/Facilities	75,000	-	75,000	-	-	-	-
CB180003	Halifax City Hall/Grand Parade Restore	Buildings/Facilities	66,000	150,000	216,000	-	-	1,600,000	1,750,000
CB210020	Halifax Common Pool Reconstruction	Buildings/Facilities	924,000	900,000	1,824,000	7,500,000	7,300,000	-	15,700,000
CP200002	Halifax Common Upgrades	Parks	150,000	-	150,000	-	100,000	1,500,000	1,600,000
CB000039	Halifax Ferry Terminal	Buildings/Facilities	75,000	-	75,000	-	-	-	-
CB190003	Halifax North Memorial Public Library	Buildings/Facilities	966,000	500,000	1,466,000	4,000,000	4,000,000	-	8,500,000
CE200005	Heavy Urban Search & Rescue Equipment	Equipment & Machinery	-	460,000	460,000	470,000	480,000	490,000	1,900,000
Build4	Heritage Facilities Recapitalization	Buildings/Facilities	-	-	-	250,000	250,000	250,000	750,000
CI190004	HRFE AVL Devices	Business Systems	224,959	-	224,959	-	-	-	-
CI990027	HRFE Dispatch Projects	Business Systems	274,426	-	274,426	-	-	-	-
CI210012	HRFE FDM Review/Enhance	Business Systems	30,908	50,000	80,908	-	300,000	225,000	575,000
CB000057	HRFE Future Buildings Recap	Buildings/Facilities	-	-	-	1,045,000	2,000,000	2,000,000	5,045,000
CB200014	HRFE Headquarters & FS #8	Buildings/Facilities	940,000	-	940,000	-	-	-	-
CI190005	HRFE Intelligent Dispatching	Business Systems	-	300,000	300,000	365,000	-	-	665,000
BT07	HRFE Personal Accountability	Business Systems	-	-	-	-	-	300,000	300,000
BT09	HRFE Service Request	Business Systems	-	-	-	-	300,000	-	300,000
CI210013	HRFE Station Alerting	Business Systems	-	100,000	100,000	375,000	325,000	300,000	1,100,000
BT08	HRFE/HRP CAD to EMS Integration	Business Systems	-	-	-	-	586,000	-	586,000
CB200015	HRM Depot Upgrades	Buildings/Facilities	1,343,000	200,000	1,543,000	300,000	300,000	300,000	1,100,000
CI210017	HRP Digital Communications Intercept Systems Upgrade	Business Systems	-	459,000	459,000	-	-	-	459,000
CI210018	HRP Interview Room Recording System	Business Systems	-	235,000	235,000	-	-	-	235,000
HRP5	HRP Intranet Refresh	Business Systems	-	-	-	350,000	-	-	350,000
CI990023	HRP Records Mgmt. Optimization	Business Systems	900,255	80,000	980,255	100,000	100,000	-	280,000
CI210016	HRP Security Monitoring Video Surveillance	Business Systems	-	182,000	182,000	-	20,000	-	202,000
CE190005	Ice Resurfacer Replacement	Equipment & Machinery	150,000	125,000	275,000	125,000	125,000	125,000	500,000
CI200004	ICT Business Tools	Business Systems	151,076	346,350	497,426	400,000	500,000	500,000	1,746,350
CI200003	ICT Infrastructure Recap	Business Systems	976,408	950,000	1,926,408	500,000	450,000	950,000	2,850,000
CI210014	Identity & Access Management	Business Systems	-	250,000	250,000	750,000	750,000	-	1,750,000
CT190009	IMP Land Acquisition	Roads & Active Transportation	2,000,000	3,000,000	5,000,000	1,000,000	1,000,000	1,000,000	6,000,000
CI200001	IT Service Management	Business Systems	8,909	386,000	394,909	100,000	100,000	100,000	686,000
CB190010	Keshen Goodman Library Renovations	Buildings/Facilities	2,404,000	-	2,404,000	-	-	-	-
CB210021	Lakeside Community Centre Recap	Buildings/Facilities	-	500,000	500,000	4,000,000	4,750,000	2,500,000	11,750,000
CB190001	LeBrun Centre Renovations	Buildings/Facilities	175,000	-	175,000	-	-	-	-
Build9	Long Term Fire Station Replacements	Buildings/Facilities	-	-	-	-	500,000	-	500,000
CB000089	Mackintosh Depot Replacement	Buildings/Facilities	8,537,000	4,500,000	13,037,000	7,100,000	-	-	11,600,000



Project #	Project Name	Asset Category	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan	2022/23 Capital Plan	2023/24 Capital Plan	2024/25 Capital Plan	Total Four-Year Capital Plan
Mobility6	Major Strategic Multi Modal Corridor: Alderney Dr (Dundas St-Wyse Rd)	Roads & Active Transportation	-	-	-	150,000	150,000	-	300,000
Mobility8	Major Strategic Multi Modal Corridor: Barrington St (North St-Spr. Garden Rd)	Roads & Active Transportation	-	-	-	250,000	2,000,000	150,000	2,400,000
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	Roads & Active Transportation	1,124,500	2,700,000	3,824,500	2,500,000	-	-	5,200,000
CT190008	Major Strategic Multi Modal Corridor: Bedford Highway	Roads & Active Transportation	235,000	-	235,000	-	-	-	-
Mobility12	Major Strategic Multi Modal Corridor: Dunbrack Street	Roads & Active Transportation	-	-	-	200,000	-	-	200,000
CT200003	Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads & Active Transportation	-	250,000	250,000	2,250,000	-	-	2,500,000
CT190005	Major Strategic Multi Modal Corridor: Herring Cove Road	Roads & Active Transportation	250,000	250,000	500,000	200,000	-	200,000	650,000
Mobility4	Major Strategic Multi Modal Corridor: Lower Water St (Morris St-Duke St)	Roads & Active Transportation	-	-	-	100,000	250,000	-	350,000
CT190002	Major Strategic Multi Modal Corridor: Portland Street	Roads & Active Transportation	40,000	150,000	190,000	-	350,000	150,000	650,000
CT200006	Major Strategic Multi Modal Corridor: Robie St & Young St	Roads & Active Transportation	346,000	300,000	646,000	250,000	2,150,000	250,000	2,950,000
Mobility11	Major Strategic Multi Modal Corridor: Trunk 7 (Main St), Dartmouth	Roads & Active Transportation	-	-	-	150,000	150,000	-	300,000
CT200005	Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	Roads & Active Transportation	100,000	100,000	200,000	-	150,000	200,000	450,000
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	15,000	330,000	345,000	190,000	50,000	250,000	820,000
CB000073	Metropark Upgrades	Buildings/Facilities	317,000	-	317,000	100,000	100,000	100,000	300,000
CM200004	Mid-Life Bus Rebuild	Vehicles	-	685,000	685,000	1,360,000	830,000	860,000	3,735,000
SW4	Miller Composting Purchase	Buildings/Facilities	-	1,100,000	1,100,000	-	-	-	1,100,000
CM180008	Moving Forward Together Plan Implementation	Vehicles	-	8,000,000	8,000,000	5,350,000	-	-	13,350,000
CB200001	Multi-District Facilities-Upgrades	Buildings/Facilities	1,733,000	1,875,000	3,608,000	2,000,000	2,000,000	2,000,000	7,875,000
Transit5	Mumford Transit Terminal Replacement	Buildings/Facilities	-	-	-	-	-	500,000	500,000
CI210015	Municipal Archives Storage	Business Systems	-	200,000	200,000	-	-	-	200,000
CV210001	Municipal Fleet Expansion	Vehicles	-	1,669,000	1,669,000	-	-	-	1,669,000
CE200001	Municipal Fleet Replacement	Vehicles	1,438,000	2,460,000	3,898,000	2,770,000	2,350,000	2,350,000	9,930,000
CB000009	Needham Community Centre Recap	Buildings/Facilities	-	-	-	-	-	1,200,000	1,200,000
Build12	New Fire Station #9	Buildings/Facilities	-	-	-	-	-	500,000	500,000
CR210007	New Paving Subdivisions - Provincial Roads	Roads & Active Transportation	-	804,000	804,000	750,000	750,000	750,000	3,054,000
CM180005	New Transit Technology	Business Systems	3,250,000	-	3,250,000	-	-	-	-
CW190001	New/Replacement Green Carts	Equipment & Machinery	25,000	410,000	435,000	470,000	510,000	550,000	1,940,000
CP200007	Off-Leash Dog Parks	Parks	23,000	-	23,000	700,000	-	200,000	900,000
Transit3	Onboard GPS Based Transit Priority	Business Systems	-	-	-	-	-	500,000	500,000
CT190004	Opticom Signalization	Traffic Signalization/Equipment	-	72,000	72,000	74,000	76,000	78,000	300,000
SW2	Organic Facilities Decommissioning	Buildings/Facilities	-	-	-	-	-	400,000	400,000
CR200004	Other Road Related Works	Roads & Active Transportation	1,470,000	1,800,000	3,270,000	2,000,000	2,000,000	2,000,000	7,800,000
CP210013	Park Development-New	Parks	-	175,000	175,000	700,000	700,000	700,000	2,275,000
CP200004	Park Land Acquisition	Parks	997,000	500,000	1,497,000	500,000	500,000	500,000	2,000,000
CP200001	Park Recapitalization	Parks	1,042,000	7,940,000	8,982,000	3,000,000	3,500,000	3,500,000	17,940,000
CI990031	Parking Technology	Business Systems	327,750	-	327,750	225,000	750,000	-	975,000
Transit7	Penhorn Transit Terminal Refresh	Buildings/Facilities	-	-	-	-	90,000	1,700,000	1,790,000
CI990013	Permitting, Licensing, Compliance (PLC)	Business Systems	1,974,536	1,325,000	3,299,536	-	-	-	1,325,000
CP190003	Point Pleasant Park Upgrades	Parks	279,225	-	279,225	-	-	-	-
CE200003	Police Fleet Replacement	Vehicles	755,000	45,000	800,000	900,000	900,000	900,000	2,745,000
CE190002	Police Services Equipment Replacement	Equipment & Machinery	-	500,000	500,000	500,000	500,000	600,000	2,100,000
BT24	Portfolio Planning Tool	Business Systems	-	-	-	-	900,000	-	900,000
SW3	Prospect Rd Community Centre Upgrades	Buildings/Facilities	-	-	-	-	325,000	-	325,000
BT11	Public Appointment Tool	Business Systems	-	-	-	-	200,000	-	200,000
CI000021	Public WiFi	Business Systems	100,000	-	100,000	100,000	-	-	100,000
CW000009	Ragged Lake Composting Recapitalization	Buildings/Facilities	990,000	270,000	1,260,000	100,000	-	-	370,000
CT000015	Railway Crossing Improvements	Roads & Active Transportation	239,000	-	239,000	-	-	-	-
CR210010	Rainnie/Brunswick Complete Streets	Roads & Active Transportation	-	100,000	100,000	250,000	2,400,000	1,000,000	3,750,000
CM000018	Rapid Transit Strategy Project Planning	Roads & Active Transportation	515,000	-	515,000	-	-	-	-
CB200007	RBC Centre	Buildings/Facilities	284,000	150,000	434,000	150,000	150,000	150,000	600,000
CI000005	Recreation Services Software	Business Systems	522,511	-	522,511	-	-	-	-

Project #	Project Name	Asset Category	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan	2022/23 Capital Plan	2023/24 Capital Plan	2024/25 Capital Plan	Total Four-Year Capital Plan
CP190002	Recreational Trails	Parks	162,000	640,000	802,000	250,000	250,000	250,000	1,390,000
CP000014	Regional /Wilderness Park Development	Parks	50,000	25,000	75,000	1,000,000	600,000	300,000	1,925,000
CR200007	Regional Centre AAA Bikeways	Roads & Active Transportation	3,975,000	1,350,000	5,325,000	10,300,000	2,965,000	6,135,000	20,750,000
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	284,000	500,000	784,000	500,000	600,000	600,000	2,200,000
CB200010	Regional Park Washrooms	Buildings/Facilities	521,000	1,475,000	1,996,000	600,000	600,000	600,000	3,275,000
CI190006	Risk Management Information System	Business Systems	130,713	230,000	360,713	110,000	-	-	340,000
CI190008	Road Disruption Management Solution	Business Systems	189,847	-	189,847	220,000	200,000	-	420,000
CR200005	Road Ops & Construction - State of Good Repair	Roads & Active Transportation	-	3,680,000	3,680,000	4,000,000	4,000,000	4,000,000	15,680,000
CT190006	Road Safety Improvement	Traffic Signalization/Equipment	537,000	2,040,000	2,577,000	2,520,000	2,500,000	2,500,000	9,560,000
CB200005	Roof Recapitalization	Buildings/Facilities	100,000	900,000	1,000,000	900,000	900,000	900,000	3,600,000
CW200003	Rural Depots	Equipment & Machinery	340,000	-	340,000	-	370,000	-	370,000
CB000060	Sackville Sports Stadium	Buildings/Facilities	132,000	150,000	282,000	1,500,000	750,000	-	2,400,000
CB200008	Scotiabank Centre	Buildings/Facilities	962,000	1,400,000	2,362,000	1,300,000	400,000	400,000	3,500,000
CT000016	Shearwater Connector	Roads & Active Transportation	50,910	-	50,910	-	-	-	-
CB210018	Sheet Harbour Fire Station	Buildings/Facilities	-	400,000	400,000	4,600,000	500,000	-	5,500,000
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	515,000	700,000	1,215,000	9,000,000	550,000	-	10,250,000
CP180002	Shoreline Improvements/Water Access	Parks	308,000	130,000	438,000	600,000	1,200,000	2,500,000	4,430,000
CR200002	Sidewalk Renewals	Roads & Active Transportation	795,000	1,975,000	2,770,000	2,000,000	2,000,000	2,000,000	7,975,000
CP000011	Soon to be renamed Peace and Friendship Park Improvements	Parks	105,000	-	105,000	850,000	-	-	850,000
CB000084	South Peninsula School Gym Enhance	Buildings/Facilities	460,000	-	460,000	-	-	-	-
CP210008	Splash Pads	Parks	-	500,000	500,000	500,000	200,000	200,000	1,400,000
Build14	St. Mary's Boat Club	Buildings/Facilities	-	-	-	-	-	1,000,000	1,000,000
CT200001	Street Lighting	Streetlights	95,000	250,000	345,000	250,000	250,000	250,000	1,000,000
CR200006	Street Recapitalization	Roads & Active Transportation	8,710,000	29,350,000	38,060,000	30,000,000	34,000,000	34,000,000	127,350,000
CT200007	Streetscape Renewal	Roads & Active Transportation	-	50,000	50,000	50,000	50,000	50,000	200,000
CD000002	Streetscapes - Argyle/Grafton	Roads & Active Transportation	438,000	-	438,000	-	-	-	-
CD000001	Streetscapes - Spring Garden Rd	Roads & Active Transportation	9,600,000	800,000	10,400,000	-	-	-	800,000
CT190001	Streetscaping	Roads & Active Transportation	70,000	325,000	395,000	400,000	400,000	400,000	1,525,000
CT200008	Tactical Urbanism	Roads & Active Transportation	210,000	350,000	560,000	300,000	300,000	300,000	1,250,000
Build6	Tallahassee Recreation Centre	Buildings/Facilities	-	-	-	200,000	-	-	200,000
CT180003	Traffic Signal Re-lamping	Traffic Signalization/Equipment	-	-	-	550,000	-	550,000	1,100,000
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	930,000	120,000	1,050,000	300,000	600,000	450,000	1,470,000
CM000009	Transit Priority Measures	Roads & Active Transportation	415,000	-	415,000	-	-	-	-
Transit9	Transit Radio Communications Refresh	Equipment & Machinery	-	-	-	-	-	200,000	200,000
CV210014	Transit Strategies/Studies	Vehicles	70,000	200,000	270,000	-	325,000	-	525,000
CM200003	Transit Support Vehicle Replacement	Vehicles	-	120,000	120,000	120,000	120,000	80,000	440,000
Build7	Wanderers Grounds Bengal Lancers Arena	Buildings/Facilities	-	-	-	-	200,000	-	200,000
CT200009	Wastewater Oversizing	Stormwater/Wastewater	-	1,000,000	1,000,000	750,000	-	-	1,750,000
CM200009	West Bedford Park & Ride	Roads & Active Transportation	-	4,100,000	4,100,000	-	-	-	4,100,000
CB000087	Wharf Recapitalization	Buildings/Facilities	151,000	3,000,000	3,151,000	-	-	-	3,000,000
CB000042	Woodside Ferry Terminal Upgrade	Buildings/Facilities	3,100,000	2,450,000	5,550,000	-	-	-	2,450,000
CR000007	Wrights Cove Terminal	Buildings/Facilities	30,000	-	30,000	-	-	250,000	250,000
CB000006	Zatzman Sportsplex Revitalization	Buildings/Facilities	100,000	-	100,000	-	-	-	-
		<b>Total Base Capital Program</b>	<b>\$ 107,855,029</b>	<b>\$ 164,097,850</b>	<b>\$ 271,952,879</b>	<b>\$ 172,808,000</b>	<b>\$ 142,879,000</b>	<b>\$ 131,163,000</b>	<b>\$ 610,947,850</b>
CR200001	Active Transportation - Strategic Projects	Roads & Active Transportation	1,530,000	3,300,000	4,830,000	3,300,000	3,000,000	6,500,000	16,100,000
CT000007	Cogswell Interchange Redevelopment	Roads & Active Transportation	13,410,000	-	13,410,000	16,030,000	36,285,000	18,275,000	70,590,000
CV210011	Electric Bus Procurement	Vehicles	-	900,000	900,000	55,218,000	40,687,000	-	96,805,000
CB200012	HalifACT 2050 - Climate Action Plan	Varied	200,000	2,000,000	2,200,000	2,000,000	3,000,000	4,000,000	11,000,000
CB190013	Halifax Forum Redevelopment	Buildings/Facilities	236,000	-	236,000	-	1,000,000	7,000,000	8,000,000
CV210013	Mill Cove Ferry Service	Vessels	-	2,900,000	2,900,000	3,500,000	-	3,200,000	9,600,000
CB000022	Police Headquarters	Buildings/Facilities	-	-	-	-	-	1,000,000	1,000,000

Project #	Project Name	Asset Category	Estimated Work Plan to Carry Over to 2021/22	2021/22 Capital Budget	Estimated 2021/22 Total Work Plan	2022/23 Capital Plan	2023/24 Capital Plan	2024/25 Capital Plan	Total Four-Year Capital Plan
CB000125	Ragged Lake Transit Centre Expansion	Buildings/Facilities	5,000,000	2,000,000	7,000,000	8,000,000	-	-	10,000,000
CT190010	Windsor Street Exchange	Roads & Active Transportation	2,166,855	-	2,166,855	3,400,000	-	-	3,400,000
		<b>Total Strategic Initiatives</b>	<b>\$ 22,542,855</b>	<b>\$ 11,100,000</b>	<b>\$ 33,642,855</b>	<b>\$ 91,448,000</b>	<b>\$ 83,972,000</b>	<b>\$ 39,975,000</b>	<b>\$ 226,495,000</b>
<b>TOTAL MULTI-YEAR CAPITAL PLAN</b>			<b>\$ 130,397,884</b>	<b>\$ 175,197,850</b>	<b>\$ 305,595,734</b>	<b>\$ 264,256,000</b>	<b>\$ 226,851,000</b>	<b>\$ 171,138,000</b>	<b>\$ 837,442,850</b>

**Capital Funding Sources:**

Capital from Operating	\$ 49,861,350	\$ 52,555,500	\$ 55,603,250	\$ 58,928,450	\$ 216,948,550
Reserves	34,810,500	32,096,000	15,342,000	6,058,000	88,306,500
Debt	45,086,500	36,385,200	32,520,500	30,081,700	144,073,900
Strategic Initiatives Debt	8,326,000	46,102,000	54,270,000	37,639,000	146,337,000
Federal Gas Tax Program	26,265,000	26,265,000	26,500,000	26,500,000	105,530,000
Other Government Programs	6,258,500	65,574,800	39,430,250	10,938,350	122,201,900
Other Cost Sharing	1,222,000	777,500	785,000	742,500	3,527,000
Local Improvement/ Capital Contribution Charges	3,368,000	4,500,000	2,400,000	250,000	10,518,000
<b>Total Capital Funding Envelope</b>	<b>\$ 175,197,850</b>	<b>\$ 264,256,000</b>	<b>\$ 226,851,000</b>	<b>\$ 171,138,000</b>	<b>\$ 837,442,850</b>

**ATTACHMENT 4****2021/22 Capital Plan Reserve Withdrawals**

Reserve Account		2021/22
<b>Q506 - Landfill Closure Reserve</b>		<b>\$ 40,000</b>
CW190004	Environmental Monitoring Site Work 101 Landfill	40,000
<b>Q526 - Capital Fund Reserve</b>		<b>\$ 29,376,500</b>
CM200001	Access-A-Bus Replacement	1,370,000
Build13	Bedford Outdoor Pool	100,000
CTU01006	Bedford West Road Oversizing	1,800,000
CM200006	Conventional Bus Replacement	871,500
CB190008	Energy Efficiency Initiatives	2,000,000
CM200007	Ferry Overhaul and Capital Upgrades	500,000
CB000052	Fire Station 2, University Ave Recap	1,000,000
Build10	Fort Needham Washrooms	875,000
CB180003	Halifax City Hall/Grand Parade Restore	150,000
CB000089	Mackintosh Depot Replacement	4,500,000
CM180008	Moving Forward Together Plan Implementation	5,000,000
Vehicles1	Municipal Fleet Expansion	1,000,000
CE200001	Municipal Fleet Replacement	1,870,000
CP200001	Park Recapitalization	4,940,000
Build8	Sheet Harbour Fire Station	400,000
CB000087	Wharf Recapitalization	3,000,000
<b>Q531 - Fleet Vehicles &amp; Equipment Reserve</b>		<b>\$ 193,000</b>
CT190004	Opticom	72,000
CE200003	Police Fleet Replacement	45,000
CE190002	Police Services Equipment Replacement	76,000
<b>Q546 - Multi-District Facilities Reserve</b>		<b>\$ 1,790,000</b>
CB200013	BMO Centre	250,000
CB000045	Cole Harbour Place	165,000
CB200001	Multi-District Facilities-Upgrades	225,000
CB200007	RBC Centre	150,000
CB200008	Scotiabank Centre	1,000,000
<b>Q556 - Solid Waste Facilities Reserve</b>		<b>\$ 2,411,000</b>
CW190005	Burnside Composting Facility Repairs	301,000
CW200002	Materials Recovery Facility Repairs	330,000
SW4	Miller Composting Purchase	1,100,000
CW190001	New/Replacement Green Carts	410,000
CW000009	Ragged Lake Composting Recapitalization	270,000
<b>Q606 - Strategic Capital Reserve</b>		<b>\$ 500,000</b>
CB190003	Halifax North Memorial Public Library	500,000
<b>Q611 - Parkland Development Reserve</b>		<b>\$ 500,000</b>
CP200004	Park Land Acquisition	500,000
<b>Q626 - Gas Tax Reserve</b>		<b>\$ 26,265,000</b>
CR200003	Bridges	400,000
CM200006	Conventional Bus Replacement	8,865,000
CB200002	EMO Projects	325,000
Build11	Halifax Common Pool Reconstruction	900,000
CP200001	Park Recapitalization	3,000,000
CT190006	Road Safety Improvement	775,000
CP200008	Splash Pads	500,000
CR200006	Street Recapitalization	11,500,000
<b>Total Capital Reserve Withdrawals</b>		<b>\$ 61,075,500</b>

## ATTACHMENT 5

### 2021/22 Capital Multi-Year Projects

Project Account #	Project Name	Previous Yrs' Gross Budget	2020/21 Capital Budget	2021/22 Capital Budget	2022/23 Capital Budget	2023/24 Capital Budget	2024/25 Capital Budget	2025/26 Capital Budget	2026/27 Capital Budget	2027/28 Capital Budget	2028/29 Capital Budget	Grand Total
CT000007	Cogswell Interchange Redevelopment	19,410,000	-	-	16,030,000	36,285,000	18,275,000	5,000,000	-	-	-	95,000,000
CI990020	CRM Software Replacement	929,000	-	-	-	800,000	2,800,000	1,500,000	-	-	-	6,029,000
CV210011	Electric Bus Procurement	-	-	900,000	55,218,000	40,687,000	-	-	-	-	-	96,805,000
CI200002	Finance & HR Business Transformation	14,869,000	7,893,000	11,990,000	1,575,000	-	-	-	-	-	-	36,327,000
CB210020	Halifax Common Pool Reconstruction	-	-	900,000	7,500,000	7,300,000	-	-	-	-	-	15,700,000
CI210014	Identity & Access Management	-	-	250,000	1,250,000	250,000	-	-	-	-	-	1,750,000
CV210011	Lakeside Community Centre Recap	-	-	500,000	4,000,000	4,750,000	2,500,000	-	-	-	-	11,750,000
CB000089	Mackintosh Depot Replacement	3,000,000	6,500,000	4,500,000	7,100,000	-	-	-	-	-	-	21,100,000
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	3,500,000	200,000	2,700,000	2,500,000	-	-	-	-	-	-	8,900,000
CV210013	Mill Cove Ferry Service	-	-	2,900,000	3,500,000	-	3,200,000	12,400,000	23,100,000	56,400,000	33,000,000	134,500,000
CM180008	Moving Forward Together Plan	12,612,000	3,470,000	8,000,000	5,350,000	-	-	-	-	-	-	29,432,000
CB000125	Ragged Lake Transit Centre Expansion	2,000,000	3,500,000	2,000,000	8,000,000	-	-	-	-	-	-	15,500,000
CB210018	Sheet Harbour Fire Station	-	-	400,000	4,600,000	500,000	-	-	-	-	-	5,500,000
CB000080	Sheet Harbour Recreation Centre	700,000	3,000,000	700,000	9,000,000	550,000	-	-	-	-	-	13,950,000
CT190010	Windsor Street Exchange	500,000	1,800,000	-	3,400,000	-	-	26,100,000	15,500,000	-	-	47,300,000
	<b>Grand Total 2021/22 Multi-Year Projects</b>	<b>57,520,000</b>	<b>26,363,000</b>	<b>35,740,000</b>	<b>129,023,000</b>	<b>91,122,000</b>	<b>26,775,000</b>	<b>45,000,000</b>	<b>38,600,000</b>	<b>56,400,000</b>	<b>33,000,000</b>	<b>539,543,000</b>

This list supercedes the 2020/21 Multi-Year Projects schedule in Attachment C, June 9, 2020

## ATTACHMENT 6

(Showing Proposed Changes to the *Procurement Policy*, and the *Transaction Policy*)

### ADMINISTRATIVE ORDER 2020-004-ADM PROCUREMENT ADMINISTRATIVE ORDER

12. (1) Subject to subsections (2) and (3), when a Department requires Goods, Service or Construction it shall submit a Requisition to the Procurement Section.
- (2) A Requisition is not required for Low Value Purchases.
- (3) A Department shall not submit a Requisition unless:
- (a) the funds for the estimated purchase amount are clearly identified in a Council approved budget; or
  - (b) the CAO has authorized the Requisition in advance of a Council approved budget.
26. (1) The following pre-requisites shall apply to the approval of any contract award:
- (a) ~~the funds and program shall be approved and budgeted; repeal~~
  - (aa) the proposed expenditure shall be
    - (i) budgeted and funded, or
    - (ii) budgeted but not yet funded, providing the expenditure is capital expenditure and the Chief Financial Officer is satisfied that the funding will become available;
  - (b) the Goods, Services or Construction being purchased shall be consistent with the approved program deliverables; and
  - (c) the purchase shall be compliant with this Administrative Order, the Procurement Manual, and any other applicable policies, legislation and trade agreements.

### ADMINISTRATIVE ORDER NUMBER 2018-004-ADM RESPECTING REAL PROPERTY TRANSACTIONS

9. (1) The following pre-requisites apply to an approval of a Property Transaction under this Administrative Order:
- (a) ~~funds and ongoing operating costs for acquisitions have been approved by Council as part of the business planning and budget process; Repeal~~
  - (aa) the acquisition shall be:
    - (i) budgeted and funded, or
    - (ii) budgeted but not yet funded, providing the Chief Financial Officer is satisfied that the funding will become available;
  - (b) the acquisitions and disposition of Real Property is consistent with a municipal purpose;
  - (c) the sale of Real Property is at Market Value or greater;
  - (d) the purchase of Real Property does not exceed 115% of Market Value;
- and
- (e) the base rent for leasing Real Property is at Market Value as supported by a market comparable analysis.

## ATTACHMENT 7

(Amending Administrative Order Respecting the *Procurement Policy*)

### ADMINISTRATIVE ORDER 2020-004-ADM PROCUREMENT ADMINISTRATIVE ORDER

**BE IT RESOLVED** as an Administrative Order of the Council of the Halifax Regional Municipality that Administrative Order 2020-004-ADM, the *Procurement Policy*, is amended as follows:

1. Subsection 12(3) is amended by:

(a) numbering the words and period “the funds for the estimated purchase amount are clearly identified in a Council approved budget.” after the word “unless” and before the header for section 13 as clause (a) of subsection (3);

(b) striking out the period at the end of the newly numbered clause (a);

(c) adding a semi-colon and the word “; or” at the end of the newly numbered clause (a);

(d) adding a colon after the word “unless” and before the start of the newly numbered clause (a); and

(e) adding clause (b) after the newly numbered clause (a) and before the header for section 13, as follows:

(b) the CAO has authorized the Requisition in advance of a Council approved budget.

2. Subsection 26(1) is amended by:

(a) repealing clause (a);

(b) adding clause (aa) after the newly repealed clause (a) and before clause (b), as follows:

(aa) the proposed expenditure shall be

(i) budgeted and funded, or

(ii) budgeted but not yet funded, providing the expenditure is capital expenditure and the Chief Financial Officer is satisfied that the funding will become available;

Done and passed this                      day of                      2021,

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Mayor

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Municipal Clerk

**ATTACHMENT 8**

(Amending Administrative Order Respecting the *Transaction Policy*)

**ADMINISTRATIVE ORDER NUMBER 2018-004-ADM  
RESPECTING REAL PROPERTY TRANSACTIONS**

**BE IT RESOLVED** as an Administrative Order of the Council of the Halifax Regional Municipality that Administrative Order 2018-004-ADM, the *Transaction Policy*, is further amended as follows:

1. Subsection 9(1) is amended by:
  - (a) repealing clause (a); and
  - (b) adding clause (aa) after the newly repealed clause (a) and before clause (b), as follows:
    - (aa) the acquisition shall be:
      - (i) budgeted and funded, or
      - (ii) budgeted but not yet funded, providing the Chief Financial Officer is satisfied that the funding will become available;

Done and passed this                      day of                      2021,

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Mayor

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Municipal Clerk



**ATTACHMENT 9 - AMENDED (see highlighting on page 5 and 6 of the attachment)**

**2021/22 Capital Projects List Change from 2021/22 Capital Plan**

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CP190001	Cultural Assets	Art & Cultural Assets	\$ 250,000	\$ -	\$ (250,000)
CR200003	Bridges	Bridges	3,000,000	2,000,000	(1,000,000)
CM200008	Access-A-Bus Fueling Solution - BTC	Buildings/Facilities	-	-	-
CB190006	Accessibility - HRM Facilities	Buildings/Facilities	400,000	450,000	50,000
CB210004	Alderney Gate Library Renos	Buildings/Facilities	500,000	250,000	(250,000)
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	-	650,000	650,000
CB200013	BMO Centre	Buildings/Facilities	250,000	250,000	-
CWU01065	Burner Installation Hwy 101 Landfill	Buildings/Facilities	-	-	-
CW190005	Burnside Composting Facility Repairs	Buildings/Facilities	-	301,000	301,000
CB000023	Captain William Spry Renovations	Buildings/Facilities	-	-	-
CB000045	Cole Harbour Place	Buildings/Facilities	-	165,000	165,000
CB210019	Community Recreation Facilities Recap	Buildings/Facilities	500,000	500,000	-
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	-	-	-
CB190011	Corporate Accommodations	Buildings/Facilities	700,000	2,500,000	1,800,000
CB000046	Corporate Accommodations - Alderney	Buildings/Facilities	-	-	-
CB000075	Dartmouth North Community Centre	Buildings/Facilities	-	500,000	500,000
CB200002	EMO Projects	Buildings/Facilities	450,000	450,000	-
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	2,000,000	2,000,000	-
CB190009	Environmental Remediation/Bldg. Demo	Buildings/Facilities	-	-	-
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	250,000	250,000	-
CB000052	Fire Station 2, University Ave Recap	Buildings/Facilities	-	1,000,000	1,000,000
CB000088	Fire Station Functional Improvements	Buildings/Facilities	-	400,000	400,000
CB000065	Fire Station Replacements	Buildings/Facilities	10,000,000		
CB210016	Fort Needham Washrooms	Buildings/Facilities	-	875,000	875,000
CB200006	General Building Recapitalization	Buildings/Facilities	750,000	700,000	(50,000)
CB200011	Gordon R. Snow Community Centre Renos	Buildings/Facilities	-	-	-
CB180003	Halifax City Hall/Grand Parade Restore	Buildings/Facilities	-	150,000	150,000
CB210020	Halifax Common Pool Reconstruction	Buildings/Facilities	-	900,000	900,000
CB000039	Halifax Ferry Terminal	Buildings/Facilities	-	-	-

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CB190013	Halifax Forum Redevelopment <b>STRATEGIC INITIATIVE</b>	Buildings/Facilities	10,000,000	-	(10,000,000)
CB190003	Halifax North Memorial Public Library	Buildings/Facilities	500,000	500,000	-
CB200014	HRFE Headquarters & FS #8	Buildings/Facilities	-	-	-
CB200015	HRM Depot Upgrades	Buildings/Facilities	200,000	200,000	-
CB190010	Keshen Goodman Library Renovations	Buildings/Facilities	-	-	-
CB210021	Lakeside Community Centre Recap	Buildings/Facilities	-	500,000	500,000
CB190001	LeBrun Centre Renovations	Buildings/Facilities	-	-	-
CB000089	Mackintosh Depot Replacement	Buildings/Facilities	8,000,000	4,500,000	(3,500,000)
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	50,000	330,000	280,000
CB000073	Metropark Upgrades	Buildings/Facilities	-	-	-
SW4	Miller Composting Purchase	Buildings/Facilities	-	1,100,000	1,100,000
CB200001	Multi-District Facilities-Upgrades	Buildings/Facilities	1,000,000	1,875,000	875,000
CW000009	Ragged Lake Composting Recapitalization	Buildings/Facilities	-	270,000	270,000
CB000125	Ragged Lake Transit Centre Expansion <b>STRATEGIC INITIATIVE</b>	Buildings/Facilities	5,000,000	2,000,000	(3,000,000)
CB200007	RBC Centre	Buildings/Facilities	150,000	150,000	-
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	500,000	500,000	-
CB200010	Regional Park Washrooms	Buildings/Facilities	800,000	1,475,000	675,000
CB200005	Roof Recapitalization	Buildings/Facilities	900,000	900,000	-
CB000060	Sackville Sports Stadium	Buildings/Facilities	-	150,000	150,000
CB200008	Scotiabank Centre	Buildings/Facilities	1,000,000	1,400,000	400,000
CB210018	Sheet Harbour Fire Station	Buildings/Facilities	-	400,000	400,000
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	600,000	700,000	100,000
CB000084	South Peninsula School Gym Enhance	Buildings/Facilities	-	-	-
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	225,000	120,000	(105,000)
CB000087	Wharf Recapitalization	Buildings/Facilities	500,000	3,000,000	2,500,000
CB000042	Woodside Ferry Terminal Upgrade	Buildings/Facilities	2,450,000	2,450,000	-
CR000007	Wrights Cove Terminal	Buildings/Facilities	-	-	-
CB000006	Zatzman Sportsplex Revitalization	Buildings/Facilities	-	-	-
CI210011	Access & Privacy Project	Business Systems	-	-	-
CI190009	Application Recapitalization	Business Systems	300,000	250,000	(50,000)
CI190010	Business Intelligence Program	Business Systems	250,000	334,000	84,000
CI990020	CRM Software Replacement	Business Systems	1,450,000	-	(1,450,000)
CI200005	Cyber Security	Business Systems	595,000	550,000	(45,000)
CI000001	Digital Services	Business Systems	-	210,000	210,000

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CI990018	Enterprise Content & Records Mgmt.	Business Systems	500,000	800,000	300,000
CI200002	Finance & HR Business Transformation	Business Systems	12,240,000	11,990,000	(250,000)
CI190003	Fleet SAP Interface Upgrades	Business Systems	410,000	410,000	-
CI190004	HRFE AVL Devices	Business Systems	-	-	-
CI990027	HRFE Dispatch Projects	Business Systems	-	-	-
CI210012	HRFE FDM Review/Enhance	Business Systems	300,000	50,000	(250,000)
CI190005	HRFE Intelligent Dispatching	Business Systems	-	300,000	300,000
CI210013	HRFE Station Alerting	Business Systems	-	100,000	100,000
CI200006	HRP Cybersecurity	Business Systems	-	-	-
CI210017	HRP Digital Communications Intercept Systems Upgrade	Business Systems	-	459,000	459,000
CI210018	HRP Interview Room Recording System	Business Systems	-	235,000	235,000
CI990023	HRP Records Mgmt. Optimization	Business Systems	-	80,000	80,000
CI210016	HRP Security Monitoring Video Surveillance	Business Systems	-	182,000	182,000
CI200004	ICT Business Tools	Business Systems	600,000	346,350	(253,650)
CI200003	ICT Infrastructure Recap	Business Systems	950,000	950,000	-
CI210014	Identity & Access Management	Business Systems	-	250,000	250,000
CI200001	IT Service Management	Business Systems	100,000	386,000	286,000
CI210015	Municipal Archives Storage	Business Systems	-	200,000	200,000
CM180005	New Transit Technology	Business Systems	-	-	-
CI990031	Parking Technology	Business Systems	750,000	-	(750,000)
CI990013	Permitting, Licensing, Compliance (PLC)	Business Systems	420,000	1,325,000	905,000
CI000021	Public WiFi	Business Systems	-	-	-
CI000005	Recreation Services Software	Business Systems	-	-	-
CI190006	Risk Management Information System	Business Systems	-	230,000	230,000
CI190008	Road Disruption Management Solution	Business Systems	-	-	-
CM200005	Bus Maintenance Equipment Replacement	Equipment & Machinery	340,000	390,000	50,000
CE200004	Fire Services Equipment Replacement	Equipment & Machinery	1,110,000	1,000,000	(110,000)
CE190001	Fire Services Water Supply	Equipment & Machinery	93,000	93,000	-
CE200005	Heavy Urban Search & Rescue Equipment	Equipment & Machinery	460,000	460,000	-
CE190005	Ice Resurfacers Replacement	Equipment & Machinery	125,000	125,000	-
CW190001	New/Replacement Green Carts	Equipment & Machinery	400,000	410,000	10,000
CE190002	Police Services Equipment Replacement	Equipment & Machinery	500,000	500,000	-
CW200003	Rural Depots	Equipment & Machinery	-	-	-
CW190004	Environmental Monitoring Site Work 101 Landfill	Landfill	60,000	40,000	(20,000)

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CP000018	Beazley Park	Outdoor Sport Facilities	-	-	-
CB210017	Bedford Outdoor Pool	Outdoor Sport Facilities	100,000	100,000	-
CP000020	Cemetery Upgrades	Parks	-	-	-
CW200001	District 11 Community Integration Fund	Parks	300,000	-	(300,000)
CP200002	Halifax Common Upgrades	Parks	7,625,000	-	(7,625,000)
CP200007	Off-Leash Dog Parks	Parks	-	-	-
CP210013	Park Development-New	Parks	-	175,000	175,000
CP200004	Park Land Acquisition	Parks	500,000	500,000	-
CP200001	Park Recapitalization	Parks	6,750,000	7,940,000	1,190,000
CP190003	Point Pleasant Park Upgrades	Parks	-	-	-
CP190002	Recreational Trails	Parks	250,000	640,000	390,000
CP000014	Regional /Wilderness Park Development	Parks	-	25,000	25,000
CP180002	Shoreline Improvements/Water Access	Parks	-	130,000	130,000
CP000011	Soon to be renamed Peace and Friendship Park Improvements	Parks	-	-	-
CP210008	Splash Pads	Parks	-	500,000	500,000
CR200001	Active Transportation - Strategic Projects <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	3,300,000	3,300,000	-
CTU01006	Bedford West Road Oversizing	Roads & Active Transportation	3,000,000	3,900,000	900,000
CT000013	Burnside Connection to Hwy 107	Roads & Active Transportation	4,000,000		
CM190002	Bus Stop Accessibility/Improvements	Roads & Active Transportation	300,000	300,000	-
CT000007	Cogswell Interchange Redevelopment <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	24,200,000	-	(24,200,000)
CT190003	Downtown Dartmouth Infrastructure Renewal	Roads & Active Transportation	-	-	-
CT190009	IMP Land Acquisition	Roads & Active Transportation	1,000,000	3,000,000	2,000,000
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	Roads & Active Transportation	3,625,000	2,700,000	(925,000)
CT190008	Major Strategic Multi Modal Corridor: Bedford Highway	Roads & Active Transportation	-	-	-
CT200003	Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads & Active Transportation	2,250,000	250,000	(2,000,000)
CT190005	Major Strategic Multi Modal Corridor: Herring Cove Road	Roads & Active Transportation	-	250,000	250,000
CT190002	Major Strategic Multi Modal Corridor: Portland Street	Roads & Active Transportation	-	150,000	150,000
CT200006	Major Strategic Multi Modal Corridor: Robie St & Young St	Roads & Active Transportation	-	300,000	300,000
CT200005	Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	Roads & Active Transportation	-	100,000	100,000
CR180006	New Paving Streets - HRM Roads	Roads & Active Transportation	-	-	-
CR210007	New Paving Subdivisions - Provincial Roads	Roads & Active Transportation	500,000	804,000	304,000
CR200004	Other Road Related Works	Roads & Active Transportation	2,500,000	1,800,000	(700,000)
CT000015	Railway Crossing Improvements	Roads & Active Transportation	-	-	-
CR210010	Rainnie/Brunswick Complete Streets	Roads & Active Transportation	-	100,000	100,000

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CM000018	Rapid Transit Strategy Project Planning	Roads & Active Transportation	-	-	-
CR200007	Regional Centre AAA Bikeways	Roads & Active Transportation	2,855,000	1,350,000	(1,505,000)
CR200005	Road Ops & Construction - State of Good Repair	Roads & Active Transportation	4,000,000	3,680,000	(320,000)
CT000016	Shearwater Connector	Roads & Active Transportation	-	-	-
CR200002	Sidewalk Renewals	Roads & Active Transportation	2,500,000	1,975,000	(525,000)
CR200006	Street Recapitalization	Roads & Active Transportation	26,270,000	29,350,000	3,080,000
CT200007	Streetscape Renewal	Roads & Active Transportation	-	50,000	50,000
CD000002	Streetscapes - Argyle/Grafton	Roads & Active Transportation	-	-	-
CD000001	Streetscapes - Spring Garden Rd	Roads & Active Transportation	-	800,000	800,000
CT190001	Streetscaping	Roads & Active Transportation	200,000	325,000	125,000
CT200008	Tactical Urbanism	Roads & Active Transportation	200,000	350,000	150,000
CM000009	Transit Priority Measures	Roads & Active Transportation	-	-	-
CM200009	West Bedford Park & Ride	Roads & Active Transportation	3,150,000	4,100,000	950,000
CT190010	Windsor Street Exchange <b>STRATEGIC INITIATIVE</b>	Roads & Active Transportation	1,350,000	-	(1,350,000)
CWU01092	Dredging of Siltation Pond	Stormwater/Wastewater	-	-	-
CT200009	Wastewater Oversizing	Stormwater/Wastewater	1,000,000	1,000,000	-
CT200001	Street Lighting	Streetlights	250,000	250,000	-
CT200004	Controller Cabinet & Detection	Traffic Signalization/Equipment	350,000	350,000	-
CTR00904	Destination Signage Program	Traffic Signalization/Equipment	-	-	-
CT190004	Opticom Signalization	Traffic Signalization/Equipment	72,000	72,000	-
CT190006	Road Safety Improvement	Traffic Signalization/Equipment	1,500,000	2,040,000	540,000
CT180003	Traffic Signal Re-lamping	Traffic Signalization/Equipment	-	-	-
CCV02301-CCV02416	District Capital Funds	Varied	1,504,000	1,504,000	-
<b>CB200012</b>	<b>HalifACT - Climate Action Plan STRATEGIC INITIATIVE</b>	<b>Varied</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>-</b>
CM200001	Access-A-Bus Replacement	Vehicles	1,320,000	1,370,000	50,000
CM200006	Conventional Bus Replacement	Vehicles	26,810,000	16,765,000	(10,045,000)
CV210011	Electric Bus Procurement <b>STRATEGIC INITIATIVE</b>	Vehicles	-	900,000	900,000
CE200002	Fire Fleet Replacement	Vehicles	3,850,000	3,850,000	-
CM200004	Mid-Life Bus Rebuild	Vehicles	685,000	685,000	-
CM180008	Moving Forward Together Plan Implementation	Vehicles	-	8,000,000	8,000,000
CV210001	Municipal Fleet Expansion	Vehicles	-	1,669,000	1,669,000
CE200001	Municipal Fleet Replacement	Vehicles	2,460,000	2,460,000	-
CE200003	Police Fleet Replacement	Vehicles	1,600,000	45,000	(1,555,000)
CV210014	Transit Strategies/Studies	Vehicles	-	200,000	200,000

Project #	Project Name	Asset Category	2021/22 (As per 2020/21 Plan)	2021/22 (As per 2021/22 Plan)	Variance
CM200003	Transit Support Vehicle Replacement	Vehicles	120,000	120,000	-
CV210007	Ferry and Terminal Security Capital Upgrades	Vessels	-	107,500	107,500
CM200007	Ferry Overhaul and Capital Upgrades	Vessels	300,000	500,000	200,000
CV210013	Mill Cove Ferry Service <b>STRATEGIC INITIATIVE</b>	Vessels		2,900,000	2,900,000
			\$ 217,424,000	\$ 175,197,850	\$ (28,226,150)



**BUDGET COMMITTEE  
(STANDING COMMITTEE OF THE WHOLE ON BUDGET)  
SPECIAL MEETING  
DRAFT MINUTES  
February 24, 2021**

PRESENT: Councillor Paul Russell, Chair  
Mayor Mike Savage  
Deputy Mayor Tim Outhit  
Councillors: Cathy Deagle Gammon  
David Hendsbee  
Becky Kent  
Trish Purdy  
Sam Austin  
Tony Mancini  
Waye Mason  
Lindell Smith  
Shawn Cleary  
Kathryn Morse  
Patty Cuttell  
Iona Stoddard  
Pam Lovelace  
Lisa Blackburn

STAFF: Jacques Dubé, Chief Administrative Officer  
Jane Fraser, Executive Director of Finance & Asset Management/Chief Financial Officer  
John Traves, Municipal Solicitor and Executive Director of Legal & Legislative Services  
Martin C. Ward, Litigation Team Lead, Legal and Legislative Services  
Karen Brown, Senior Solicitor, Legal and Legislative Services  
Jerry Blackwood, Executive Director of Corporate & Customer Services  
Brad Anguish, Executive Director of Transportation & Public Works  
Dave Reage, Executive Director, Halifax Transit  
Kelly Denty, Executive Director, Planning & Development  
Denise Schofield, Executive Director, Parks and Recreation  
Iain MacLean, Municipal Clerk  
Haruka Aoyama, Legislative Assistant

*These minutes are considered draft and will require approval by Budget Committee at a future regular meeting.*

*The following does not represent a verbatim record of the proceedings of this meeting.*

*The agenda, reports, supporting documents, information items circulated, and video (if available) are online at [halifax.ca](http://halifax.ca).*

*These minutes are considered draft and will require approval by Budget Committee at a future regular meeting.*

**Special Budget Committee Minutes  
Draft Minutes  
February 24, 2021**

*The meeting was called to order at 9:31 a.m., and recessed at 12:01 p.m. Budget Committee reconvened in at 1:02 p.m. Budget Committee adjourned at 4:30 p.m.*

**1. CALL TO ORDER**

The Chair called the meeting to order at 9:31 a.m.

**2. APPROVAL OF THE MINUTES – February 3 and 5, 2021**

MOVED by Councillor Stoddard, seconded by Councillor Cleary

**THAT the minutes of February 3 and 5, 2021 be approved as circulated.**

**MOTION PUT AND PASSED.**

**3. CALL FOR DECLARATION OF CONFLICT OF INTERESTS – NONE**

**4. PUBLIC PARTICIPATION – NONE**

**5. 2021/22 Multi-Year Capital Plan**

The following was before Budget Committee:

- A staff recommendation report dated February 2, 2021 with revisions dated February 18, 2021 (Page 1 Only) and revisions dated February 23, 2021 (Attachment 9 Only)
- 2021/22 Capital Plan Draft
- A staff briefing note entitled “Budget Adjustment List Briefing – Snow Removal Equipment Repair/Breakdown”
- A staff memorandum dated February 24, 2020 entitled “Proposed Budget Adjustment List”
- A staff presentation dated February 24, 2021 entitled “2021/22 – 2024/25 CAPITAL PLAN”
- Correspondence from Norm Collins

Jacques Dubé, Chief Administrative Officer provided an overview of the 2021/22 Capital Budget & 2021/22 – 2024/25 Capital Plan.

MOVED by Councillor Mason, seconded by Councillor Lovelace

**THAT the Budget Committee recommend that Halifax Regional Council:**

- 1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachment 2 and 3 of the February 2, 2021 staff report, subject to approval of external funding program applications;**
- 2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4 of the February 2, 2021 staff report;**
- 3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5 of the February 2, 2021 staff report;**
- 4. Adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy, as set out in Attachments 6, 7, and 8 to the February 2, 2021 staff report.**

MOVED by Councillor Cleary seconded by Deputy Mayor Outhit

**THAT the Budget Committee include \$1,000,000 in additional funding for traffic calming in the proposed 2021/22 Capital budget to the parking lot as a Capital Budget Over option.**

**MOTION PUT AND PASSED UNANIMOUSLY.**



*These minutes are considered draft and will require approval by Budget Committee at a future regular meeting.*

MOVED by Councillor Lovelace, seconded by Councillor Purdy

**THAT the Budget Committee include \$1,000,000 in additional funding for construction of Rockcliffe Road and Sylvania Terrace Extension in the proposed 2021/22 Capital budget to the parking lot as a Capital Budget Over option.**

The motion was withdrawn with consent of the Budget Committee.

MOVED by Councillor Hendsbee, seconded by Councillor Lovelace

**THAT the Budget Committee include \$150,000 in additional funding for asset page E22 in the proposed 2021/22 Capital budget to the parking lot as a Capital Budget Over option.**

**MOTION PUT AND DEFEATED.** (4 in favour, 13 against)

In favour: Councillors Hendsbee, Purdy, Stoddard, Lovelace

Against: Mayor Savage, Deputy Mayor Outhit, Councillors Deagle Gammon, Kent, Austin, Mancini, Mason, Smith, Cleary, Morse, Cuttall, Blackburn, Russell

As set out in Section 90 of Administrative Order One, *Respecting the Procedures of the Council*, the main motion was separated for voting purposes.

MOVED by Councillor Mason, seconded by Councillor Lovelace

**THAT the Budget Committee recommend that Halifax Regional Council:**

- 1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachment 2 and 3 of the February 2, 2021 staff report, subject to approval of external funding program applications;**
- 2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4 of the February 2, 2021 staff report;**
- 3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5 of the February 2, 2021 staff report;**

**MOTION PUT AND PASSED UNANIMOUSLY.**

MOVED by Councillor Mason, seconded by Councillor Lovelace

**4. Adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy, as set out in Attachments 6, 7, and 8 to the February 2, 2021 staff report.**

**MOTION PUT AND PASSED.** (16 in favour, 1 against)

In favour: Mayor Savage, Deputy Mayor Outhit, Councillors Deagle Gammon, Hendsbee, Kent, Purdy, Austin, Mancini, Mason, Smith, Cleary, Morse, Cuttall, Stoddard, Lovelace, Blackburn

Against: Councillor Russell

## **6. ADJOURNMENT**

The meeting was adjourned at 4:30 p.m.

Iain MacLean  
Municipal Clerk

# **2021/22- 2024/25 CAPITAL PLAN**

Committee of the Whole on Budget

February 24, 2021

# Overview

- Capital Budget vs. Plan
- Long-Term Planning Goals
- Annual Capital Process
- 2021/22 Capital Budget & 2021/22 – 2024/25 Plan



# What is a Capital Budget vs. Plan?

**Capital Plan** = Multi-year listing of capital projects.

- In HRM's case it is a 10 year view
- Projects are scheduled based on state of readiness

Years 1-3 **Ready**

Years 4-6 **Planning**

Years 7-10 **Conceptual**

**Capital Budget** = are the projects that will be carried out in the fiscal year.

It is the capital budget that gets approved annually as part of the budget process.



# Capital Funding Sources

Four Main Categories to Fund Infrastructure Work:

- Capital from Operating (Pay as you go)
- Reserves
- Debt
- External Cost Sharing

# CAPITAL PLAN GOAL

*A more predictable, strategic and sustainable approach to infrastructure investment and service delivery.*

- We are not sized to do everything we want to do.  
(staff and \$\$)
- Operations should be predictable, reliable, and sustainable.
- All proposed projects have merit, creating the difficult challenge to prioritize within our capacity for optimal long-term outcomes.

# Long-Term Plan Considerations

- Are we spending too much, or too little, on HRM's infrastructure?
- Are we investing the right amount in new infrastructure versus maintaining old infrastructure?
- Are we choosing projects to address today's issue only, or prioritizing for the best solution long-term?
- Do we understand what citizens are willing to pay, or not willing to pay for?
- Do we have the right information required to make these decisions?
- What is the impact of this year's decisions on the next generation?

# Enterprise Asset Management (EAM)

## Halifax Regional Council direction (2019 thought 2021):

### 1. Asset Investment Framework

Asset Renewal (70-80%) vs. Service Growth (20-30%)

### 2. Capital Project Evaluation Framework

Prioritization Criteria (*Strategic Alignment, Impact to Service, Risk, Capacity to Deliver*)

### 3. Fiscal Sustainability Strategy

Strategic Initiatives Funding Plan

## Next areas of best practice to incorporate:

- Asset Management Policy
- Asset Lifecycle Plans
- State of Infrastructure Report





# Capital Planning: Assess Phase

Preliminary assessments for changes in:

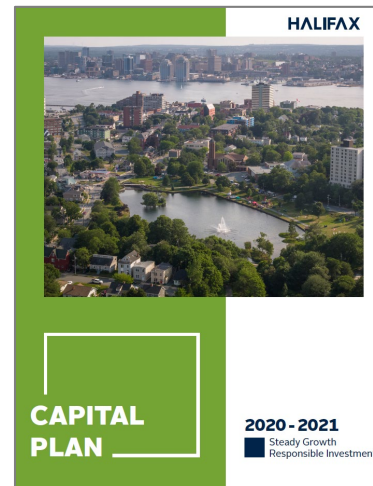
- Regional Council Direction
  - *Key Directives & Strategic Plan*
- Meeting with Service Managers
  - *Changes to Service Plans & Standards*
- Current HRM Asset Inventory
  - *Performance & Condition*



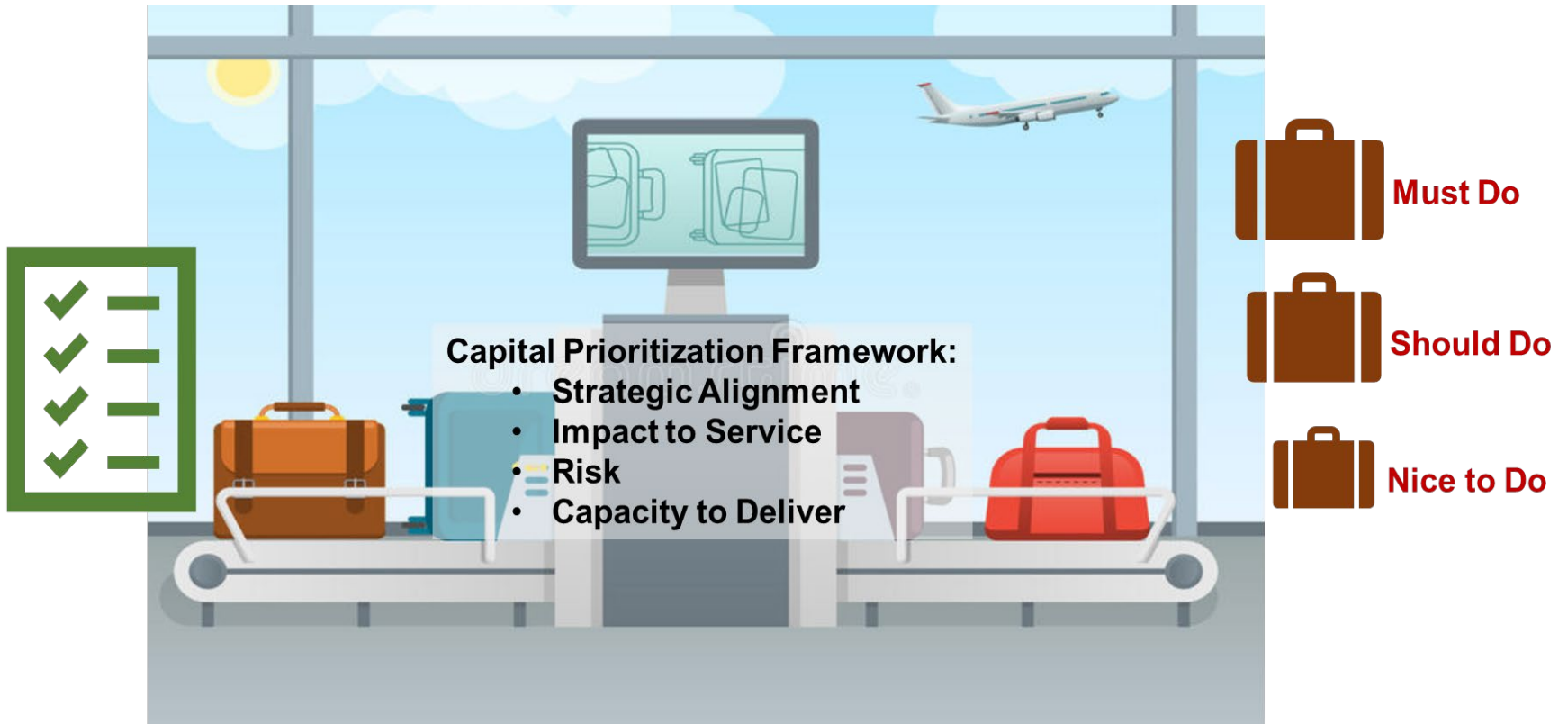
# Capital Planning: Capacity Review

Capacity is assessed from multiple resources:

- Industry factors
- Stakeholder Coordination
- Scheduling Conflict/ Saturation
- Resources
- Available Funding
- Other Projects In-Progress



# Capital Planning: Evaluation



***Evaluation Process is a Screening Tool***

# Capital Planning: Prioritization

## Priority Rating $\neq$ Timing

*Don't let urgent replace important!*

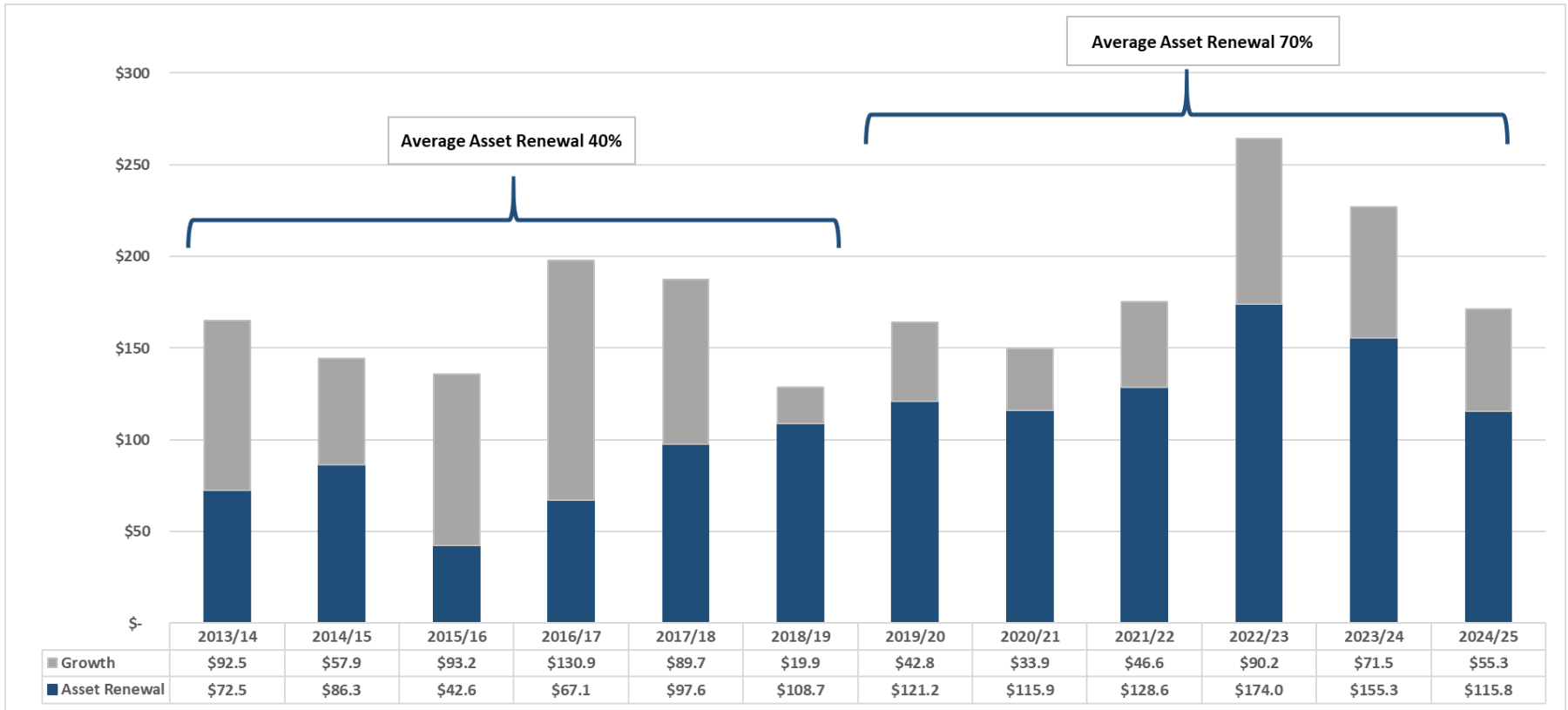


### Discussion to Assess Timing & Maximize Efficiencies:

- Are there synergies with other Business Units?
- Do we need to sequence certain projects?
- Are there cost sharing opportunities?
- Are there partnership opportunities?
- How can we manage service disruption to users?
- Can we coordinate with other stakeholders?



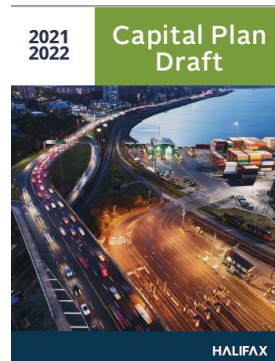
# Commitment to Reliable Service





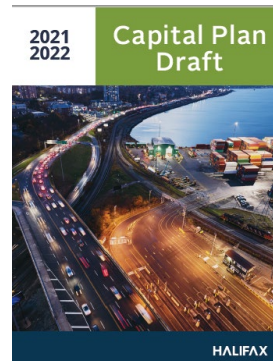
# 2021/22 Proposed Capital Budget

<b>Asset Category</b>	<b>2021/22 (As per 2020/21 Plan)</b>	<b>2021/22 (As per 2021/22 Plan)</b>	<b>Variance</b>
Buildings/Facilities	\$ 50,825	\$ 34,811	\$ (16,014)
Business Systems	18,865	19,637	772
District Capital Funds	1,504	1,504	-
Outdoor Recreation	15,525	10,010	(5,515)
Roads, Active Transportation & Bridges	85,050	60,934	(24,116)
Traffic & Streetlights	2,172	2,712	540
Vehicles, Vessels & Equipment	40,173	42,550	2,377
Other Assets	3,310	3,040	(270)
<b>Total Capital Plan</b>	<b>\$ 217,424</b>	<b>\$ 175,198</b>	<b>\$ (42,226)</b>



# 2021/22 to 2024/25 Proposed Capital Projects

Asset Category	2021/22	2022/23	2023/24	2024/25	4-Yr Total	
Buildings/Facilities	\$ 34,811	\$ 67,170	\$ 42,150	\$ 41,655	\$ 185,786	22%
Business Systems	19,637	7,899	8,410	6,659	42,605	5%
District Capital Funds	1,504	1,504	1,504	1,504	6,016	1%
Outdoor Recreation	10,010	9,100	7,450	10,050	36,610	4%
Roads, Active Transportation & Bridges	60,934	93,180	107,000	87,490	348,604	42%
Traffic & Streetlights	2,712	3,764	3,206	3,768	13,450	2%
Vehicles, Vessels & Equipment	42,550	78,509	53,551	15,632	190,242	23%
Other Assets	3,040	3,130	3,580	4,380	14,130	2%
<b>Total Capital Plan</b>	<b>\$ 175,198</b>	<b>\$ 264,256</b>	<b>\$ 226,851</b>	<b>\$ 171,138</b>	<b>\$ 837,443</b>	



# 2021/22 4-Year Proposed Capital Funding

Source of Funds	2021/22	2022/23	2023/24	2024/25	4-Yr Total	
Capital from Operating	\$ 49,861	\$ 52,556	\$ 55,603	\$ 58,928	\$ 216,949	26%
Strategic Initiatives Debt	8,326	46,102	54,270	37,639	146,337	17%
Debt	45,087	36,385	32,521	30,082	144,074	17%
Other Government Programs	6,259	65,575	39,430	10,938	122,202	15%
Federal Gas Tax Program	26,265	26,265	26,500	26,500	105,530	13%
Reserves	34,811	32,096	15,342	6,058	88,307	11%
Other Cost Sharing	4,590	5,278	3,185	993	14,045	2%
<b>Total Capital Funding</b>	<b>\$ 175,198</b>	<b>\$ 264,256</b>	<b>\$ 226,851</b>	<b>\$ 171,138</b>	<b>\$ 837,443</b>	

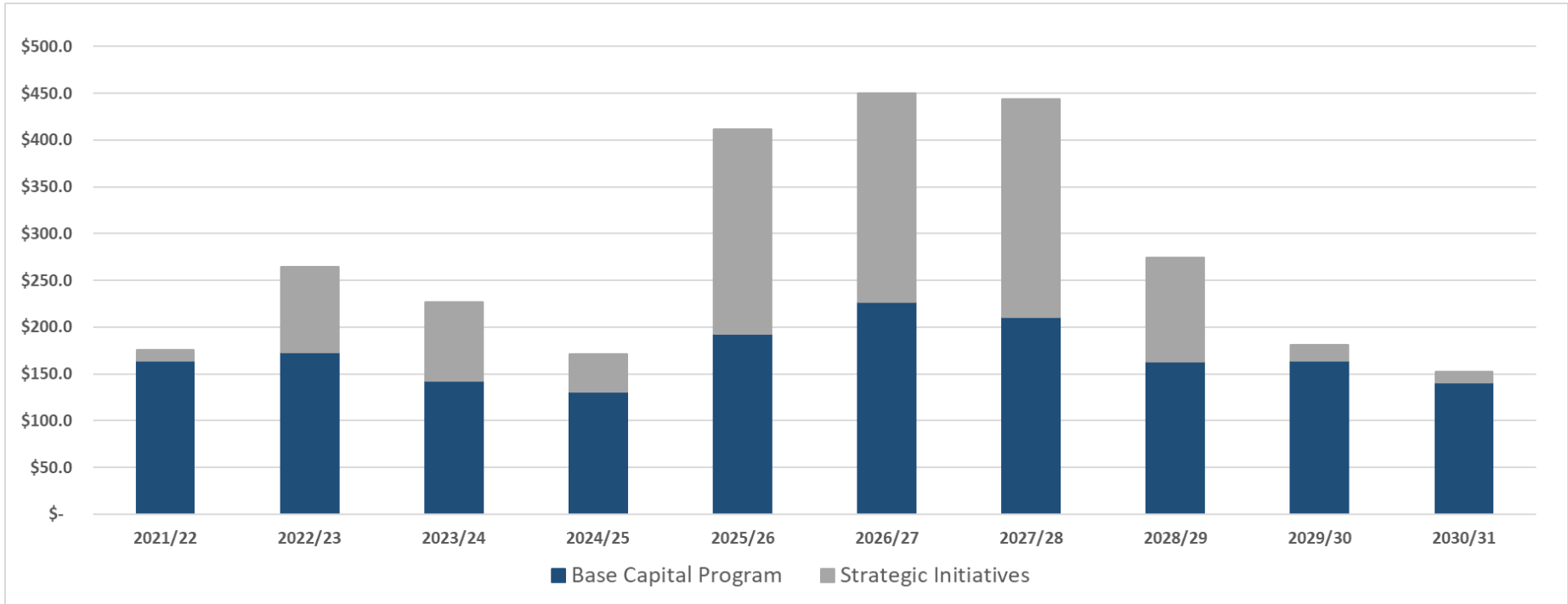


# Strategic Initiatives Funding

Project Name	2021/22	2022/23	2023/24	2024/25	4-Yr Total
Active Transportation - Strategic Projects	\$ 3,300	\$ 3,300	\$ 3,000	\$ 6,500	\$ 16,100
Cogswell Interchange Redevelopment	-	16,030	36,285	18,275	70,590
Electric Bus Procurement	900	55,218	40,687	-	96,805
HalifACT 2050 - Climate Action Plan	2,000	2,000	3,000	4,000	11,000
Halifax Forum Redevelopment	-	-	1,000	7,000	8,000
Mill Cove Ferry Service	2,900	3,500	-	3,200	9,600
Police Headquarters	-	-	-	1,000	1,000
Ragged Lake Transit Centre Expansion	2,000	8,000	-	-	10,000
Windsor Street Exchange	-	3,400	-	-	3,400
<b>Total Strategic Initiatives</b>	<b>\$ 11,100</b>	<b>\$ 91,448</b>	<b>\$ 83,972</b>	<b>\$ 39,975</b>	<b>\$ 226,495</b>
<b>Per Cent of Total Capital Plan</b>	<b>6.3%</b>	<b>34.6%</b>	<b>37.0%</b>	<b>23.4%</b>	<b>27.0%</b>



# 10-Year Capital Plan Base Program + Strategic Initiatives



Average Actual Expenditures 2018/19 – 2020/21      \$150M/yr.

Four-year Capital Plan Average 2021/22 – 2024/25      \$209M/yr.

Years Six Through Ten Average 2025/26 – 2030/31      \$319M/yr.

# Approvals to Enable Project Work

## 1. Capital Reserve Withdrawals

*Halifax Charter requires Regional Council to approve all withdrawals from Reserve accounts.*

## 2. Capital Multi-Year Projects

*Transparency to Regional Council on select projects which capital budget approval in the first year signals the intention to commit all years of the project's annual budget requests, due to the nature of the infrastructure activity.*



# Changes to Policy for Budget Approval

## 1. Legislative Requirement

*s. 79 The Council shall adopt an operating and capital budget for each fiscal year.*

*s. 93 (1) The Council shall make estimates of the sums that are required by the Municipality for the fiscal year.*

## 2. Procurement Policy Amendments

*s. 12 (3)(a) A Department shall not submit a Requisition unless:*

*(a) the funds for the estimated purchase amount are clearly identified in a Council approved budget; or*

*(b) the CAO has authorized the Requisition in advance of a Council approved budget.*

# Changes to Policy for Budget Approval

## 2. Procurement Policy Amendments - continued

26. (1) *The following pre-requisites shall apply to the approval of any contract award:*

*(aa) the proposed expenditure shall be:*

*(i) budgeted and funded, or*

*(ii) budgeted but not yet funded, providing the expenditure is capital expenditure and the Chief Financial Officer is satisfied that the funding will become available;*

## 3. Administrative Order 2018-004-ADM

9. (1) *The following pre-requisites apply to an approval of a Property Transaction under this Administrative Order:*

*(aa) the acquisition shall be:*

*(i) budgeted and funded, or*

*(ii) budgeted but not yet funded, providing the Chief Financial Officer is satisfied that the funding will become available;*

# Recommendation



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

1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachments 2 and 3, subject to approval of external funding program applications;
2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4;
3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5;
4. Adopt the amendments to Administrative Order 2020-004-ADM, the Procurement Policy, and Administrative Order 2018-004-ADM, the Transaction Policy, as set out in Attachments 6, 7 and 8 to this report.



