


HALIFAX

P.O. Box 1749
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Item No. 7

Halifax Regional Council
August 23, 2022

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: August 2, 2022

SUBJECT: Community Area Rates Budget and Business Plans Approval Process Timeline

INFORMATION REPORT

ORIGIN

April 5, 2022 meeting of Halifax Regional Council, Item 16.1:

MOVED by Deputy Mayor Lovelace, seconded by Councillor Kent

THAT Halifax Regional Council direct the Chief Administrative Officer to provide a staff report on revising the budget approval process timeline for area rate business plans to align more effectively with the municipality's business unit budget process to permit community associations opportunities to plan future area rate projects more appropriately and incorporate them into the upcoming fiscal year.

MOTION PUT AND PASSED UNANIMOUSLY.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter (Charter) subsections 96 (1), (2), and (4).

- 96
- (1) The Council may spend money in an area, or for the benefit of an area, for any purpose for which the Municipality may expend funds or borrow.
 - (2) The Council may recover annually from the area the amount required or as much of that sum as the Council considers advisable to collect in any one fiscal year by an area rate of so much on the dollar on the assessed value of the taxable property or occupancy assessments in the area.
 - (4) The Council may, in lieu of levying an area rate, levy a uniform charge on each
 - (a) taxable property assessment;
 - (b) dwelling unit,in the area.

Community Area Rates Administrative Order (Administrative Order), sections 5 and 8, as follows:

5. Council delegates to the Chief Financial Officer the ability to create procedures to support the administration of rates under this Administrative Order and to enter into a Contribution Agreement in accordance with section 31.
8. A community organization may submit a proposal to the Municipality for the establishment of a rate in its community during the Municipality's annual business plan process.
9. The proposal shall include:
 - (f) a proposed financial plan for the use of the funds, including:
 - (i) how the funds will be expended; and
 - (ii) any other sources of revenue to be combined with the funds.
18. (1) The community organization shall submit to staff annually:
 - (a) an annual business plan; and
 - (b) a detailed budget.
 - (2) Where Council has approved the rate for fiscal year in advance of the submission of the annual business plan and detailed budget, the CAO or their designate may withhold funds from the community organization until such time as they are submitted to staff.
 - (3) Where subsection 2 applies, Council may adjust the previously approved rate in accordance with the business plan and detailed budget.

BACKGROUND

In addition to the general rates of taxation, Council sets area tax rates and uniform charges for services provided. Community associations (associations) manage area rates and uniform charges that support local community recreation activities, including community events, community beautification, recreational infrastructure maintenance, grants to non-profit organizations, or sidewalks. The associations are required to submit business plans for the fiscal year to staff, containing budgeted financial expenditures which may include proposed capital projects. The Administrative Order sets out the requirements and types of capital projects that are permitted to be funded through a community area rate. Below is an excerpt from the relevant provisions of section 33 of the Administrative Order:

- 33 (1) Subject to section 32, rate funds may be used for:
 - ...
 - (i) subject to subsection (2), construction or enhancement of
 - (i) local recreational infrastructure on municipal land including parks, trails, sport fields, play lawns, playgrounds, landscaping, paths and trails, and related accessories; or,
 - (ii) sidewalks outside of the Urban Area as established by Council; and
 - (j) administrative costs associated with items (a) to (i).
- (2) Funds used for those items listed in subsection (1)(i) may only be used if the following conditions have been met:
 - (a) a needs assessment completed or approved by the appropriate business unit supports the proposed infrastructure;
 - (b) the proposed siting for such infrastructure is suitable;

- (c) there is a maintenance plan, including identification of any annual funding;
- (d) the proposed infrastructure is procured directly by the Municipality;
- (e) Council has approved the project in the Municipality's capital budget; and
- (f) the expenditure conforms to the Municipality's procedures for capital budget expenditures

Traditionally the timeline for accepting business plans and presenting the annual area rates budget to Council has been later than the main HRM capital budget. This has a potential misalignment with the capital budget process and delay in the inclusion of the associations' proposed capital projects in the Municipality's capital budget submission. There has also been confusion amongst associations about some of the processes, timelines, and requirements within the area rates program.

DISCUSSION

Associations that manage the community area rates are volunteer based organizations, and, as such, providing a high level of customer service is important. This ensures that the associations can focus on serving the community to the best of their ability and not on administrative matters. Associations also have the ability to request capital projects for their community which are funded through an area rate budget. These capital project requests must be reviewed and considered by the relevant business unit which may include a needs assessment and other criteria. These projects are frequently outdoor recreational infrastructure projects and as such, require review by the Parks & Recreation business unit.

Finance has reviewed and identified a number of areas where improvements can be made in the administration of community area rates to better enhance the customer experience. Finance and Parks and Recreation (P&R) have also collaborated and have thoroughly discussed the processes related to area rates, uniform charges and capital projects as well as strengthening our methodology and communication to all relevant parties. There have been some process changes identified which will improve how the area rates program and capital projects are administrated moving forward, and also some key information that will be more strongly communicated to the area rate associations to provide them with additional information to help them move through the capital project process.

Changes to be implemented:

- Improved communication with the associations pertaining to the administration of the community recreation area rate program, including clearly stating HRM expectations and requirements, and providing them with more information around rules and regulations as well as timelines. This includes the requirements for the associations to be in good standing, including maintaining active status, with the NS Registry of Joint Stocks, and for the association to provide a completed business plan and itemized budget, a copy of previous year financial statements, and a copy of the AGM minutes showing approval by majority vote of the business plan / budget.
- As was communicated at the May 17, 2022 area rates budget submission Council meeting, Finance intends to submit annual area rates for approval as part of the main HRM budget submission and capital budget submission in April of each year. This change will commence in the 2023/24 fiscal year and will align the approval timelines of the area rates with the HRM capital budget. Funding will only be distributed to associations once they have provided the required documentation, including annual business plan and budget, AGM minutes, and prior year financial statements. If the required documents are not received in advance of Council approval, subsection 18(2) of the Administrative Order allows funds to be withheld until the documentation is provided.

- Finance and Parks & Recreation have committed to quarterly meetings to regularly communicate and discuss ongoing and newly proposed capital projects to be funded through community area rates program. This will allow any new proposed capital projects which are received through associations to be provided to Parks & Recreation (or the relevant business unit) in a timely manner so that they may proceed with a full assessment of the proposal for potential inclusion in the next capital plan (timelines are outlined below). Parks & Recreation will discuss all ongoing and newly proposed capital projects with the district Councillor to ensure they are briefed.
- Finance has committed to improving the communication to associations to help them understand the process that is required to have a proposed capital project approved, as well as the timelines and methodology for that approval to be received. There may be a misperception among some associations that when they include a new capital project on the business plan and budget template that is submitted annually to Finance, that its acceptance constitutes immediate approval by the Municipality of the project. This is not the case, as Council only approves the area rate, not the actual business plans during the annual approval. The approval for a proposed capital project would happen through its inclusion and approval on the Municipality's capital budget. In order to be included in the proposed capital budget for Regional Council consideration, the proposal is submitted by Finance to P&R for an assessment of the proposed project. Project(s) are reviewed pursuant to clause section 33(1)(i) and subsection 33(2) the Administrative Order, which describes what funds can be used for and what conditions must be met. The goal of staff is to encourage associations to submit their capital project proposals in sufficient time for Parks and Recreation to review the capital proposal and determine whether to support its inclusion in the municipality's current year proposed capital budget. This will prevent them from having the funding tied up across multiple years as it moves through the approval process, or if rejected to go back to membership in a timely manner to find alternative use for funds.
- The business plan template will be fully revamped and updated to better conform to the current needs of both HRM staff and the associations. This template has not been updated in quite some time, and as such there are many improvements that can be made which will make it easier for associations to complete, and more useful for HRM staff. This will include things like providing more written information on the expectations and requirements of associations as well as the required documentation (financials, AGM minutes, etc), creating a separate area on the budget template to identify new and ongoing capital projects and explaining the timelines to have a capital project approved to set realistic expectations for the associations from the start, and new check boxes that will inform HRM on matters such as whether the association carries directors liability insurance and that they are currently active / in good standing with the NS Registry of Joint Stocks. This new revised template is provided in Appendix B - *2023-24 Community Area Rate Business Plan template (Revised)*.

Capital Budget Plan and Capital Project Proposals

Parks and Recreation have identified their timelines for developing the capital budget which is presented and approved by Council in April of each fiscal year. They have noted that September is when the initial capital budget list is prepared for the following year. This would mean that they must receive a business plan containing a proposed capital project for proper consideration and assessment by the Spring. This timing gives them enough time to consider the project and either include or exclude it from their plan for the **following** fiscal year. If a business plan containing a proposed capital project is received after this timeframe it may mean the project cannot be presented in the capital budget list for approval for several years after receipt. Communications improvements as noted above will be important and will set expectations for community associations going forward on the timelines of these proposals.

As discussed in Appendix A – *2022-2023 Capital Budget Framework – Parks & Recreation Capital Budget Supplemental Information Report*, there are resource and capacity limitations on new capital projects each year. This means that depending on the size and scope of a proposed capital project under the area rate

program, it could potentially require 12-18 months of assessment work for review and consideration to be completed; and then several fiscal years before the work might be scheduled in the capital budget.

FINANCIAL IMPLICATIONS

As all funding is from the uniform charges and area rates (i.e. no transfers from the general tax rate), there would be no financial impact on the HRM General Operating or Capital Budget at any time in the future. If a maintenance plan of completed capital projects does not include required funding through uniform charges or area rate, there would be an impact to the HRM budget through inclusion of maintenance costs on the Park & Recreation Capital Budget Supp Sheet.

COMMUNITY ENGAGEMENT

Community consultation takes place in accordance with the Administrative Order which requires a community association to hold an annual general meeting open to all members of the public and approve the annual business plan and budget through majority vote. This would include any proposed capital projects.

ATTACHMENTS

Appendix A – 2022-23 Parks & Recreation Capital Budget Supplemental Information Report dated October 28, 2021

Appendix B – 2023-24 Community Area Rate Business Plan Template (Revised)

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

Report Prepared by: Daniel Freeman, Senior Financial Consultant, Finance & Asset Management, 902.399.8397

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Item No. 1
Budget Committee
November 23, 2021

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

SUBMITTED BY: Original Signed
Denise Schofield, Executive Director of Parks & Recreation

Original Signed by 
Jacques Dubé, Chief Administrative Officer

DATE: October 28, 2021

SUBJECT: 2022-2023 Capital Budget Framework – Parks & Recreation Capital Budget

SUPPLEMENTAL INFORMATION REPORT

ORIGIN

October 19, 2021 Regional Council meeting:

MOVED by Deputy Mayor Outhit, seconded by Councillor Lovelace

THAT Halifax Regional Council direct the Chief Administrative Officer to provide a briefing note on:

1. The impact of shifting capital budget for Parks and Recreation 60%-40%; and
2. Additional source of revenue including Capital Cost Contribution User Fees and Deed Transfer Tax.

MOTION PUT AND PASSED

LEGISLATIVE AUTHORITY

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

BACKGROUND

During the October 19, 2021 Regional Council meeting, staff presented the proposed 2022-23 Capital Planning Framework. During the deliberation, concerns were raised regarding the limited ability for new recreation assets to be provided through the capital program with proposed funding of 70-80% allocated to asset renewal projects. As a result, Regional Council requested information on the impact of shifting that allocation within the capital budget for Parks and Recreation. This change would result in a reduction in the percentage allocated to renewal projects and an increase in the percentage put toward growth projects.

DISCUSSION

Current Capital Planning Framework

HRM currently bases its budget on principles outlined in the Capital Planning Framework, which indicates an allocation of 70%-80% of the annual base capital program to asset renewal projects and 20%-30% to service growth projects. HRM has 921 parks with assets including playgrounds, playing fields, courts, walkways/trails, splash pads, off-leash dog parks, docks, boat ramps, skate parks, parking lots, etc. Table 1 reflects the allocation of past capital funds for Parks & Recreation assets (excluding parkland acquisition and consulting projects). These capital funds are allocated to outdoor recreation assets only. Capital funds for recreation building infrastructure, including washrooms, are included in the building portfolio within the Corporate and Customer Services capital budget.

Asset renewal projects, also referred to as “state of good repair”, is a condition in which assets are fit for the purpose for which they were intended. Asset renewal projects are typically needed to address aging conditions, failing CSA standards, safety concerns and obsolete parts that can no longer be sourced. Renewal demands can also be a result of poor environmental conditions such as heaving, cracking, and failing asphalt, as well as falling/leaning/rusting fencing. Typically, if one portion of an asset starts to fail it is an indication that the entire asset should be considered for renewal.

Historic spending review within Parks Capital budget indicates the following allocations:

	Asset renewal	Service growth
2022/23 <i>proposed</i>	72%	28%
2021/22	82%	18%
2020/21	73%	27%
2019/20 ¹	68%	32%
2018/19	89%	11%
2017/18	85%	15%
2016/18	49%	51%
2015/16 ²	91%	9%

For context on the magnitude of asset costs, Table 2 provides information of typical asset cost and related maintenance.

	Capital Cost	Annual Maintenance
Playground Replacement	\$80,000	\$1,500 per playground
Court Rehabilitation	\$150,000	\$1,100 per court
Playing Field Rehabilitation	\$350,000	\$5,300 per field

A review of the outdoor recreation assets, based on site inspections, shows a growing need to maintain and improve current assets. When renewal projects are not included in capital budgets operational budgets are used to undertake additional work, ensuring the assets remain safe and usable. However, that maintenance often does not improve the overall condition and functionality. Such use of operational funds creates a pressure on the operational budget since it is required to be used for expenses beyond what is required for regular maintenance.

¹ The current allocation was established in 2019.

² In 2015 Parks & Recreation was established a new Business Unit

It is important to note that when operational budgets are used to address one aspect of a renewal project, the entire asset may still have challenges left unaddressed. For instance, if fencing is addressed as an operational expense, other issues such as drainage, grading, lights, etc. are not, though they may need to be.

Proposed change to funding allocation

In preparation for the 2022/23 Capital Budget deliberations, Regional Council was asked to review and consider the continued allocation of 70%-80% of the annual base capital program to asset renewal projects and 20%-30% to service growth projects for the 2022-23 through 2025-26 budget years. At the October 19, 2021 meeting Regional Council requested a briefing note to review the impact of shifting the allocation to 60% for growth projects and 40% for asset renewal for the Parks and Recreation portion of the capital budget. This shift reflects a desire to reduce resources toward state of good repair projects and instead invest more in new projects.

In communities across the country, municipal governments are faced with the reality that new infrastructure is needed to service growth that has been steadily increasing. In HRM there has been considerable population growth over the past five years. Between 2019 and 2020 the population grew by over 9,000 people; positioning Halifax as one of the fastest growing areas in the country. This type of growth is not common to Halifax, which has had consistent but low population growth.

Communities across HRM are seeing an increase in the real estate market, which leads to more residents and subsequently results in exposing where assets may be lacking or perceived to be lacking. Residents count on municipal governments to deliver these services and there is typically an increased demand to build new assets in residential growth areas.

There is also an ongoing need to satisfy overdue maintenance of existing assets and to continue to finance the replacement of the old assets. Balancing “growth” and “renewal” is part of the foundation of the current Capital Planning Framework approach where the allocation for asset renewal is weighted more heavily than growth projects.

Asset Management

Outdoor recreation assets exist to deliver value and service to the community. These assets must be managed over their full life cycle, considering both the current and future needs of the community. Decision-making should be evidence-based and support the delivery of clearly defined levels of service and other performance measures. An effective asset management program helps to ensure that asset maintenance and renewal requirements are not pushed out too far into the future, which would then impact future budgets, Councils, and residents.

HRM is still building a strong asset management system including a comprehensive inventory of all assets, a desired level of services, caring for assets throughout their life cycle, as well as determining a financial strategy to address life cycle management.

Historic spending indicates that there is a need to maintain resources dedicated to renewal projects as HRM looks ahead into future capital budget years. Numbers already indicate that this investment is critical to ensure public safety standards are met for the assets. Reducing the current allocation toward renewal, would necessitate additional pressure on the operating budget to extend the asset life through minor repairs. Pressure on the operational budget is still a financial pressure, which is passed onto ratepayers or user groups.

Consequences of changing budget allocation

Council could consider maintaining the current allocation but seek ways to increase the available funds to the Parks & Recreation capital budget. Increased revenue options are outlined below in the Revenue section. In this scenario, the Parks Capital budget would still meet the established allocation of resources in each category (renewal and growth) but would undertake additional growth and renewal projects each

year. Historically, capital funding for outdoor recreation assets has been primarily focused on asset renewal which has added to the gap in new assets.

If Council chooses to adjust the percentage allocation for outdoor recreation assets (increase growth projects and decrease renewal projects) the state of parks assets, generally, would decline and impact future municipal budgets. Renewal of assets will always be a requirement and the consequence of decreasing that budget means future residents will be faced with those debts.

Further, growth projects require twelve months lead time to undertake scoping and project preparation which includes site analysis, topographical survey, archeological assessments (where required), geotechnical investigation, cost estimates and final recommendations. As a result, any increase to growth projects could be considered in fiscal 2022/23 but there would not be sufficient time to complete the projects. Therefore, it would be more effective to consider adjustments to the budget to enable more growth projects in the 2023/24 Capital Budget.

Revenue

Halifax has additional revenue sources beyond the regular residential and commercial tax rates. Regional Council requested staff look specifically at the Capital Cost Contribution program and the Deed Transfer Tax as possible means to fund Parks and Recreation capital spending.

The Capital Cost Contribution program can be applied in two different ways:

1. Regionally, to support expenditures that provide benefit across the entire municipality; and
2. Locally, in designated masterplan areas.

In this context, a regional Capital Cost Contribution charge could be levied for Parks and Recreation infrastructure such as recreation facilities or all-weather sport fields. A percentage of estimated costs to build new infrastructure of this nature, that would be attributable to growth in the municipality, would be used to establish a charge. Regional Capital Cost Contribution yields modest revenues, typically under 10% of Regional Capital Programs, to support new infrastructure.

Local Capital Cost Contributions are established over a masterplan area and recoverable infrastructure costs are usually in the range of 30-50% of the infrastructure needed to support the masterplan area. Local Parks and Recreation infrastructure such as playgrounds, sport fields, recreation centres, and trails would be eligible. Local Capital Cost Contribution charges for Parks and Recreation infrastructure could be applied for new masterplan areas.

Either one of, or Both Regional and Local Capital Cost Contributions could be implemented through the development process for new growth areas. As a result, they would provide a funding option for assets in new areas but would not support an increase in the capital budget for new assets in established areas. A report on Capital Cost Contributions for recreation as well as other services enabled under the HRM Charter will be coming to Council early in 2022. These charges are substantive, and the impact on the affordability of new homes will be a key consideration in adopting such charges.

Deed Transfer Tax is currently used to fund municipal expenditures generally. The upcoming capital and operating budgets will project higher revenues for Deed Transfer Tax than have been estimated in the past. These estimates will be outlined in the Fiscal Framework that will be presented to Council on November 23, 2021. Increases in Deed Transfer Tax have been planned as a funding source to address the Strategic Initiatives contained in the capital budget. As a result, increases in Deed Transfer Tax would not be a revenue source for an adjusted Parks and Recreation capital budget.

In addition, to Capital Cost Contribution and increased Deed Transfer Tax revenue opportunities, there are other potential revenue possibilities which would be project specific. Funding from other orders of government, partnership opportunities and sale of naming rights could result in additional funding, but those opportunities are typically specific to a particular project and as a result, would not have a measurable impact on the overall capital budget.

FINANCIAL IMPLICATIONS

Maintaining the existing renewal level of investment is critical for public safety and also minimizes the future budget increases for deferred work. The opportunity to address growth, as contemplated by Regional Council, may best be considered through an increase to the overall Parks and Recreation Capital Budget. If Regional Council chooses to increase the Parks Capital budget, with the intention of increasing the number of projects per year, there will be a financial implication on staffing. For budgeting purposes one additional staff to the Parks Capital team would be approximately \$112,000 (total cost). In addition to staffing related to capital project delivery, there is the consequence to maintenance staff, materials, and equipment required with a higher number of assets. These costs are identified as “Operating Cost to Capital” at the time that Regional Council deliberates on the capital budget and will be an on-going expense in future years.

Should Regional Council choose to adjust the percentage allocation to 60% asset renewal/40% growth within the existing Parks and Recreation capital budget, there will be increased pressure on the operating budget in order to maintain assets for a longer period of time prior to replacement. The impact on the operating budget would be dependent on the length of time that project replacements are delayed and number and type of projects.

To date, for the current 2021/22 fiscal, the existing Parks & Recreation staff have tendered 90% of all projects in the capital budget and completed 67% of the projects. As presented in the 2021/22 Parks and Recreation Business Plan (Table 3), this service delivery statistic is a projected trend.

Table 3: Service Delivery Measures				
Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Projected	2021/22 Planned
% of Parks Capital Projects Tendered	97%	94%	95%	95%
% of Parks Capital Projects Completed	83%	80%	93%	85%

Should additional projects be expected to be delivered, a review of funding and staffing levels within this team would need to be considered, as detailed herein.

COMMUNITY ENGAGEMENT

No community engagement was required.

ATTACHMENTS

No attachments.

Community Area Rate Business Plan & Budget for 2023/24

Name of Association or Society:	
Registry of Joint Stock Companies ID#:	
Mailing Address of Association or Society:	

	Primary Signing Authority	Secondary Signing Authority
Name & Title:		
Phone number & Email:		

Business Plan & Budget approved at Annual General Meeting held on:	
--------------------------------------------------------------------	--

Mission, Description of Services Provided, Accomplishments from Prior Year
(include who the services are provided to and the purpose of the area rate)

What Goals Does Your Organization Plan to Accomplish in the fiscal year?

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Area Rate Information

Amount of Area Rate:	
Will the amount of the Area Rate change this fiscal year?	
If yes, have the majority of homeowners at the AGM voted to approve the change?	
Area subject to Area Rate:	
Do you anticipate a surplus or a deficit at the end of this fiscal year and how much?	
Does the association have active status with the NS Registry of Joint Stocks?	
Is the association proposing any new capital projects in the fiscal year?	

Requirements for release of annual funds – In order for annual funding to be released an Association must provide HRM staff with a finalized business plan & budget document which has been approved through majority vote at an AGM or special meeting, a copy of the meeting minutes where the business plan & budget were approved, and a copy of the prior year financial statements. The association must have an active status with the Nova Scotia Registry of Joint Stocks and a signed contribution agreement between HRM and the association must also be in place.

Acceptable use of funds – (for a complete list please review clause 33 of [AO 2019-005-ADM](#))

- community events; accessories including signage, picnic tables, benches, and garbage cans; and community beautification and clean-up
- maintenance of recreation infrastructure
- recreation and leisure costs, including programming and equipment
- establishment and maintenance of seasonal recreation infrastructure
- operation of small, local community centres
- grants to non-profit organizations (subject to the rules and regulations as stated in section 33 (1) (h) of [AO 2019-005-ADM](#))
- construction or enhancement of
 - local recreational infrastructure on municipal land including parks, trails, sport fields, play lawns, playgrounds, landscaping, paths and trails, and related accessories
 - Consider the potential maintenance costs of these items
 - sidewalks outside of the Urban Area as established by Council

General information – If the association requests an increase to the area rate amount or a change to the catchment area to take effect the following fiscal year, it must be communicated clearly in writing to HRM staff by September of the current year at the latest.

- All owners of property subject to the rate shall be eligible for membership in the community organization
- All members of the community organization shall be entitled to vote
- Meetings of the community organization that relate to the rate shall be open to any member of the public

HRM Contact: Arearateinfo@halifax.ca

Link to Administrative Order: [Administrative Order 2019-005-ADM, Respecting the Establishment and Use of Community Area Rates in the Halifax Regional Municipality | Halifax.ca](#)

Itemized Budget for Fiscal Year

Description of Revenue Source	Amount (\$)
Area Rate Revenue to be collected from Property Tax bills:	
Surplus or (deficit) carried forward from prior fiscal year:	
Total Revenues (must equal total expenditures + capital):	\$

Description of Planned Operating Expenditures	Amount (\$)
Total Operating Expenses (operating + capital must equal total revenues):	\$

Description of New or Existing Planned Capital/Infrastructure Projects	Amount (\$)
Total Capital/Infrastructure Exp. (operating + capital must equal total revenues):	\$

Capital Project Information – the inclusion of a newly proposed capital project on this business plan, and its acceptance by HRM does **not** constitute immediate approval of the project. Business plans are not approved by Council. The approval for a proposed capital project will only happen once the following conditions have been met:

- A needs and suitability assessment is fully completed by Parks & Recreation or the appropriate business unit
- A maintenance plan has been considered in collaboration with the appropriate business unit
- Council has approved the project in the Municipality’s capital budget

Parks & Recreation must receive a new capital project proposal by late Spring at the latest, in order to have the required time to evaluate it before September when the capital budget proposal is prepared for the following fiscal year. It is recommended that a dollar figure not be assigned to a newly proposed capital project in the business plan until such time as it has been included in the capital budget; as the assessment may span multiple fiscal years and the project may end up being rejected.