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Item No. 6
Halifax Regional Council
December 13, 2022

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed

Caroline Blair-Smith, Acting Chief Administrative Officer

DATE: December 6, 2022

SUBJECT: **Capital Update & Advanced Tenders**

ORIGIN

November 22, 2022 Budget Committee (Item 6.):

MOVED by Councillor Outhit, seconded by Councillor Blackburn

THAT the Budget Committee approve amendments to the 2021-2025 Council Priorities Plan as outlined in Attachment 2 of the staff report dated November 16, 2022 and direct the Chief Administrative Officer to develop 2023-2024 business plans and budgets consistent with this Plan.

MOTION PUT AND PASS UNANIMOUSLY

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 79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if

- (a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality;
- (b) the expenditure is in respect of an emergency under the Emergency Management Act; or
- (c) the expenditure is legally required to be paid.

RECOMMENDATION

It is recommended that Halifax Regional Council approve the schedule of 2023/24 advanced tender requests as per Attachment 1.

BACKGROUND

Ahead of presenting the annual multi-year capital plan in detail to the Budget Committee in January 2023, Regional Council has expressed interest to have a broader understanding of the state of currently owned infrastructure, as well as the progression of existing capital work.

DISCUSSION

The Halifax Regional Municipality (HRM) owns \$4.1B in assets, as of March 31, 2022, to support all areas of municipal service delivery. Staff across the organization have been steadily implementing asset management practices and condition assessments to ensure the municipality's ability to deliver services as cost-effectively as possible. Staff have assembled a high-level report on the state of HRM's asset inventory condition.

Overall, 55% of major municipal infrastructure is estimated to be in Good to Very Good condition, and 25% is estimated to be in Poor to Very Poor Condition. It should be noted that many existing diesel buses are being operated past their useful life to bridge the transition to electric buses. The asset classes presented in the report are those for which asset condition was already being tracked to some level. It is expected for this report to improve its content over time as staff develop their condition rating capabilities. The full detail of this overview can be found in Attachment 2 of this report and will be included in the 2023/24 capital budget book.

The asset condition information is a key factor for project managers when preparing the annual capital plan. It is balanced with consideration for changes to service demand, the amount of asset inventory available to deliver service, and its level of performance.

It is imperative to understand that having all of one's asset inventory at the highest condition rating is unsustainable and not a good investment. Each asset group should have an assigned level of service target which defines the acceptable condition rating which optimizes both reliable operational service and level of annual maintenance investment. This asset management practice was demonstrated to Regional Council on January 25, 2022 in the [Recommendation on the Level of Service \(LOS\) for the HRM Street Network](#) standard setting report to move to more cost-effective, less disruptive proactive asset maintenance management. Staff are working to bring the same recommended LOS standards on the remaining major asset groups over the next few years. Until then, the full "infrastructure deficit", or estimated total cost to bring all assets to a targeted level of service condition standard, cannot be fully quantified.

With significant growth in the municipality's population being realized, the need for increased asset inventory to provide new and expanded services is also growing. Not only is the capital program growing in total investment dollars, but individual projects are increasing in size, complexity in scope and coordination, as well as requiring more widely varied skillsets. The following table demonstrates the relative capital investment growth in the previous 5 years.

Table 1 – Historical Capital Budget 2018/19 – 2022/23 (Thousands)

Asset Category	2018/19	2019/20	2020/21	2021/22	2022/23
Buildings/Facilities	\$ 32,470	\$ 37,885	\$ 40,255	\$ 34,811	\$ 53,361
Business/Industrial Parks	-	-	-	-	29,250
Business Systems	16,629	18,607	14,702	19,637	16,324
District Capital Funds	1,504	1,504	754	1,504	1,504
Outdoor Recreation	9,959	14,760	3,980	10,010	11,030
Roads, Active Transportation & Bridges	44,335	56,575	50,645	61,334	102,990
Traffic & Streetlights	2,680	1,335	1,100	3,712	5,944
Vehicles, Vessels & Equipment	20,757	33,053	36,330	42,550	86,121
Other Assets	250	250	2,060	4,355	12,457
Total Capital Plan	\$ 128,584	\$ 163,969	\$ 149,826	\$ 177,913	\$ 318,981
Source of Funds	2018/19	2019/20	2020/21	2021/22	2022/23
Reserves	\$ 31,640	\$ 60,090	\$ 47,513	\$ 34,811	\$ 52,054
Capital from Operating	36,200	37,005	20,500	52,576	65,920
Debt	29,800	27,109	24,401	45,087	51,490
Strategic Initiatives Debt	-	-	-	8,326	40,063
Federal Gas Tax Program	26,500	25,123	46,174	26,265	47,275
Other Government Programs	2,000	8,160	7,813	6,259	54,202
Other Cost Sharing	2,444	6,482	3,425	4,590	7,978
Total Capital Funding	\$ 128,584	\$ 163,969	\$ 149,826	\$ 177,913	\$ 318,981
Actual Capital Expenditures	\$ 153,323	\$ 129,814	\$ 152,919	\$ 199,623	\$ 226,265

Q2 Projection

The approved 2022/23 capital budget and approved in-principle four-year capital plan represented a doubling of the annual capital program for HRM due to the separation and approval of the new strategic initiatives program.

Table 2 – 2022/23 Four-Year Capital Plan (Thousands)

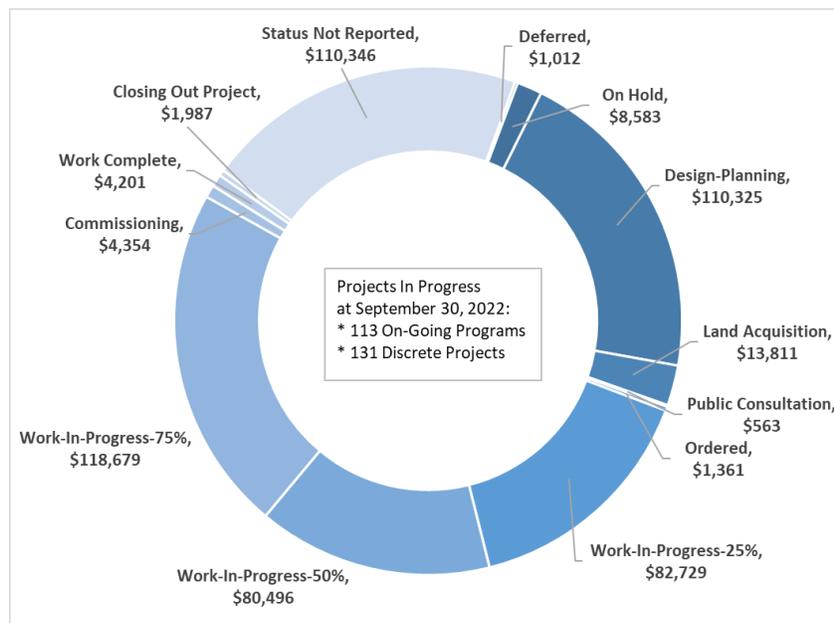
Asset Category	2022/23	2023/24	2024/25	2025/26	4-Yr Total
Buildings/Facilities	\$ 53,361	\$ 53,362	\$ 51,201	\$ 69,706	\$ 227,630
Business Systems	16,324	9,110	7,159	5,554	38,147
District Capital Funds	1,504	1,504	1,504	1,504	6,016
Outdoor Recreation	11,030	7,750	10,050	10,250	39,080
Roads, Active Transportation & Bridges	78,795	80,315	84,912	83,635	327,657
Traffic & Streetlights	5,944	5,206	5,768	5,525	22,443
Vehicles, Vessels & Equipment	22,708	20,666	18,971	17,583	79,928
Other Assets	31,747	3,920	26,880	1,050	63,597
Total Base Capital Plan	\$ 221,413	\$ 181,833	\$ 206,445	\$ 194,807	\$ 804,498
Strategic Initiative	2022/23	2023/24	2024/25	2025/26	4-Yr Total
Cogswell Interchange Redevelopment	\$ 16,030	\$ 53,099	\$ 26,744	\$ 7,317	\$ 103,190
Halifax Forum Redevelopment	-	1,000	10,000	35,000	46,000
HalifACT Climate Action Plan Projects	73,373	67,637	41,420	41,240	223,670
Integrated Mobility Plan (IMP) Projects	8,165	40,750	81,900	56,115	186,930
Total Strategic Initiatives Plan	\$ 97,568	\$ 162,486	\$ 160,064	\$ 139,672	\$ 559,790
Base Capital & Strategic Initiatives	2022/23	2023/24	2024/25	2025/26	4-Yr Total
TOTAL CAPITAL PLAN	\$ 318,981	\$ 344,319	\$ 366,509	\$ 334,479	\$ 1,364,288

The introduction of the strategic initiatives program was intended to safeguard responsible and sustainable asset renewal investment in existing infrastructure and allow for nominal growth to support existing service standards. Projects categorized as strategic initiatives introduce new services or substantially improve existing services. They have a separate funding model and are tied to an approved Council strategy which are significant enough to lead to a discernable increase in the tax rate outside the normal base capital budget.

Annually, staff begin the capital budget process by updating project assumptions on the existing ten-year capital plan. Using capital prioritization ratings to guide decisions for project timelines and value of investment, the portfolio is adjusted within the available funding envelope as defined by Council’s direction for external cost-sharing agreements, debt policy, reserve business cases, and annual tax levels.

Based on status of the existing capital projects in-progress, staff also assess overall capacity to take on new work. Labour market shortages and supply chain delays in materials have caused some projects to be extended. Staff have adjusted 2023/24 capital budgets and work plans to reflect this experience. Further detail by individual project of the information presented in Figure 1 can be found in Attachment 3 of this report.

Figure 1 – 2022/23 Capital Projects Work-in-Progress (Thousands)



The [2023/24 Budget Direction](#) report presented to Budget Committee on November 25, 2022 highlighted the economic challenges that have grown since the beginning of the pandemic and that are significantly impacting municipal expenditures both on the operating and capital work. This includes:

- inflation, reaching levels not seen since amalgamation and expected to be felt until 2025/26, per economic sources such as Canmac;
- labour market shortages, being seen across all sectors and job vacancies being reported at their highest ever in the region (at over 10,000) at the end of 2021, per the Halifax Partnership’s Halifax Index;
- industry supply chain gaps and delays, which have caused project scheduling delays and added to increased vendor costs which in some cases have been double compared to previous years.

Table 3 – Halifax Region Economic Outlook

Halifax Region Macro Outlook Tables - 2021 - 2026 - % Change					
	2022	2023	2024	2025	2026
Gross Domestic Product (Millions Chained 2012\$)	2.12	2.52	2.63	2.63	2.63
Labour Force (Thousands)	1.25	1.52	1.48	1.48	1.48
Employment (Thousands)	4.05	0.88	1.11	1.10	1.29
Unemployment Rate	(34.65)	12.16	6.19	6.00	2.91
Consumer Price Index (2002=100)	3.88	7.01	5.00	2.85	2.10

Source: Canmac Economics (Halifax Region Economic Outlook August 2022 Update)

Another significant risk in the capital program is projects in-progress which have external cost sharing. Generally, contribution agreements with other orders of government commit to providing a maximum fixed dollar amount to a project and a specified project completion date. In the existing economic environment, HRM is bearing all the additional risk burden for several project commitments.

Table 4 – 2023/24 Preliminary Budget Assumptions Update (Thousands)

	Per 2022/23 Capital Plan				Per Fall/22 Update			
	2023/24	2024/25	2025/26	2026/27	2023/24	2024/25	2025/26	2026/27
Base Program	\$ 181,833	\$ 206,445	\$ 194,807	\$ 263,248	\$ 222,849	\$ 293,465	\$ 289,974	\$ 308,789
Buildings/Facilities	53,362	51,201	69,706	96,685	54,706	83,195	109,850	125,230
Business Systems	9,110	7,159	5,554	16,249	9,214	8,309	5,554	7,637
Other Assets	5,424	28,384	2,554	1,854	35,166	28,774	25,206	2,228
Outdoor Recreation	7,750	10,050	10,250	11,450	9,855	13,350	11,950	13,950
Roads, Active Transportation & Bridges	80,315	84,912	83,635	111,185	73,750	98,285	91,000	96,285
Traffic & Streetlights	5,206	5,768	5,525	6,292	6,206	6,768	6,525	7,292
Vehicles, Vessels & Equipment	20,666	18,971	17,583	19,533	33,952	54,784	39,889	56,167
Strategic Initiatives	\$ 162,486	\$ 160,064	\$ 139,672	\$ 107,440	\$ 163,792	\$ 259,919	\$ 250,580	\$ 366,203
Buildings/Facilities	1,000	10,000	35,000	25,000	25,890	72,000	95,000	178,000
Other Assets	26,950	41,420	41,240	-	20,675	40,505	43,775	35,086
Roads, Active Transportation & Bridges	78,849	88,644	33,432	22,440	61,540	87,190	61,805	32,730
Vehicles, Vessels & Equipment	55,687	20,000	30,000	60,000	55,687	60,224	50,000	120,387
Grand Total	\$ 344,319	\$ 366,509	\$ 334,479	\$ 370,688	\$ 386,641	\$ 553,384	\$ 540,554	\$ 674,992

The figures in Table 4 reflect the current economic impacts that are affecting the previous 2022/23 capital plan when project assumptions were initially updated this fall. An increase of over \$740M in the four-year plan approved less than one year ago led staff to undertake a full review of the portfolio to assess how to make trade-offs between council-directed capital goals and funding levels. Full details of this preliminary 2023/24 draft and comparison to the 2022/23 plan are included in Attachment 4 of this report. The Fall/22 project totals are not the finalized draft budget recommendation which will be presented in January 2023.

All projects identified in the capital plan portfolio have merit to provide municipal value to its public service. In the current economic environment, staff are looking to balance progress in implementing the capital plan with the cost to the taxpayer. Several mitigating approaches have been undertaken by staff:

- slowing the progress on infrastructure programs until inflation, and labour and market capacity begin to stabilize;
- deferring projects which are not primarily addressing health and life safety or preventing critical service disruption;
- revisiting project designs and undertaking value engineering exercises to accommodate project costs within original budget approvals;
- continuing proactive preventative maintenance projects to prevent asset deterioration causing capital cost escalation in the future and/or excessive operating maintenance and emergency repair costs.

The advanced tender list of project requests is put forward for Council's approval each December to assist with the front-end administrative work to tender key work which is dependent on maximizing seasonal construction. In addition, this year there are some projects which are looking to leverage additional lead time to mitigate known significant supply chain delays.

Next Steps:

Regional Council will have the 2023/24 draft capital budget book, containing the details of every project proposed for the four-year capital plan distributed for their review on December 15, 2022. This will allow a month for Council's review before staff return to present the capital budget recommendation to Budget Committee on January 18, 2023.

FINANCIAL IMPLICATIONS

Approval of the Advanced Tender schedule in Attachment 1 provides the authority for project managers to engage in procurement activities to begin execution on \$114,200,000, or 35% of the proposed total 2023/24 capital budget which will be recommended for approval on January 18, 2023. Over the past five fiscal years, the average Advanced Tender total request equated to approximately 40% of the total capital budget therefore the 2023/24 is a reasonable level compared to past practice.

RISK CONSIDERATION

Advanced Tender requests are intended to mitigate seasonal weather risk to begin the upfront administrative tendering process of construction work to maximize the most days available for executing project plans. The risk to Council in approving 35% of the 2023/24 capital budget to begin early is minimal due to its small portion of the overall expected authority to spend, and that 21 out of the 27 requested projects are ongoing annual programs in nature.

COMMUNITY ENGAGEMENT

The 2022 Municipal Services Survey was conducted between September 12 – September 29, 2022. The budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each public budget presentation.

ENVIRONMENTAL IMPLICATIONS

Any environmental implications associated with a particular capital project are assessed during project planning and management.

ALTERNATIVES

Halifax Regional Council could choose to:

1. Alter any of the projects and/or amounts contained in Attachment 1, or
2. Not approve the recommendation.

ATTACHMENTS

Attachment 1 – 2023/24 Advanced Tender Requests
Attachment 2 – 2022 HRM Infrastructure Condition Report
Attachment 3 – 2022/23 Capital Budget Progress Report
Attachment 4 – 2023/24 Preliminary Capital Budget Update

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

Report Prepared by: Crystal Nowlan, Director of Asset Management, Finance & Asset Management,
902.237.8768

ATTACHMENT 1

2023/24 Capital Advanced Tender Requests

Project Name	Project #	Asset Category	2023/24 Proposed Capital Budget	2023/24 Advanced Tender Request	% of Budget
Bridges	CR200003	Bridges	\$ 4,000,000	\$ 3,000,000	75%
Burnside Transit Centre Eco-Rebuild - Design Phase	Transit 19	Buildings/Facilities	20,840,000	20,840,000	100%
Demolition of 1940 Gottingen Street	Build17	Buildings/Facilities	2,500,000	2,500,000	100%
Environmental Remediation/Bldg. Demo	CB190009	Buildings/Facilities	400,000	400,000	100%
Regional Park Washrooms	CB200010	Buildings/Facilities	1,000,000	1,000,000	100%
Recreation Software Transition	CI230001	Business Systems	2,500,000	250,000	10%
Ice Resurfacers Replacement	CE190005	Equipment & Machinery	180,000	180,000	100%
Urban Forest MP Implementation	CR210011	Natural Assets	1,590,000	1,590,000	100%
Park Development - New	CP210013	Parks	1,400,000	650,000	46%
Park Recapitalization	CP200001	Parks	6,500,000	5,200,000	80%
Recreational Trails	CP190002	Parks	105,000	100,000	95%
Active Transportation	CR200001	Roads & Active Transportation	5,100,000	2,550,000	50%
Other Road Related Works	CR200004	Roads & Active Transportation	2,750,000	1,500,000	55%
Infrastructure Maintenance & Ops - State of Good Repair	TPW Ops	Roads & Active Transportation	4,000,000	2,000,000	50%
Regional Centre AAA Bikeways	CR200007	Roads & Active Transportation	2,500,000	1,250,000	50%
Sidewalk Renewals	CR200002	Roads & Active Transportation	2,000,000	1,000,000	50%
Street Recapitalization	CR200006	Roads & Active Transportation	42,000,000	25,000,000	60%
Controller Cabinet & Detection	CT200004	Traffic Signalization/Equipment	350,000	315,000	90%
Road Safety Improvements	CT190006	Traffic Signalization/Equipment	5,500,000	3,900,000	71%
Street Lighting	CT200001	Traffic Signalization/Equipment	250,000	200,000	80%
Access-A-Bus Replacement	CM200001	Vehicles	1,800,000	1,800,000	100%
Electric Bus Procurement & Ragged Lake Transit Centre Expansion	CV210011	Vehicles	40,687,000	28,240,000	69%
Fire Fleet Replacement	CE200002	Vehicles	7,000,000	7,000,000	100%
Municipal Fleet Replacement	CE200001	Vehicles	2,500,000	2,500,000	100%
Police Fleet Replacement	CE200003	Vehicles	1,000,000	1,000,000	100%
Transit Support Vehicle Expansion	CV220016	Vehicles	55,000	55,000	100%
Transit Support Vehicle Replacement	CM200003	Vehicles	180,000	180,000	100%
2023/24 Total Advanced Tender Request			\$ 158,687,000	\$ 114,200,000	72%

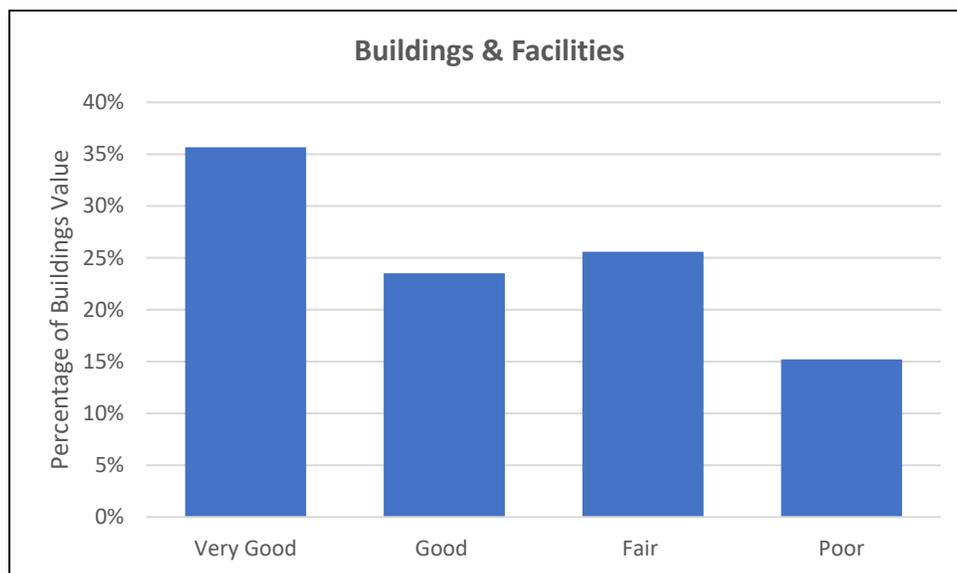
2022 ASSET CONDITION REPORT

Buildings & Facilities

The replacement value of all buildings owned by HRM is estimated at over \$1.1 billion. Over the last three fiscal years average annual funding for asset renewal was \$35 million. For the coming 23/24 fiscal year the renewal budget for Buildings and Facilities is \$44.3 million. With 3.1% of the replacement value being allocated to asset renewal, this puts HRM buildings within the industry standard 2% – 4% and is a testament to the on-going commitment to ensuring HRM buildings are safe and functional.

In recent years, significant progress has been made on the Buildings portfolio in terms of assessing detailed condition data, with all facilities currently having a plan of assessment based on their impact to service and their community significance. A percentage of the building inventory is assessed each year, resulting in a cycle ranging from five to eight years for major facilities. Facilities also undergo a review process on a year-to-year basis to update asset data with new project information. As the condition assessment methodologies and asset management of buildings continues to develop over the coming years it will continue to provide better and better information to Regional Council on the state of the buildings and their future capital funding needs.

Figure 1 - Buildings & Facilities Conditions 2021/22



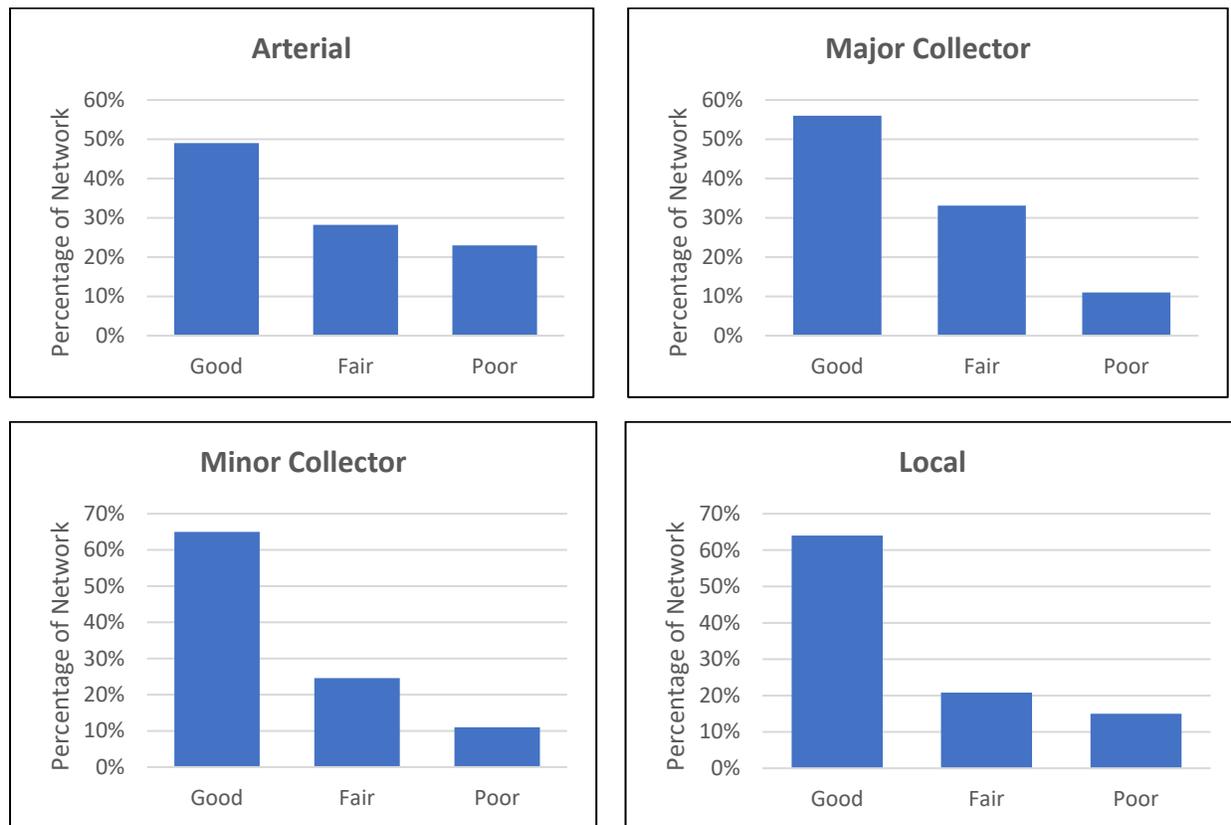
The output of the buildings condition assessment is a metric known as the Facility Condition Index [FCI], it is a function of asset renewal requirements divided by asset replacement cost. This metric is used industry wide and is a fundamental piece to creating the building condition rating model. The figure above presents the condition of HRM buildings based on the total percentage of building replacement costs. For example, the buildings with a rating of very good account for approximately 36% of the total portfolio, based on replacement cost.

Roads

HRM has over 3,966 lane km of roads, including approximately 26 lane km of gravel roads. These gravel roads are excluded from the condition ratings. Over the last three fiscal years, average annual funding for asset renewal was \$33 million. For the coming 23/24 fiscal year the renewal budget for Roads is \$42 million. Roads are further divided into the sub classes of: Arterial, Major & Minor Collector, and Local. This divide helps better manage the road network by applying a more suitable management approach to each class rather than one blanketed approach over the entire network.

In 2021 roads transitioned to the Pavement Quality Index [PQI] as its performance index related to pavement condition. HRM staff have worked with consultants to develop Levels of Service [LOS] for the network, this document was delivered January 2022. This report proposes LOS funding scenarios required to reach the minimum service targets. These funding scenarios suggest increasing street recap funding each year estimating between \$75 and \$95 million annually will be required by 2030 to meet LOS goals.

Figure 2 - Road Conditions 2020/21



The figure above presents the condition of HRM roads divided by road class; these condition ratings are based on PQI ranges which vary from class to class. For example, the acceptable PQI ranges for Arterial roads are stricter than those for Local roads due to many factors such as Arterial roads having a higher impact on the entire network in cases of disrepair and failure. Road condition data is collected on a 2-

year cycle. The 2022 data has been collected and is still being processed at the time of writing this report. As such, the figures above are labelled for the 20/21 conditions.

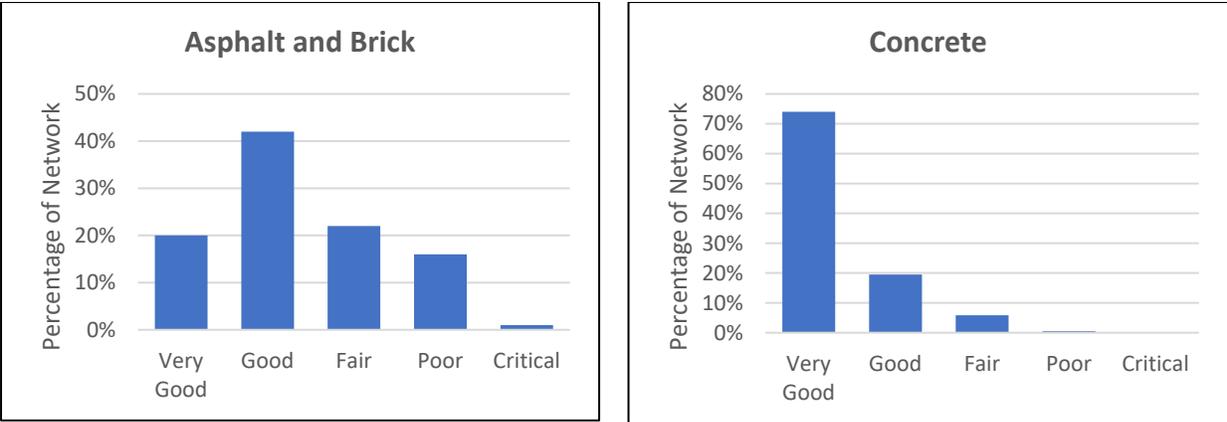
A balanced approach is used to maintain pavement in a state of good repair. Roads that are in good condition are kept in good condition, and roads that are in poor condition are addressed over time. This means roads are maintained using a blend of “best first” and “worst first” funding model, the goal of this model is to find the balance between efficiency and service needs. For example, resurfacing a street that has just begun to deteriorate can be carried out at a cost of \$15 - \$40 per square metre, while re-constructing a street that is in a more advanced state of decline will cost \$110 - \$140 per square metre.

As a part of the Provincial Road Transfer this year, HRM received over 250 lane km of paved roads and 60 lane km of gravel roads. These roads were not included in the ratings above but are already under review by staff to ensure they are properly adopted and upkept to the same level as the rest of the road network.

Sidewalks

HRM has 976 km of sidewalks, over half of which are located on arterial or collector roads. Concrete sidewalks make up the majority of the network with a length of 940km. Over the last three fiscal years average annual funding for asset renewal was \$2 million. For the coming 23/24 fiscal year the renewal budget for Sidewalks is \$2 million. Concrete sidewalks are inspected and rated by staff every three years and a sidewalk deficiency rating is calculated and applied. Asphalt and Brick sidewalks are completed on a similar timeline by external consultants and given a rating based on their expertise.

Figure 3 - Sidewalk Conditions 2021/22



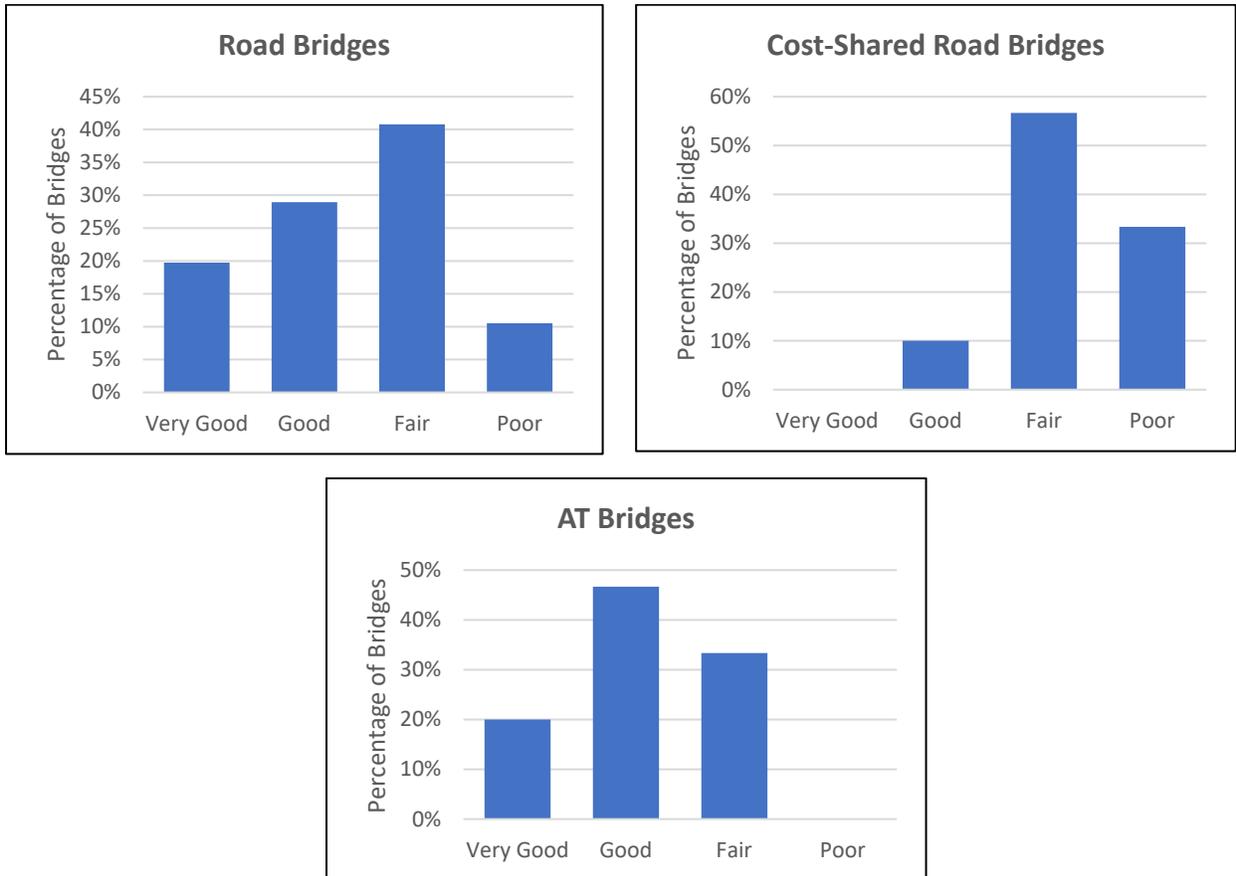
The figure above presents the condition rating of the sidewalk network, concrete is separate from asphalt and brick as it is managed and assessed differently. Similarly to roads, a levels of service document for concrete is in development with assistance from consultants. One of the main challenges is understanding how sidewalk data is managed by other municipalities to help determine baseline requirements, however jurisdictional scans are showing that condition data and LOS tracking are not commonly being documented.

Bridges

HRM partially or fully owns and maintains 140 bridges that are part of the road system. Of the 106 bridges; 100 are owned by HRM, 40 cost-shared with the NSDPW or CN. HRM also owns 15 pedestrian bridges

known as Active Transportation [AT] Bridges. Over the last three fiscal years average annual funding for asset renewal was \$3 million. For the coming 23/24 fiscal year the renewal budget for Bridges is \$4 million. Bridges owned by HRM undergo inspection by external engineering consultants every three years. The portion of structures cost-shared by HRM and NSDPW are also inspected. These inspections provide condition ratings each bridge as well as recommended preventive maintenance and rehabilitation. 19 structures were inspected in 2022 and the remaining inspections are scheduled to occur in 2023.

Figure 4 - Bridge Conditions 2020/21



The figures above present the condition rating of the bridge portfolio, the bridges have been divided into these three groups due to the differences in how they are funded. It is noted that not shown in the figures is the “critical” rating column; no bridge in any of the groups falls into such rating group. Additional to the 3-year engineering inspections, bridges also undergo yearly review from internal staff to ensure that all assets are kept in safe condition. Bridges listed in poor condition are safe but are nearing the end of their service life and major rehabilitation/replacement planning is typically underway. Typically, HRM cost-shares the roadway surface, lighting, sidewalks, and barriers with NSDPW and CN. The larger proportion of bridges rated as “poor” is less concerning as these bridge elements are not main structural components. Note that data for CN cost-shared bridges is not included.

Bridge condition data is collected on a 3-year cycle, the inspection data from the bridges completed in 2022 has been collected and is still being processed at the time of writing this report. As such, the figures above are labelled for the 20/21 conditions.

Corporate Fleet

The Halifax Corporate fleet includes over 1,000 vehicles of various classes ranging from light vehicles to fire apparatuses. Over the last three fiscal years average annual funding for asset renewal was \$7.4 million. For the coming 23/24 fiscal year the renewal budget for Corporate Fleet is \$3.5 million plus \$7 million for fire apparatuses. All fleet vehicles undergo yearly inspections as well as more frequent preventative maintenance cycles as required per vehicle model and operational usage. For this report the fire apparatuses and the snow plow classes are split out and presented separate from the overall fleet condition.

Figure 5 - Corporate Fleet Conditions 2021/22



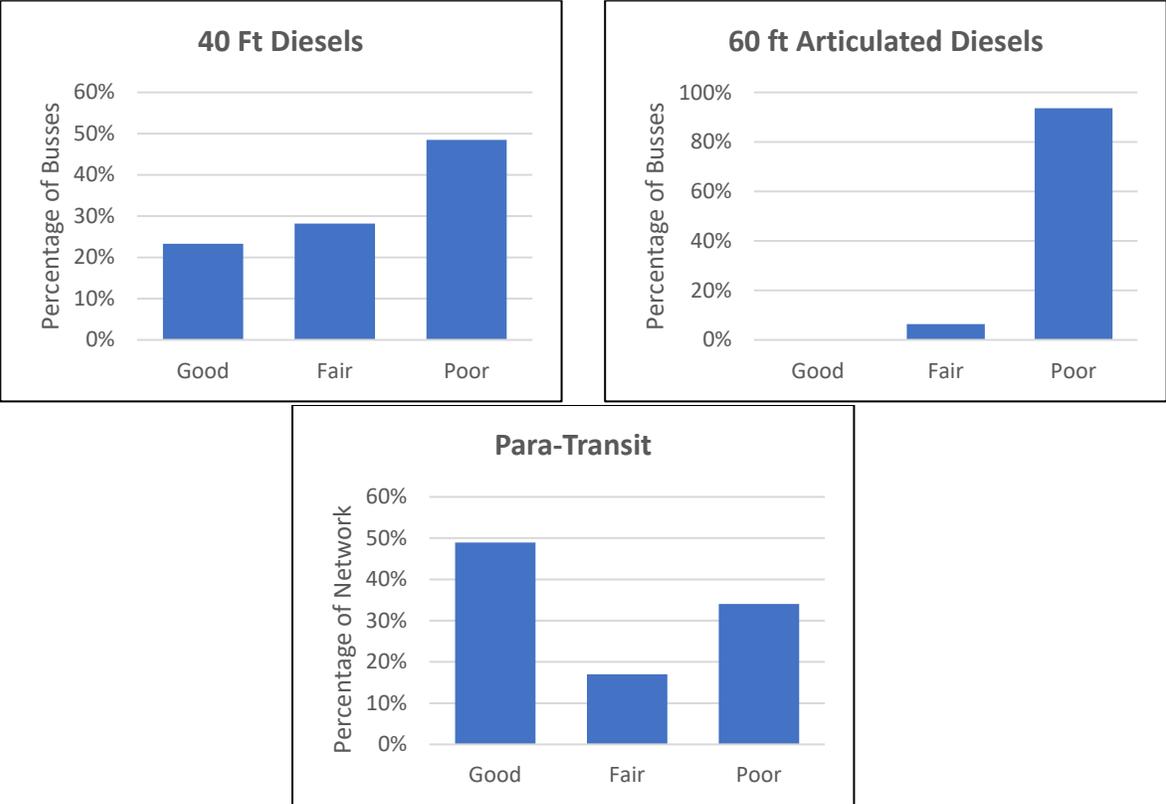
The condition ratings presented are obtained via function of the vehicle Optimal Replacement Point [ORP] score, a scoring metric used by corporate fleet staff to help visualize and schedule fleet replacement requirements in a strategic and cost-effective way. The exception to this is fire apparatuses. Their condition rating is determined by comparing the vehicles age compared to its useful life.

There is currently a budget shortfall to properly address assets in need; HRM staff do not anticipate any sustained improvement to condition without further investment. A new capital framework is going to be released in the coming year for Corporate Fleet which will impact their capital decision making process. Fleet staff hope to use this new framework as a tool to reach their current goal of improved long term capital planning.

Transit Fleet

The Halifax Transit’s fleet includes over 400 buses of various length and class ranging from Para-Transit buses to 60 ft Articulated Diesel buses. Over the last three fiscal years average annual funding for asset renewal was \$15 million. For the coming 23/24 fiscal year the renewal budget for the existing Transit Fleet is \$3.8 million plus an additional \$39 million for the procurement of electric buses. Buses undergo yearly inspections with each class of bus having its own set of lifecycle management activities and requirements. For this report only the three major classes of buses are presented; Para-Transit, 40 ft Diesel busses, and 60 ft Articulated Diesel Busses.

Figure 6 - Transit Fleet Conditions 2021/22



Condition ratings are not currently being used as a tool to manage these assets but using the asset age and estimated useful life a condition rating can be assigned. The figure above presents the condition of the three major classes of buses owned by HRM. It is noted that the useful life of each class of bus is different based on economic replacement point which is driven by large component replacement. It is important to replace these assets at the end of their useful life to ensure a reduction in operating cost, while maintaining a high level of service.

Halifax Transit is currently in a transition period from diesel engine buses to zero emission alternatives to meet the HalifACT 2030 emission goals. New infrastructure is under development at the Ragged Lake Transit Center to support these battery electric buses. The initial order for battery electric buses has been placed and is expected to go into service in 2024, when construction at the Ragged Lake Transit Centre is completed. The 60 ft articulated buses are approaching the end of their useful, this is reflected in the data with over 80% of the articulated rated as poor.

Ferries

HRM owns and operates five passenger ferries which operate as a part of Halifax Transit. Over the last three fiscal years average annual funding for asset renewal was \$500 thousand. For the coming 23/24 fiscal year the renewal budget for Ferries is \$450 thousand. Condition data is currently not being tracked; however, all five passenger ferries were commissioned in 2014 or 2015 and are still in very good condition being that they are in the relatively early stages of their life cycle. These assets are on a strict inspection cycle to meet their operations and safety regulations. Additionally, most infrastructure involved with the berthing of the ferries are also inspected with to a similar standard.

Outdoor Recreation

HRM's Outdoor Recreation assets within Parks includes playgrounds, ball diamonds, sport fields, sport courts, trails, and skate parks. Over the last three fiscal years outdoor recreation will average annual funding for asset renewal was \$6 million. For the coming 23/24 fiscal year the renewal budget for Outdoor Recreation is \$7.3 million. Condition Data is currently being tracked, but the condition rating system currently differs from asset to asset. Staff are working towards revising the condition rating and assessment system to be more consistent and all this will be adopted it into their inspection cycle next season. Historically, assets have been inspected regularly ranging from bi-monthly to yearly to twice per year to ensure they meet safety guidelines. Recently staff has begun to further develop their asset data records by creating more thorough inspection forms that can be used to track asset data from year to year and plans to include the revised condition rating in the future. As data for each park asset class becomes available, it will be incorporated into future iterations of this report. Approximately 92% of all outdoor recreation assets have been inspected under this new asset data initiative and Parks and Recreation staff plans to have baseline data on the whole inventory by the end of next year. Through these inspections and assessments, Parks have been creating maintenance work orders through the Cityworks software to address any deficiencies. This will further provide the capital portion of the Strategic Planning and Design team with a clearer picture of the condition of park assets for asset renewal projects.

ATTACHMENT 3

2022/23 Capital Budget Progress Report

Project Name	Project #	Budget Available September 30, 2022	Outstanding Commitments at September 30, 2022	Projected Spending to March 31, 2023	Project Status at September 30, 2022	Estimated Project Completion Date
Dredging of Siltation Pond	CWU01092	\$ 360,000	\$ -	\$ -	Deferred	On-Going Program
Sackville Sports Stadium	CB000060	1,753,608	211,491	-	On Hold	On-Going Program
Access-A-Bus Replacement	CM200001	1,406,286	-	-	Design-Planning	On-Going Program
HRFE Headquarters & FS #8	CB200014	354,743	-	184,295	Design-Planning	On-Going Program
HRM Depot Upgrades	CB200015	810,542	131,175	263,000	Design-Planning	On-Going Program
Multi Modal Corridor: Studies/Design	CT220001	500,000	485,665	300,000	Design-Planning	On-Going Program
Street Lighting	CT200001	504,429	14,895	400,000	Design-Planning	On-Going Program
Traffic Signal Re-Lamping Program	CT180003	550,018	-	-	Design-Planning	On-Going Program
Transit Priority Measures	CM000009	421,862	47,743	46,500	Design-Planning	On-Going Program
Transit Strategies/Studies	CV210014	265,325	-	50,000	Design-Planning	On-Going Program
IMP Land Acquisition	CT190009	9,070,772	521,992	1,500,000	Land Acquisition	On-Going Program
Park Land Acquisition	CP200004	1,640,335	4,349	-	Land Acquisition	On-Going Program
Controller Cabinet & Detection	CT200004	733,833	291,081	654,000	Ordered	On-Going Program
Transit Support Vehicle Expansions	CV220016	280,000	207,769	75,000	Ordered	On-Going Program
Transit Support Vehicle Replacement	CM200003	347,014	197,926	290,708	Ordered	On-Going Program
Accessibility - HRM Facilities	CB190006	1,135,784	58,651	500,000	Work-In-Progress-25%	On-Going Program
BMO Centre	CB200013	325,186	-	125,000	Work-In-Progress-25%	On-Going Program
Community Recreation Facilities Recap	CB210019	1,203,839	51,882	450,000	Work-In-Progress-25%	On-Going Program
Corporate Accommodations	CB190011	5,187,382	2,521,995	2,740,000	Work-In-Progress-25%	On-Going Program
Cultural Spaces	CP190001	572,135	51,920	454,000	Work-In-Progress-25%	On-Going Program
Environmental Monitoring 101 Landfill	CW190004	1,008,208	134,394	610,000	Work-In-Progress-25%	On-Going Program
Fire Fleet Expansion	CV220015	650,000	235,826	-	Work-In-Progress-25%	On-Going Program
Heritage Facilities Recapitalization	CB220002	500,000	-	100,000	Work-In-Progress-25%	On-Going Program
HFX City Hall & Grand Parade Restoration	CB180003	128,909	50,755	25,000	Work-In-Progress-25%	On-Going Program
Park Recapitalization	CP200001	9,876,997	5,732,573	7,650,000	Work-In-Progress-25%	On-Going Program
RBC Centre	CB200007	202,143	12,982	80,000	Work-In-Progress-25%	On-Going Program
Scotiabank Centre	CB200008	2,472,265	775,147	1,550,000	Work-In-Progress-25%	On-Going Program
Transit Facility Investment Strategy	CB000016	1,534,446	760,738	1,100,000	Work-In-Progress-25%	On-Going Program
Active Transportation	CR200001	8,538,631	4,830,494	3,233,879	Work-In-Progress-50%	On-Going Program
Application Recapitalization	CI190009	557,295	87,483	400,000	Work-In-Progress-50%	On-Going Program
Bus Maintenance Equipment Replacement	CM200005	824,209	299,879	659,000	Work-In-Progress-50%	On-Going Program
Bus Stop Improvements	CM190002	1,194,230	751,335	800,000	Work-In-Progress-50%	On-Going Program
Business Intelligence Program	CI190010	553,387	-	545,000	Work-In-Progress-50%	On-Going Program
Cyber Security	CI200005	925,806	164,563	874,170	Work-In-Progress-50%	On-Going Program
Destination Signage Program	CTR00904	171,287	31,730	37,000	Work-In-Progress-50%	On-Going Program
Digital Services	CI000001	515,435	7,373	444,000	Work-In-Progress-50%	On-Going Program
District 1 Project Funds	CCV02601	120,309	463	66,322	Work-In-Progress-50%	On-Going Program
District 10 Project Funds	CCV02610	232,275	59,047	110,647	Work-In-Progress-50%	On-Going Program
District 11 Project Funds	CCV02611	150,297	19,801	59,637	Work-In-Progress-50%	On-Going Program
District 12 Project Funds	CCV02612	423,352	255,213	287,087	Work-In-Progress-50%	On-Going Program
District 13 Project Funds	CCV02613	140,136	30,000	101,797	Work-In-Progress-50%	On-Going Program
District 14 Project Funds	CCV02614	112,623	250	92,244	Work-In-Progress-50%	On-Going Program
District 15 Project Funds	CCV02615	104,255	10,235	55,339	Work-In-Progress-50%	On-Going Program
District 16 Project Funds	CCV02616	157,708	7,998	19,742	Work-In-Progress-50%	On-Going Program
District 2 Project Funds	CCV02602	95,562	-	84,845	Work-In-Progress-50%	On-Going Program
District 3 Project Funds	CCV02603	158,536	48,665	102,416	Work-In-Progress-50%	On-Going Program
District 4 Project Funds	CCV02604	175,555	4,345	44,801	Work-In-Progress-50%	On-Going Program
District 5 Project Funds	CCV02605	180,946	21,467	108,956	Work-In-Progress-50%	On-Going Program
District 6 Project Funds	CCV02606	339,776	182,066	220,809	Work-In-Progress-50%	On-Going Program
District 7 Project Funds	CCV02607	102,353	3,010	102,353	Work-In-Progress-50%	On-Going Program
District 8 Project Funds	CCV02608	353,721	162,278	208,740	Work-In-Progress-50%	On-Going Program
District 9 Project Funds	CCV02609	213,953	38,401	103,121	Work-In-Progress-50%	On-Going Program
EMO Projects	CB200002	1,075,083	429,118	275,000	Work-In-Progress-50%	On-Going Program
Energy Efficiency Initiatives	CB190008	10,366,995	6,953,980	6,500,000	Work-In-Progress-50%	On-Going Program
Environmental Remediation Building Demo	CB190009	683,267	511,930	450,000	Work-In-Progress-50%	On-Going Program
Fire Services Equipment Replacement	CE200004	1,150,503	412,899	1,145,735	Work-In-Progress-50%	On-Going Program
Fire Services Water Supply	CE190001	218,551	12,787	110,000	Work-In-Progress-50%	On-Going Program
Fire Station Functional Improvements	CB000088	1,097,792	485,919	700,000	Work-In-Progress-50%	On-Going Program
General Building Recapitalization	CB200006	1,574,865	377,586	225,000	Work-In-Progress-50%	On-Going Program
Heavy Urban Search & Rescue Equipment	CE200005	695,125	-	320,000	Work-In-Progress-50%	On-Going Program
ICT Business Tools	CI200004	750,565	398,794	658,241	Work-In-Progress-50%	On-Going Program
ICT Infrastructure Recap	CI200003	2,092,406	1,416,366	1,886,950	Work-In-Progress-50%	On-Going Program
IT Service Management	CI200001	460,533	148,678	400,000	Work-In-Progress-50%	On-Going Program
Materials Recovery Facility Repairs	CW200002	990,810	1	444,000	Work-In-Progress-50%	On-Going Program
Mid-Life Bus Rebuild	CM200004	1,364,539	-	1,359,287	Work-In-Progress-50%	On-Going Program
Multi-District Facilities Upgrades	CB200001	4,717,264	885,249	808,000	Work-In-Progress-50%	On-Going Program
Municipal Fleet Expansion	CV210001	2,669,975	994,937	1,535,927	Work-In-Progress-50%	On-Going Program

Project Name	Project #	Budget Available September 30, 2022	Outstanding Commitments at September 30, 2022	Projected Spending to March 31, 2023	Project Status at September 30, 2022	Estimated Project Completion Date
Non-Accepted Streets Land Title Search	CR210012	394,973	-	394,973	Work-In-Progress-50%	On-Going Program
Police Services Replacement Equipment	CE190002	748,756	103,724	748,756	Work-In-Progress-50%	On-Going Program
Regional Library Facility Upgrades	CB200009	875,357	86,948	140,000	Work-In-Progress-50%	On-Going Program
Regional Park Washrooms	CB200010	3,114,492	1,501,591	1,515,000	Work-In-Progress-50%	On-Going Program
Road Safety Improvement Program	CT190006	5,250,747	3,198,222	4,850,000	Work-In-Progress-50%	On-Going Program
Roof Recapitalization	CB200005	1,336,229	242,839	550,000	Work-In-Progress-50%	On-Going Program
Alderney Gate Recapitalization	CB190007	1,374,458	436,568	1,133,609	Work-In-Progress-75%	On-Going Program
Bridges	CR200003	5,162,943	1,387,283	3,242,095	Work-In-Progress-75%	On-Going Program
Fire Fleet Replacement	CE200002	8,338,114	7,130,694	2,211,558	Work-In-Progress-75%	On-Going Program
Ice Resurfacers Replacement	CE190005	155,291	148,909	148,900	Work-In-Progress-75%	On-Going Program
Metro Park Upgrades	CB000073	230,699	-	141,000	Work-In-Progress-75%	On-Going Program
Municipal Fleet Replacement	CE200001	4,815,387	3,341,764	3,476,329	Work-In-Progress-75%	On-Going Program
New Paving Subdivisions-Provincial Roads	CR210007	2,154,000	-	-	Work-In-Progress-75%	On-Going Program
New/Replacement Green Carts	CW190001	740,311	260,688	607,000	Work-In-Progress-75%	On-Going Program
Police Fleet Replacement	CE200003	1,164,935	1,057,588	731,844	Work-In-Progress-75%	On-Going Program
Regional Centre AAA Bikeways	CR200007	7,856,683	3,571,046	3,877,114	Work-In-Progress-75%	On-Going Program
Sidewalk Renewals	CR200002	3,067,981	2,236,736	2,467,500	Work-In-Progress-75%	On-Going Program
Street Recapitalization	CR200006	61,317,057	38,498,491	41,631,864	Work-In-Progress-75%	On-Going Program
Urban Forestry Plan Implementation	CR210011	1,642,689	2,955	923,634	Work-In-Progress-75%	On-Going Program
Wharf Recapitalization	CB000087	2,206,036	280,322	500,000	Work-In-Progress-75%	On-Going Program
Youth Live Cart Storage Upgrades	CB220024	100,000	-	-	Work-In-Progress-75%	On-Going Program
Emera Oval	CB180008	212,315	25,693	-	Work Complete	On-Going Program
New Paving Streets-HRM Owned Roads	CR180006	359,314	-	-	Work Complete	On-Going Program
New Paving Subdivision Streets-Province	CR180007	1,300,128	-	-	Work Complete	On-Going Program
Railway Crossing Improvements	CT000015	220,968	-	5,000	Work Complete	On-Going Program
Rural Depots	CW200003	406,887	768	429,000	Work Complete	On-Going Program
Storm Sewer Upgrades	CR000001	9	9	-	Work Complete	On-Going Program
Conventional Bus Replacement	CM200006	1,021,683	33,783	-	Closing Out Project Account	On-Going Program
Corporate Accommodations-Alderney Campus	CB000046	258,090	820	-	Closing Out Project Account	On-Going Program
Shubenacadie Canal Greenway Trail	CDG00493	30,571	-	-	Closing Out Project Account	On-Going Program
Traffic Signal Installation	CT180007	43,338	-	-	Closing Out Project Account	On-Going Program
Traffic Signal Rehabilitation	CT180002	2,134	-	-	Closing Out Project Account	On-Going Program
Road Ops & Construction - State of Good	CR200005	116,227	5,480	29,105	Transfer to Operating Budget	On-Going Program
Central Liby Replacement-Spring Garden	CB000086	4,131	14	-		On-Going Program
Ferry and Terminal Security Capital Upgr	CV210007	201,913	10	93,000		On-Going Program
Ferry Overhaul and Capital Upgrades	CM200007	586,723	92,034	530,000		On-Going Program
Ferry Terminal Pontoon Rehab	CM200002	500,629	81,577	202,100		On-Going Program
Fire Station Land Acquisition	CB180006	203	-	-		On-Going Program
HRM Public Art Commissions	CDG01135	14,307	11,732	28,614		On-Going Program
Opticom Signalization System	CT190004	146,841	-	-		On-Going Program
Other Related Road Works	CR200004	4,442,243	1,072,854	2,674,672		On-Going Program
Sandy Lake Wastewater Oversizing	CSX01346	1,115	-	-		On-Going Program
Streetscape Renewal	CT200007	100,000	22,429	100,000		On-Going Program
Streetscaping	CT190001	765,452	168,245	120,000		On-Going Program
Tactical Urbanism	CT200008	620,038	307,012	90,000		On-Going Program
Wastewater Oversizing	CT200009	1,900,000	-	1,900,000		On-Going Program
Total On-Going Programs		\$ 213,234,759	\$ 97,642,624	\$ 120,220,216		
CRM Software Replacement	CI990020	\$ 650,092	\$ -	\$ 100,000	Deferred	31-Mar-27
Halifax Forum Redevelopment	CB190013	1,771	1,770	-	Deferred	01-Sep-27
Halifax North Memorial Public Library	CB190003	6,353,996	12,535	100,000	On Hold	01-Mar-24
HRFE FDM Review/Enhance	CI210012	200,000	-	-	On Hold	31-Mar-24
HRFE Fire Department Management Review	CI990028	32,841	-	-	On Hold	Unknown
Public WiFi	CI000021	242,722	20,662	-	On Hold	TBD
Bedford Outdoor Pool	CB210017	200,000	-	-	Public Consultation	31-Mar-24
District 11 Community Integration Fund	CW200001	25,000	-	10,000	Public Consultation	31-Mar-24
Peace & Friendship Park Improvements	CP000011	337,912	1,043	170,000	Public Consultation	31-Oct-23
Alderney Gate Library Renos	CB210004	257,321	37	50,000	Design-Planning	31-Mar-27
Bedford West Road Oversizing	CTU01006	7,557,708	3,253,934	3,340,000	Design-Planning	
Beechville Lakeside Timberlea Rec Centre	CB210021	4,361,798	458,707	500,000	Design-Planning	01-Sep-24
Captain William Spry Renovations	CB000023	481,438	-	150,000	Design-Planning	31-Mar-24
Cemetery Upgrades	CP000020	653,956	650,000	8,436	Design-Planning	01-Jul-23
Corporate Scheduling	CI210019	2,025,024	1,758,262	-	Design-Planning	01-Apr-24
Downtown Streetscapes - Argyle/Grafton	CD000002	205,439	14,848	205,000	Design-Planning	
E-Agenda Software	CI220001	200,000	-	200,000	Design-Planning	01-Jun-23
East Dartmouth CC Renovation	CB220001	200,000	-	20,000	Design-Planning	
Electric Bus Procurement - Phase 1	CV210011	64,313,000	78,141,500	1,200,000	Design-Planning	31-Mar-24
Enterprise Content Management Program	CI990018	1,861,264	742,907	500,000	Design-Planning	01-Apr-24
Findlay Community Centre Recap	CB200003	250,000	29,826	250,000	Design-Planning	
Fire Station 2, University Ave. Recap.	CB000052	2,687,294	97,410	30,000	Design-Planning	31-Dec-23
George Dixon Community Ctr Recap	CB200004	250,000	29,826	250,000	Design-Planning	
Herring Cove Road	CT190005	500,000	-	-	Design-Planning	15-Dec-30
Horizon Recreation Centre	CB220003	200,000	31,807	200,000	Design-Planning	

Project Name	Project #	Budget Available September 30, 2022	Outstanding Commitments at September 30, 2022	Projected Spending to March 31, 2023	Project Status at September 30, 2022	Estimated Project Completion Date
HRP Intranet Refresh	CI220002	350,000	-	-	Design-Planning	31-Mar-24
Identity & Access Management	CI210014	600,000	-	100,000	Design-Planning	01-Mar-25
Mill Cove Ferry Service	CV210013	1,634,607	457,805	1,200,000	Design-Planning	01-Dec-26
Multi Modal Corridor: Bedford Highway	CT190008	168,097	31,884	73,000	Design-Planning	15-Dec-30
Multi Modal Corridor: Dutch Village Rd	CT200003	189,428	72,553	189,428	Design-Planning	15-Dec-24
Multi Modal Corridor: Robie & Young St	CT200006	600,531	300,266	125,000	Design-Planning	01-Dec-26
Multi Modal Corridor: Windmill Rd	CT200005	200,000	-	-	Design-Planning	01-Dec-26
Mumford Transit Terminal Replacement	CB220004	100,000	-	100,000	Design-Planning	
Off-Leash Dog Parks	CP200007	931,961	914,019	24,000	Design-Planning	01-Jul-23
Port Wallace Roadway Oversizing	CT220002	200,000	16,024	76,000	Design-Planning	01-Dec-26
Portland Street	CT190002	208,295	52,485	108,000	Design-Planning	15-Dec-30
Ragged Lake Transit Centre Expansion	CB000125	7,146,380	924,467	2,500,000	Design-Planning	01-Apr-24
Rainnie/Brunswick Complete Streets	CR210010	249,739	-	50,000	Design-Planning	15-Dec-24
Rapid Transit Strategy Project Planning	CM000018	554,535	-	30,000	Design-Planning	
Recreational Trails	CP190002	997,716	413,619	1,165,000	Design-Planning	01-Sep-23
Shoreline Improvements/Water Access	CP180002	846,288	87,035	81,000	Design-Planning	01-Dec-23
Traffic Services Facility	CB220023	4,500,000	-	100,000	Design-Planning	
Wrights Cove Terminal	CR000007	30,450	2,482	-	Design-Planning	
Multi Modal Corridor: Bayers Rd	CT200002	732,485	111,092	201,000	Land Acquisition	01-Dec-24
Sheet Harbour Fire Station	CB210018	900,000	-	-	Land Acquisition	26-Nov-26
Sheet Harbour Rec Centre	CB000080	1,466,955	40,276	-	Land Acquisition	26-Nov-26
Cogswell Interchange Redevelopment	CT000007	25,404,089	85,707,132	41,507,095	Work-In-Progress-25%	01-Mar-26
Cole Harbour Place	CB000045	875,550	70,726	125,000	Work-In-Progress-25%	
HalifACT Climate Action Plan	CB200012	11,809,347	3,495,978	3,956,097	Work-In-Progress-25%	31-Mar-30
Halifax Common Pool Reconstruction	CB210020	9,410,206	11,045,322	3,842,676	Work-In-Progress-25%	31-Dec-23
HRFE Intelligent Dispatching	CI190005	125,000	-	125,000	Work-In-Progress-25%	31-Mar-25
HRFE Station Alerting	CI210013	825,000	312,858	712,858	Work-In-Progress-25%	31-Mar-25
HRP IES Console/Desk Unit Refresh	CE220001	270,000	-	270,000	Work-In-Progress-25%	31-Mar-26
Keshan Goodman Library Renovations	CB190010	6,005,606	5,382,190	3,500,000	Work-In-Progress-25%	01-Jun-23
Park Development - New	CP210013	869,332	790,502	578,000	Work-In-Progress-25%	01-Jul-23
Ragged Lake Composting Recapitalization	CW000009	1,265,067	-	142,000	Work-In-Progress-25%	28-Feb-24
Regional/Wilderness Park Development	CP000014	1,072,765	535,831	945,000	Work-In-Progress-25%	01-Sep-23
Burnside Composting Facility Repairs	CW190005	1,577,218	584,563	830,000	Work-In-Progress-50%	28-Feb-24
Composting/Anaerobic Digestion Plant	CW190003	1,229,514	372,905	739,000	Work-In-Progress-50%	28-Feb-24
Finance & HR Optimization	CI200002	17,831,596	2,764,183	4,571,783	Work-In-Progress-50%	01-Jul-25
Halifax Common Upgrades	CP200002	64,249	14,010	50,000	Work-In-Progress-50%	01-Jul-23
HRFE Dispatch Project	CI990027	274,426	-	100,000	Work-In-Progress-50%	31-Mar-24
HRP Interview Room Recording System	CI210018	235,000	175,637	235,000	Work-In-Progress-50%	
HRP Records Management System Optimization	CI990023	856,245	189,310	320,000	Work-In-Progress-50%	25-Mar-25
HRP Security Monitoring Video Surveillance	CI210016	47,362	13,337	137,361	Work-In-Progress-50%	
Road Disruption Mgmt Solution	CI190008	409,847	131,025	148,320	Work-In-Progress-50%	31-Mar-25
Access & Privacy Project	CI210011	152,000	90,415	152,000	Work-In-Progress-75%	01-Nov-22
Dartmouth North Community Centre Upgrade	CB000075	703,893	69,690	74,075	Work-In-Progress-75%	02-Feb-23
Downtown Streetscapes-Spring Garden Road	CD000001	2,388,194	1,371,604	1,800,000	Work-In-Progress-75%	
HRFE AVL Devices	CI190004	140,780	14,283	24,295	Work-In-Progress-75%	31-Mar-24
HRP Cybersecurity Program	CI200006	83,824	10,178	83,824	Work-In-Progress-75%	
Mackintosh Depot Replacement	CB000089	6,162,971	729,728	-	Work-In-Progress-75%	02-Feb-23
MFTP Implementation Bus Expansion	CM180008	5,930,923	4,622,866	5,660,000	Work-In-Progress-75%	01-Oct-23
Permitting Licensing & Compliance Solution	CI990013	2,729,989	1,083,976	2,161,219	Work-In-Progress-75%	01-Mar-23
Situational Awareness	CI990035	60,071	691	60,071	Work-In-Progress-75%	31-Mar-23
Halifax Ferry Terminal	CB000039	83,592	57,271	73,000	Commissioning	01-Sep-22
Splash Pads	CP210008	809,338	60,500	809,000	Commissioning	01-Nov-22
West Bedford Park & Ride	CM200009	2,191,585	522,458	1,700,000	Commissioning	01-Jan-23
Woodside Ferry Terminal Upgrades	CB000042	1,269,759	292,459	1,200,000	Commissioning	01-Dec-22
Barrington Street & Active Transportation	CT190007	661,048	-	-	Work Complete	
Data Management and Process Review	CI990021	1,292	-	-	Work Complete	31-Mar-22
Fort Needham Washrooms	CB210016	232,719	35,022	24,000	Work Complete	01-Jul-22
HRP Digital Communications Intercept System	CI210017	459,000	-	457,972	Work Complete	
LeBrun Centre	CB190001	125,352	2,878	50,000	Work Complete	01-Sep-22
Sambro/Harrietsfield Fire Station	CB000079	48,598	2	20,000	Work Complete	31-Mar-23
St. Andrews Community Ctr. Renovation	CB000011	57,762	12,220	-	Work Complete	
Zatzman Sportsplex Revitalization	CB000006	115,892	-	-	Work Complete	31-Mar-23
2020 Municipal Election-eVoting	CI190002	212,745	32,745	25,000	Closing Out Project Account	31-Jul-22
Access-A-Bus Fueling Solution	CM200008	198,344	-	152,726	Closing Out Project Account	31-Mar-22
Council Chamber's Technology Upgrade	CI990019	8,554	3,518	-	Closing Out Project Account	
Eric Spicer	CB000069	1,005	-	-	Closing Out Project Account	
Fire/Rescue Boat Replacement	CE190006	10,687	1,428	-	Closing Out Project Account	
Fuel Systems Upgrade	CM000020	26,781	7,836	-	Closing Out Project Account	01-Mar-22
Hubbards Recreation Centre	CB000043	31,724	-	-	Closing Out Project Account	
North Park Corridor Improvements	CT000001	3,821	-	-	Closing Out Project Account	
St Paul's Church Wall Restoration	CR000008	10,187	-	-	Closing Out Project Account	
Transit Terminal Upgrade & Expansion	CB180126	1,988	926	712	Closing Out Project Account	

Project Name	Project #	Budget Available September 30, 2022	Outstanding Commitments at September 30, 2022	Projected Spending to March 31, 2023	Project Status at September 30, 2022	Estimated Project Completion Date
Upper Sackville Rec. Ctr Facility	CB000061	9,475	-	-	Closing Out Project Account	
Aerotech Business Park	CQ220001	2,558,804	-	-		
Aerotech Development	CQ000007	73,645	1,812	-		
Beazley Field Complex	CP000018	19,367	19,366	-		
Burnside & City of Lakes Industrial Park	CQ220002	26,250,000	3,162,735	480,350		01-Sep-23
Burnside and City of Lakes Development	CQ000008	31,430,701	19,062,806	11,043,137		
Burnside Connection to Highway 107	CT000013	4,000,000	-	-		31-Dec-23
Burnside Phase 1-2-3-4-5 Development	CQ300741	488,142	-	-		
Burnside Transit Centre Roof Repairs	CB000082	734,337	8,494	-		
Business Parks Sign Renewal & Maint.	CQ000009	27,017	837	-		
Contact Center Telephony Solution	CI990017	83,383	27,176	-		Q4 2022
Development Consulting	CQ000010	69,190	-	-		
Downtown Dart Infrastructure Renewal	CT190003	9,400,537	34,688	1,000,000		
Fixed Route Planning, Scheduling, & Oper	CM210013	3,253,601	706,610	600,000		
Fleet SAP Interface Upgrades	CI190003	1,005,000	-	-		31-Mar-24
Industrial Land Acquisition	CQ000012	4,391,926	4,732	-		
iVos Implementation	CI190006	470,713	33,146	54,136		TBD
Lot Grading:Burnside & Bayers Lake	CQ200409	22,852	-	-		
Lot Inventory Repurchase	CQ000011	4,150,476	-	-		
Municipal Archives Storage	CI210015	200,000	-	-		01-Dec-23
New/Expanded Transit Centre	CB000017	978,771	17,791	-		01-Jan-26
Paratransit Technology	CM210012	808,874	405,736	400,000		
Park Sign Renewal & Maintenance	CQ300745	109,948	246	-		
Parking Technology	CI990031	473,038	271,388	271,388		01-Dec-23
Ragged Lake Business Park	CQ220003	926,979	-	-		
Recreation Services Software	CI000005	312,066	94,992	206,400		30-Nov-22
Road Oversizing -Bedford South CCC	CTX01126	235,671	-	-		
Shearwater Connector - IMP	CT000016	50,910	154	-		15-Dec-30
Source Management	CI000016	42,354	10,220	40,000		30-Oct-22
South Peninsula School Gym Enhancements	CB000084	460,000	-	-		
Transit Fare Management	CM210011	2,121,430	521,430	200,000		
Transit Recording Solution Upgrade	CM210014	142,572	33,322	80,000		
Transit Technology Program	CM210010	1,358,695	173,576	800,000		
Windsor Street Exchange	CT190010	4,410,990	114,474	35,000		
Total Discrete Projects		\$ 323,099,341	\$ 233,983,014	\$ 105,979,359		

ATTACHMENT 4
2023/24 Preliminary Capital Budget Update

Project Name	Budget Category	2023/24-2026/27 (Per 22/23 Plan)	2023/24-2026/27 (Per Fall/22 Update)	Variance: Fall/22 vs. 22/23 Versions	Risk	Category of Highest Risk	Impact to Service	Recommended Timing
Accessibility - HRM Facilities	Buildings/Facilities	2,225,000	2,025,000	(200,000)	VERY HIGH	Service Delivery/Infra.	HIGH	Ready to Proceed
Alderney Gate Library Renos	Buildings/Facilities	8,000,000	3,000,000	(5,000,000)	VERY HIGH	Financial (loss or gain)	MED	Ready to Proceed
Alderney Gate Recapitalization	Buildings/Facilities	4,800,000	7,500,000	2,700,000	HIGH	Service Delivery/Infra.	HIGH	Ready to Proceed
Bedford Library Replacement	Buildings/Facilities	13,000,000	13,000,000	-	VERY HIGH	Financial (loss or gain)	HIGH	Further Prep Required
Beechville Lakeside Timberlea Recreation Centre Recap	Buildings/Facilities	7,250,000	18,500,000	11,250,000	VERY HIGH	Financial (loss or gain)	HIGH	Conceptual
Building Recap Future-Parks & Rec	Buildings/Facilities	4,500,000	4,000,000	(500,000)	HIGH	Service Delivery/Infra.	HIGH	Preparation Underway
Captain William Spry Library Renos	Buildings/Facilities	3,000,000	5,000,000	2,000,000	VERY HIGH	Financial (loss or gain)	HIGH	Further Prep Required
Captain William Spry Renovations	Buildings/Facilities	2,600,000	9,600,000	7,000,000	MED	Service Delivery/Infra.	HIGH	Ready to Proceed
Citadel Community Centre	Buildings/Facilities	2,080,000	1,000,000	(1,080,000)	HIGH	Financial (loss or gain)	MED	Further Prep Required
Cobequid Transit Terminal Refresh	Buildings/Facilities	1,850,000	1,850,000	-	MED	Financial (loss or gain)	MED	Ready to Proceed
Cole Harbour Place	Buildings/Facilities	1,000,000	2,000,000	1,000,000	MED	Service Delivery/Infra.	HIGH	Ready to Proceed
Community Recreation Facilities Recap	Buildings/Facilities	2,250,000	3,750,000	1,500,000	HIGH	Financial (loss or gain)	HIGH	Not Rated
Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	435,000	356,000	(79,000)	HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Corporate Accommodations	Buildings/Facilities	5,800,000	7,650,000	1,850,000	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Cultural Spaces Plan	Buildings/Facilities	5,000,000	-	(5,000,000)	MED	Service Delivery/Infra.	LOW	Conceptual
Demolition of 1940 Gottging Street	Buildings/Facilities	-	2,500,000	2,500,000	NOT RATED	N/A	NOT RATED	Not Rated
East Dartmouth CC Renovation	Buildings/Facilities	1,200,000	3,000,000	1,800,000	HIGH	Service Delivery/Infra.	MED	Further Prep Required
EMO Projects	Buildings/Facilities	450,000	1,700,000	1,250,000	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Energy Efficiency Initiatives	Buildings/Facilities	11,343,000	11,343,000	-	VERY HIGH	Climate Change Hazards	MED	Ready to Proceed
Environmental Remediation/Bldg. Demo	Buildings/Facilities	1,315,000	2,000,000	685,000	HIGH	Environmental	MED	Ready to Proceed
Ferry Maintenance Facility	Buildings/Facilities	3,050,000	3,050,000	-	MED	Financial (loss or gain)	MED	Further Prep Required
Ferry Terminal Pontoon Rehab	Buildings/Facilities	1,000,000	750,000	(250,000)	HIGH	Financial (loss or gain)	MED	Ready to Proceed
Fire Station 2, University Ave Recap	Buildings/Facilities	-	2,000,000	2,000,000	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Fire Station Functional Improvements	Buildings/Facilities	2,000,000	2,375,000	375,000	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
General Building Recapitalization	Buildings/Facilities	3,795,000	4,800,000	1,005,000	HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Halifax 4Pad Arena	Buildings/Facilities	1,000,000	1,000,000	-	HIGH	Legal & Compliance	HIGH	Ready to Proceed
Halifax City Hall/Grand Parade Restore	Buildings/Facilities	3,850,000	7,500,000	3,650,000	HIGH	Service Delivery/Infra.	HIGH	Ready to Proceed
Halifax Common Pool Reconstruction	Buildings/Facilities	7,900,000	7,900,000	-	VERY HIGH	Service Delivery/Infra.	HIGH	Not Rated
Halifax North Memorial Public Library	Buildings/Facilities	3,000,000	5,500,000	2,500,000	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Heritage Facilities Recapitalization	Buildings/Facilities	2,000,000	2,800,000	800,000	HIGH	Culture/Heritage	HIGH	Not Rated
HRFE Future Buildings Recap	Buildings/Facilities	5,740,000	6,000,000	260,000	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
HRM Depot Upgrades	Buildings/Facilities	1,400,000	2,700,000	1,300,000	VERY HIGH	Financial (loss or gain)	MED	Ready to Proceed
Keshen Goodman Library Renovations	Buildings/Facilities	-	400,000	400,000	HIGH	Service Delivery/Infra.	MED	Ready to Proceed
Long Term Fire Station Replacements	Buildings/Facilities	6,100,000	500,000	(5,600,000)	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Materials Recovery Facility Repairs	Buildings/Facilities	400,000	1,102,000	702,000	VERY HIGH	Service Delivery/Infra.	HIGH	Preparation Underway
Metropark Upgrades	Buildings/Facilities	400,000	1,000,000	600,000	HIGH	Legal & Compliance	MED	Ready to Proceed
Multi-District Facilities-Upgrades	Buildings/Facilities	6,285,000	9,000,000	2,715,000	HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Mumford Transit Terminal Replacement	Buildings/Facilities	1,500,000	7,000,000	5,500,000	VERY HIGH	Service Delivery/Infra.	HIGH	Further Prep Required
Needham Community Centre Recap	Buildings/Facilities	19,200,000	40,000,000	20,800,000	HIGH	Financial (loss or gain)	HIGH	Further Prep Required
New Bedford West Fire Station and HQs Campus	Buildings/Facilities	29,900,000	40,000,000	10,100,000	NOT RATED	N/A	HIGH	Ready to Proceed
New Ferry Berthing Infrastructure	Buildings/Facilities	3,000,000	3,000,000	-	HIGH	Financial (loss or gain)	MED	Further Prep Required
New HRFE Training Facility	Buildings/Facilities	5,500,000	11,000,000	5,500,000	VERY HIGH	Financial (loss or gain)	HIGH	Further Prep Required
New Organics Facility	Buildings/Facilities	27,616,000	35,290,000	7,674,000	VERY HIGH	Service Delivery/Infra.	HIGH	Ready to Proceed
Organic Facilities Decommissioning	Buildings/Facilities	2,600,000	2,400,000	(200,000)	NOT RATED	N/A	HIGH	Ready to Proceed
Penhorn Transit Terminal Refresh	Buildings/Facilities	1,850,000	1,715,000	(135,000)	MED	Financial (loss or gain)	MED	Further Prep Required
Police Headquarters	Buildings/Facilities	5,000,000	10,000,000	5,000,000	LOW	Financial (loss or gain)	HIGH	Further Prep Required
Prospect Rd Community Centre Upgrades	Buildings/Facilities	325,000	325,000	-	HIGH	Legal & Compliance	HIGH	Further Prep Required
RBC Centre	Buildings/Facilities	600,000	800,000	200,000	HIGH	Legal & Compliance	HIGH	Ready to Proceed
Regional Library Facility Upgrades	Buildings/Facilities	5,100,000	5,100,000	-	VERY HIGH	Financial (loss or gain)	MED	Ready to Proceed
Regional Park Washrooms	Buildings/Facilities	2,580,000	4,000,000	1,420,000	VERY HIGH	Financial (loss or gain)	HIGH	Further Prep Required
Roof Recapitalization	Buildings/Facilities	5,000,000	5,000,000	-	LOW	Financial (loss or gain)	HIGH	Further Prep Required
Sackville Sports Stadium	Buildings/Facilities	750,000	750,000	-	LOW	Financial (loss or gain)	HIGH	Ready to Proceed
Scotiabank Centre	Buildings/Facilities	1,600,000	2,400,000	800,000	HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Sheet Harbour Fire Station	Buildings/Facilities	4,600,000	10,000,000	5,400,000	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Sheet Harbour Recreation Centre	Buildings/Facilities	9,265,000	15,000,000	5,735,000	VERY HIGH	Service Delivery/Infra.	HIGH	Conceptual
Spryfield Lions Arena	Buildings/Facilities	5,500,000	5,500,000	-	HIGH	Service Delivery/Infra.	HIGH	Preparation Underway
St. Mary's Boat Club	Buildings/Facilities	5,000,000	8,000,000	3,000,000	MED	Culture/Heritage	MED	Further Prep Required
Traffic Services Facility	Buildings/Facilities	1,750,000	2,150,000	400,000	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Transit Facility Investment Strategy	Buildings/Facilities	2,250,000	2,250,000	-	HIGH	Financial (loss or gain)	MED	Preparation Underway
Wanderers Grounds Bengal Lancers Arena	Buildings/Facilities	200,000	400,000	200,000	HIGH	Culture/Heritage	MED	Further Prep Required
Wrights Cove Terminal	Buildings/Facilities	4,250,000	2,750,000	(1,500,000)	HIGH	Financial (loss or gain)	MED	Preparation Underway
Application Recapitalization	Business Systems	1,180,000	800,000	(380,000)	VERY HIGH	Service Delivery/Infra.	MED	Ready to Proceed
Business Intelligence Program	Business Systems	1,316,000	1,316,000	-	HIGH	Service Delivery/Infra.	MED	Ready to Proceed
Business Performance Management Tool	Business Systems	430,000	430,000	-	HIGH	Culture/Heritage	MED	Not Rated
Corporate & Customer Services - Future Projects	Business Systems	75,000	-	(75,000)	NOT RATED	N/A	NOT RATED	Not Rated
Corporate Scheduling	Business Systems	-	733,000	733,000	NOT RATED	N/A	NOT RATED	Not Rated
CRM Software Replacement	Business Systems	5,100,000	5,100,000	-	NOT RATED	N/A	NOT RATED	Not Rated
Cyber Security	Business Systems	915,000	915,000	-	VERY HIGH	Service Delivery/Infra.	HIGH	Ready to Proceed
Digital Services	Business Systems	1,000,000	1,000,000	-	VERY HIGH	Service Delivery/Infra.	MED	Ready to Proceed
Enterprise Content & Records Mgmt.	Business Systems	1,000,000	-	(1,000,000)	MED	Service Delivery/Infra.	MED	Ready to Proceed
Finance & HR Business Foundations	Business Systems	4,500,000	4,500,000	-	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
Finance, Asset Mgmt & ICT - Future Projects	Business Systems	500,000	-	(500,000)	NOT RATED	N/A	NOT RATED	Not Rated
Fire & Emergency - Future Projects	Business Systems	550,000	-	(550,000)	NOT RATED	N/A	NOT RATED	Not Rated
GIS Service Management	Business Systems	-	400,000	400,000	HIGH	Service Delivery/Infra.	MED	Ready to Proceed
HRFE Intelligent Dispatching	Business Systems	540,000	540,000	-	HIGH	Service Delivery/Infra.	MED	Preparation Underway
HRFE Personal Accountability	Business Systems	300,000	300,000	-	HIGH	Health & Safety	LOW	Ready to Proceed
HRFE Service Request	Business Systems	300,000	300,000	-	HIGH	Service Delivery/Infra.	MED	Preparation Underway
HRFE Station Alerting	Business Systems	1,200,000	1,200,000	-	MED	Financial (loss or gain)	MED	Ready to Proceed
HRFE/HRP CAD to EMS Integration	Business Systems	586,000	586,000	-	MED	Service Delivery/Infra.	MED	Preparation Underway
HRP Digital Communications Intercept Systems Upgrade	Business Systems	580,000	580,000	-	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
HRP Interview Room Recording System	Business Systems	295,000	295,000	-	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
HRP Intranet Refresh	Business Systems	437,500	-	(437,500)	VERY HIGH	Financial (loss or gain)	HIGH	Preparation Underway
HRP Records Mgmt. Optimization	Business Systems	100,000	100,000	-	MED	Service Delivery/Infra.	MED	Preparation Underway
HRP Security Monitoring Video Surveillance	Business Systems	267,500	267,500	-	VERY HIGH	Financial (loss or gain)	HIGH	Ready to Proceed
Human Resources - Future Projects	Business Systems	50,000	-	(50,000)	NOT RATED	N/A	NOT RATED	Not Rated
ICT Business Tools	Business Systems	1,800,000	1,800,000	-	VERY HIGH	Service Delivery/Infra.	MED	Ready to Proceed
ICT Infrastructure Recap	Business Systems	1,850,000	2,050,000	200,000	VERY HIGH	Service Delivery/Infra.	MED	Ready to Proceed
Identity & Access Management	Business Systems	1,150,000	1,150,000	-	MED	Service Delivery/Infra.	LOW	Conceptual
IT Service Management	Business Systems	400,000	400,000	-	HIGH	Service Delivery/Infra.	MED	Conceptual
Legal - Future Projects	Business Systems	250,000	-	(250,000)	NOT RATED	N/A	NOT RATED	Not Rated
Onboard GPS Based Transit Priority	Business Systems	3,000,000	3,000,000	-	LOW	Financial (loss or gain)	MED	Further Prep Required
Parking Technology	Business Systems	750,000	550,000	(200,000)	LOW	Financial (loss or gain)	MED	Conceptual
Parks & Recreation - Future Projects	Business Systems	1,500,000	-	(1,500,000)	NOT RATED	N/A	NOT RATED	Not Rated
Portfolio Planning Tool	Business Systems	500,000	-	(500,000)	VERY HIGH	Service Delivery/Infra.	NO IMPACT	Preparation Underway
Public Appointment Tool	Business Systems	200,000	200,000	-	LOW	Financial (loss or gain)	MED	Conceptual
Recreation Transition Software Transition Project	Business Systems	-	2,000,000	2,000,000	VERY HIGH	Service Delivery/Infra.	MED	Preparation Underway
Road Disruption Management Solution	Business Systems	200,000	200,000	-	LOW	Service Delivery/Infra.	MED	Ready to Proceed
Strategies & Roadmaps Projects - Future Years	Business Systems	4,000,000	-	(4,000,000)	NOT RATED	N/A	NOT RATED	Not Rated
Transportation & Public Works - Future Projects	Business Systems	1,250,000	-	(1,250,000)	NOT RATED	N/A	NOT RATED	Not Rated
Aerotech Business Park	Other Assets	8,000,000	10,000,000	2,000,000	NOT RATED	N/A	NOT RATED	Not Rated
Burnside & City of Lakes Industrial Park	Other Assets	16,000,000	42,000,000	26,000,000	NOT RATED	N/A	NOT RATED	Not Rated
Cultural Assets	Other Assets	1,000,000	1,000,000	-	HIGH	Culture/Heritage	HIGH	Preparation Underway
District Capital Funds	Other Assets	6,016,000	6,016,000	-	NOT RATED	N/A	NOT RATED	Not Rated
Environmental Monitoring Site Work 101 Landfill	Other Assets	660,000	4,928,000	4,268,000	VERY HIGH	Legal & Compliance	HIGH	Ready to Proceed

