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Item No. 6
Budget Committee
January 18, 2023

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

Original Signed

SUBMITTED BY:

Cathie O'Toole, Chief Administrative Officer

DATE: January 11, 2023

SUBJECT: **2023/24 Multi-Year Capital Plan**

ORIGIN

On November 25, 2022 the following motions of Budget Committee were put and passed:

THAT Budget Committee:

1. *Direct the Chief Administrative Officer to develop the 2023/24 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential and commercial properties at an 4.0 percent increase by preparing proposals for reductions to the operating budget and only use onetime expense to offset costs in the current fiscal year if matched with an operating budget reduction in subsequent years.*
2. *Recommend that Regional Council rescind the direction from the 2022-23 fiscal budget to include \$7 million in the 2023/24 budget to fund a sidewalk program from capital from operating; and*
3. *Further recommend that Halifax Regional Council:*
 - *Reallocate \$20 million included in the Strategic Initiative Operating Reserve (Q667) in 2019 as a potential capital contribution for the construction of a Community Stadium, to the following reserves:*
 - *Transfer \$5 million to the Options Reserve (Q421) for the Solid Waste Facility capital project (CW190003);*
 - *Transfer \$15 million to the Capital Fund Reserve (Q521) to fund over-commitments within the capital fund reserve; and*
 - *Approve revised debt policy of \$1,500 per dwellings and amend capital-from-operating to be \$64.922 million, by reducing \$8 million from street recapitalization, for the 2023/24 budget.*

And further:

THAT Budget Committee direct the Chief Administrative Office to request a staff report to include \$3 million in the 2023/24 budget to fund a sidewalk program from debt.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter (HRM Charter)

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

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

RECOMMENDATION

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

1. Approve the Base Capital Budget for 2023/24, and approve in-principle the Schedule of 2024/25, 2025/26, 2026/27 Base Capital Plan set out in Attachment 1;
2. Approve the Strategic Initiatives Capital Budget for 2023/24, and approve in-principle the Schedule of 2024/25, 2025/26, 2026/27 Strategic Initiatives Capital Plan as per Attachment 2 of this report;
3. Approve the schedule of 2023/24 Capital Reserves Withdrawals as per Attachment 4;
4. Approve the schedule of 2023/24 Multi-year Capital Projects as per Attachment 5.

BACKGROUND

On December 14, 2021, Budget Committee approved the 2023/24 – 2025/26 base capital plan in-principle and the strategic initiatives capital plan schedule on January 28, 2022. This is the basis for staff's planning and resourcing preparations required to implement capital projects in the current fiscal year. Years two-through-four of the capital plan are approved only in principle as project planning assumptions evolve over time. Although a project may rate at the highest priority for the municipality, staff will only recommend it in the fiscal year for when there is a reliable capacity to deliver. Attachment 5 to this report highlights the changes to the schedule of projects from the 2022/23 capital plan to the 2023/24 capital plan.

November 25, 2022 Budget Committee [provided direction on the funding levels for capital-from-operating and debt available for preparation of the 2023/24 multi-year capital plan](#). Direction was also provided in particular on the 2023/24 investment levels for the Street Recapitalization and Active Transportation (new sidewalks) programs.

On December 13, 2022 the Budget Committee received [an update on current projects in-progress and an overview of key issues and priorities influencing the 2023/24 capital plan preparation](#). Detailed project description sheets compiling the proposed 2023/24 multi-year capital plan were provided for Budget Committee's review in advance of the budget deliberations.

DISCUSSION

Project Prioritization

Stewardship for existing municipal infrastructure valued at \$4 billion and the anticipated growth in infrastructure required to support expanding and changing service delivery is being challenged by a few key drivers: historic inflation, significant labour shortages, delays in supply of materials and goods, and continued high population growth in Halifax.

While staff update project scope, design, and timing to mitigate these drivers, maintaining a sustainable long-term plan with the intention to achieve the lowest cost of total ownership over the life of municipal assets remains the core goal. During this complex economic environment, staff are recommending a capital plan which:

- continues work in all asset renewal programs, yet at a slower pace to remain within previous budget levels
- maintains progress on projects already in-progress and committed to a contribution agreement
- continues design work for larger projects expecting implementation in the near term
- pauses on beginning new projects until the economy stabilizes.

Without increasing the capital funding budget levels in 2023/24, projects will complete fewer deliverables due to significant costs increases. By prioritizing important asset renewal schedules in the base capital plan, Regional Council minimizes service disruption safety risks, escalating operational costs, and larger future asset rehabilitation costs. Maintaining this responsible investment model minimizes a compounding burden on future taxpayers.

In the 2022/23 capital budget Council provided direction to increase the street recapitalization budget by \$9 million annually to meet the investment requirements outlined in the approved [Levels of Service for the HRM Street Network](#). The direction included an additional \$8 million annual increase in 2023/24. In addition to the ten-year asset management model investment levels being impacted by high inflation costs, the 2022 transfer of 300 additional lane-kms of provincial roads and a high volume of integrated road safety interventions are deteriorating the set road condition maintenance goals. Budget Committee directed staff on November 25, 2022 to defer the \$8 million increase to the program until 2024/25 to help meet the 4.0% average tax bill direction.

Budget Committee also directed staff on November 25, 2022 to rescind an increase to the sidewalk program by \$7 million annually that was proposed in 2022/23 for the 2023/24 capital budget, to assist with reducing the proposed average tax bill increase from 8.0% to 4.0%.

Project Funding

The 2022/23 capital budget introduced a new fiscal sustainability strategy to support large growth infrastructure projects originating primarily from key strategic plans (Integrated Mobility Plan and the HalifACT Climate Action Plan) without diverting required investment levels needed to sustain existing assets. Different from the base capital budget which is funded by annual allocations from various sources, the defined strategic initiative projects are funded by a multi-year funding model.

The majority of strategic initiative project costs are funded by debt. Strategic Initiative (SI) debt is one of five types of municipal debt defined in the [HRM Debt Policy](#) (November 23, 2021) as "...debt funded by the SI Reserve, not via the general rate. Projects eligible for SI debt are those designated as Strategic Initiatives. i.e. transformative projects that would require a substantial increase in general rates to fund using current revenues."

Under the strategy, upfront contributions from the annual operating budget will accumulate in the Reserve while projects are implemented. Sufficient balances will then be available for debt repayments when

projects are complete. A major benefit of this approach is to smooth the annual impact to the tax rate, as the \$1.6 billion ten-year SI Plan is anticipated to fluctuate greatly from year to year.

The Climate Action Tax is part of this funding model. While there are many projects within the entire capital project portfolio that have elements supporting climate mitigation and adaptation as design standards evolve, only projects specifically defined by the HalifACT Climate Action Plan are being funded by the Climate Action Tax.

The funding model for the Cogswell Interchange Redevelopment project is slightly different. The majority of the debt repayments are intended to be repaid by property sales within the new Cogswell District. Any portion of the Cogswell project costs not funded by land sales will require funding through other means.

There is no change to the Strategic Initiatives Reserve contributions level set in 2022/23, for the 2023/24 fiscal year. Per the [2022/23 Fiscal Framework report presented to Budget Committee on January 28, 2022](#), the approved package B from Table 2 identified the funding total goal to accumulate in the SI Reserve for 13 SI projects (\$337.7M). As some projects identified in the list have had cost and scheduling assumptions revised, and, as the Burnside Transit Centre Eco-Rebuild Design phase Investing in Canada Infrastructure Program (ICIP) application was approved with the federal and provincial governments, staff have adjusted the approved \$337M funding allocation among projects. This adjustment is detailed in Attachment 2 of this report.

Therefore, the proposed 2023/24 increase to the average tax bill is not due to Strategic Initiatives or HalifACT projects.

Anticipated Strategic Initiative Projects

There are a few Strategic Initiative projects included in the multi-year capital plan which are not yet funded. Staff are asking Regional Council for project implementation approval, contingent on necessary land acquisition and secured external funding contribution, due to the significant future tax burden the projects present.

The two projects of greatest risk are the Mill Cove Ferry Service and the Burnside Transit Centre Eco-Rebuild. Both projects have contribution agreements in place to complete the phase 1 Design portion of their projects.

Burnside Transit Centre Eco-Rebuild

Staff are preparing a cost sharing application for phase 2 construction and will submit it in the near term. If approved, the Burnside Transit Centre Eco-Rebuild estimates a 50% external contribution. The current estimate for the construction phase is \$350 million over the 2024/25 – 2027/28 time period. The significant construction costs mean that HRM would not proceed with this project without external funding support.

The Burnside Transit Centre is due for replacement/expansion. It is a critical prerequisite to maintain the current transit service and accommodate a transition to alternative fuel technology. Without this project, the next phase of electric bus purchases cannot be implemented. The project is also required to support future transit service expansions. Annual operating costs for the replacement facility are estimated to be of minimal increase (~\$250,000) as the facility is to be constructed with a net zero design.

If the application to the federal and provincial funding programs is approved, the risks of continued inflation, labour shortages and supply chain delays will be added pressure to HRM to fund all overages to meet the funding program schedule deadlines.

Mill Cove Ferry Service

HRM and Provincial staff are working on a cost sharing application for phase 2 construction for submission for federal funding. If approved, the Mill Cove Ferry project estimates approximately 73% external contribution to project costs. The current estimate for the construction phase is \$260 million over the 2023/24 – 2026/27 time period. The Mill Cove Ferry Service project costs currently in the capital plan do not include land acquisition (ineligible for cost sharing). The significant construction costs mean that HRM would not proceed with this project without external funding support.

Even with upfront funding support for the initial new facilities, operating costs and future asset maintenance and replacement costs would place a significant increased annual tax burden on the municipality. Early estimates for increased operating costs are \$6.5 million annually. Provisions for asset rehabilitation/replacement for the facilities, vessels, and road infrastructure would be in addition to this amount and require an increase to the existing base capital budget capacity. The Mill Cove Ferry Service is a new municipal service addition with significant infrastructure to support; it is designed to accommodate growth in the municipality's transportation network.

If the federal and provincial funding program is successful, the risks of continued inflation, labour shortages, supply chain delays, and technological development will add pressure to HRM to fund all overages to meet the funding program schedule deadlines. In September 2022, Regional Council provided direction for the "Reduced Scenario" Mill Cove Ferry Service project, which tentatively had an estimated project cost of \$215M. However, upon applying for funding, an additional line item for cost escalation in the amount of approximately \$45 million was applied to the project to mitigate this risk, bringing the project total to \$260 million.

The Mill Cove Ferry project contributes to achieving HalifACT Climate Action Plan goals. It does not carry the same immediate service and project dependencies as the Burnside Transit Centre Eco-Rebuild project. If the construction phase was deferred, the larger risk would be the participation of Federal and Provincial funding partners.

Increase to the New Sidewalk Program

Consideration for the benefit of increasing the annual capital budget capacity for building new sidewalks across the municipality was presented to Budget Committee March 23, 2022 as a Budget Adjustment List (BAL) item and is provided for review as Attachment 12 to this report. Since the BAL approval for increased staff in 2022/23 to accommodate the increased program capacity, one position was filled in the summer of 2022 and the second position was filled in the last month. Staff indicate that because of the required planning and design scheduling, construction associated with a \$3 million increase to the program would not be feasible to implement until 2024/25.

New sidewalks to be prioritized for this increase in the program would be aligned with criteria that feed into the new sidewalk assessment score to include proximity to pedestrian generators such as:

- schools, daycares, and seniors' centres
- parks, playgrounds, libraries, and municipal recreation centres
- Halifax Transit stops and terminals
- commercial areas, employment opportunities (e.g., institutions)
- high density residential areas

It also looks at:

- classification of the road
- if the request fills a gap in the sidewalk network
- safety related factors (e.g., sight lines, road width)

The New Sidewalk Assessment Tool also incorporates an equity lens by prioritizing neighborhoods with greater socio-economic deprivation.

With the increased program being recommended for debt funding, the annual impact to municipal taxes would not take effect until the fiscal year after each construction season is complete. Debt financing through the province requires debt repayments to begin within one year of a capital project reaching completion. Therefore, beginning in 2025/26, the increased impact to municipal taxes will be negligible in the first year, but will then be a steadily increasing impact in future years as more work is completed, additional debt is taken, and repayments are being made. These principal and interest payments will require funding from the general rate and will result in increases each year going forward.

The annual increase to the capital budget for debt funding can be accommodated within the recently updated debt policy capacity of \$1,500 per household.

Additional Considerations

The November 25, 2022 Budget Committee approved motion included an erroneous capital project reference. The \$5 million funding from the Options Reserve (Q421) is intended for the New Organics Facility capital project (SW5), not the New Solid Waste Facility project (CW190003) originally listed.

In response to Council's direction to limit the 2023/24 average tax bill increase to 4.0%, staff have proposed a number of decreases to the draft capital plan provided in December. Three changes have been incorporated into this report and amended project detail sheets are included as Attachment 11 to this report:

1. Reduction of \$900,000 in 2024/25 to Identity & Access Management (CI210014) as the project deliverable is being reconsidered, and reallocation of the \$900,000 funding to Finance & HR Business Foundations (CI200002) to replace a portion of budget transferred in July 2022 to supplement the Keshen Goodman Library Renovations mid-year escalation.
2. Annual, ongoing reduction of \$80,000 to Street Recapitalization (CR200006) which would fund two student placement positions.
3. Increase 2023/24 budget by \$300,000 to escalate the scheduling of the Ross Road Realignment project (CT000012).

The remaining 11 proposed reductions for consideration are listed as alternatives to this report, and details are included as Briefing Notes in Attachments 6 through 10 of this report.

FINANCIAL IMPLICATIONS

As detailed in Attachments 1 and 2 of this report, staff are recommending capital projects in 2023/24 with budget totalling \$317,106,000, acknowledging that approval of \$5.0 million for the anticipated Mill Cove Ferry Service project is contingent on the ICIP application being awarded and land acquisition approval. 2023/24 funding allocations are based on eligibility criteria, confirmed contribution agreements, legislation, and fiscal direction from Regional Council.

Asset Category	2023/24			Source of Funds	2023/24
	Capital Budget	On-Going OCC	One-Time OCC		
Buildings/Facilities	\$ 43,226	\$ 323	\$ 715	Capital from Operating	\$ 63,540
Business Systems	6,745	3,121	60	Debt	39,040
District Capital Funds	1,504	-	-	Canada Community Building Fund (Gas Tax)	31,100
Outdoor Recreation	9,405	51	-	Reserves	28,723
Roads, Active Transportation & Bridges	65,320	577	-	Approved Cost Sharing Agreements	9,461
Traffic & Streetlights	6,175	66	-	Total Base Funding Plan	\$ 171,864
Vehicles, Vessels & Equipment	27,327	104	-	Strategic Initiatives Debt (SI Reserve)	\$ 33,276
Other Assets	12,162	150	-	Strategic Initiatives Debt (Climate Action Tax)	30,680
Total Base Capital Plan	\$ 171,864	\$ 4,390	\$ 775	Strategic Initiatives Debt (Cogswell Land Sales)	35,600
Buildings/Facilities	23,340	-	-	Confirmed Cost Sharing	45,685
Roads, Active Transportation & Bridges	55,540	(610)	-	Total SI Funding Plan	\$ 145,242
Vehicles, Vessels & Equipment	40,687	80	-	TOTAL CAPITAL FUNDING PLAN ('000's)	\$ 317,106
Other Assets	20,675	(684)	-		
Total Strategic Initiatives Capital Plan	\$ 140,242	\$ (1,214)	\$ -		
Buildings/Facilities	-	-	-		
Vehicles, Vessels & Equipment	5,000	-	-		
Total Anticipated SI Capital Plan	\$ 5,000	\$ -	\$ -		
TOTAL CAPITAL PLAN ('000's)	\$ 317,106	\$ 3,176	\$ 775		

Debt funding for the base capital plan does not impact taxes immediately, but in future operating budgets when repayments of principal and interest are required. These payments do not begin until the fiscal year following completion of each associated capital project. On average, most projects last 12-24 months.

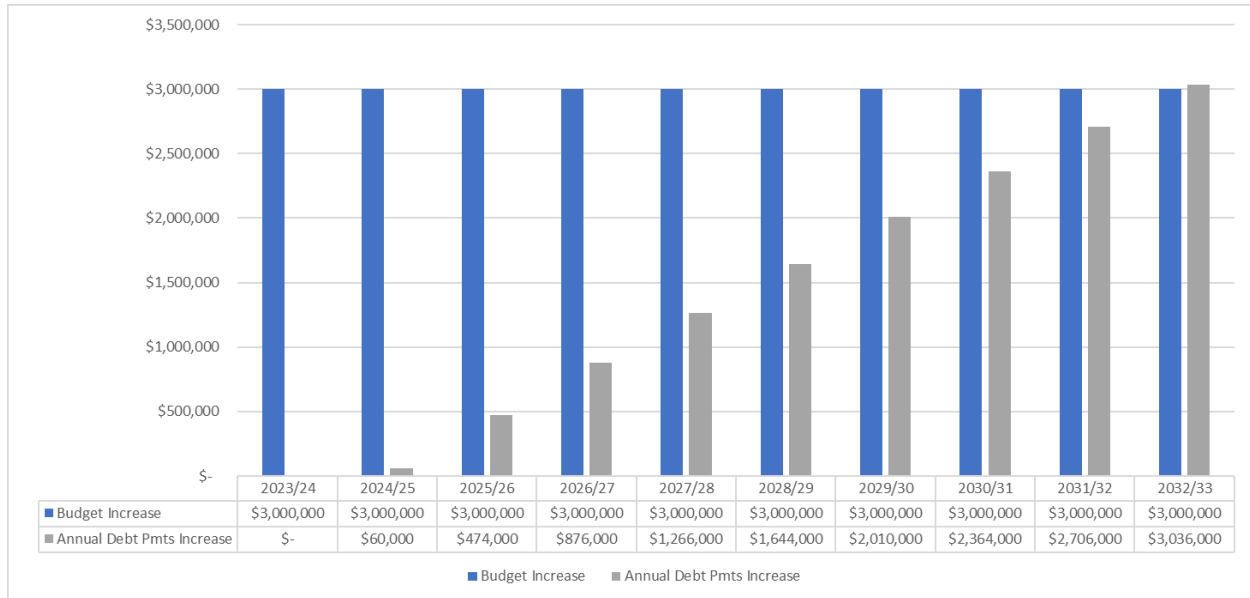
In the case of strategic initiative projects, the Climate Action Tax and tax supporting future SI Debt repayments have already begun to be collected. The funding strategy goal is to break down the financially significant cost of the small number of projects over a longer payment period to minimize the annual tax burden. Funds collected prior to SI debt repayments beginning are held in the SI Reserve for transparency and accountability. Although the schedule of funded strategic projects has been updated, primarily to accommodate the recently approved contribution agreement for Burnside Transit Centre's Eco-Rebuild Design phase, the overall total long-term funding approved for SI projects in 2022/23 remains the same without impact to project scheduling.

The financial implications of the approved capital budget not only impact the capital funding sources for the initial project investment, but also associated operational budgets. New capital assets delivered in 2023/24 estimate a required net \$4.0 million increase to annual business unit budgets for new operating costs, including additional staffing positions in some instances, and maintenance costs. These net increases include an offset of \$2.2 million by some projects with identified efficiency savings due to new or rehabilitated assets. All increases in the municipally owned infrastructure inventory also places an obligation on future taxpayers through the capital budget for asset rehabilitation and replacement.

For HRM's portfolio of existing assets, if a recommended capital project to rehabilitate or replace an asset is delayed, the operating budget will experience higher maintenance costs and staffing costs than planned, among other risks and service interruptions.

Approval of the 2023/24 Multi-Year Capital Projects schedule in Attachment 4 of this report acknowledges Council's commitment to approving the required annual budgets in future fiscal years to complete the discrete scope of defined work. Approval allows staff to enter into multi-year procurement agreements for the projects, however, the budget is represented based on anticipated cashflow by fiscal year.

If Budget Committee moves to increase the capital budget for new sidewalks by \$3 million per year, beginning in 2024/25 as recommended by staff and to be funded by debt, there will be no financial implications to the capital or operating budgets until 2025/26 when the debenture repayments begin. Based on estimated debenture repayment model, using a 4.0% average interest rate, the increase to the annual operating budget is estimated in the following chart:



RISK CONSIDERATION

Risks related to the recommendations in this report include assumptions of current asset condition and future level of service delivery demand. An evaluation of risk impact and likelihood for each proposed capital project has been performed as part of the budget preparation process and considered during the recommendation decision.

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 project-specific environmental considerations are incorporated in the individual capital project planning. Environmental and climate considerations are also included in the Capital Project Evaluation Framework for portfolio risk evaluations.

ALTERNATIVES

Committee of the Whole on Budget could choose to recommend that Regional Council could choose to amend the content of the Capital Budget, including the capital funding envelope. Any additional projects to be added into the four-year base capital plan should not be added in 2023/24, as staff require a minimum 12-month period to adequately resource and plan a new project.

Per the November 25, 2022 Budget Committee motion by Councillor Morse, Budget Committee could increase the new sidewalk program (capital project CR200001 – Active Transportation) by \$3 million per year, beginning in 2023/24.

To limit the 2023/24 municipal budget tax-funded increase to a 4% increase, Budget Committee could also choose to add any of the following capital project reductions from capital-from-operating as an item to the Budget Adjustment List (BAL) through the following motion(s):

- 1) That the Budget Committee include a reduction of \$750,000 for an ongoing reduction to CCV02X01-CCV02X16: District Capital Funds as outlined the Briefing Note BN001 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 2) That the Budget Committee include a reduction of \$1,510,000 for one-time reduction to CR21001: Urban Forestry Plan Implementation as outlined the Briefing Note BN002 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 3) That the Budget Committee include a reduction of \$3,000,000 for one-time deferral to CR200007: Regional Centre AAA Bikeways as outlined the Briefing Note BN003 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 4) That the Budget Committee include a reduction of \$500,000 for one-time deferral to CT190006: Road Safety Improvement as outlined the Briefing Note BN004 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 5) That the Budget Committee include a reduction of \$600,000 for one-time deferral to CP210013: Middle Musquodoboit Park - new development as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 6) That the Budget Committee include a reduction of \$50,000 for one-time deferral to CP210013: Glen Harbour Way Park - new Ninja Warrior Course as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 7) That the Budget Committee include a reduction of \$125,000 for one-time deferral to CP210013: Park Road Park - Park development as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 8) That the Budget Committee include a reduction of \$150,000 for one-time deferral to CP200001: Bridge Upgrades - Grassy Brook Park as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 9) That the Budget Committee include a reduction of \$100,000 for one-time deferral to CP200001: Playing Field Rehabilitation - Gorsebrook Park - sport field (design) as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 10) That the Budget Committee include a reduction of \$750,000 for one-time deferral to CP200001: Eastern Passage Common Park - skatepark replacement as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.
- 11) That the Budget Committee include a reduction of \$200,000 for one-time deferral to CP200001: Playing Field Rehabilitation - Mount Edward Elementary School Park - ball diamond as outlined the Briefing Note BN005 within the proposed 2023/24 Capital budget to the Budget Adjustment List as a capital under budget option for consideration.

ATTACHMENTS

Attachment 1 - 2023/24 Base Capital Budget & 2024/25-2026/27 Multi-Year Base Capital Plan (w/OCC)

- Attachment 2 - 2023/24 Strategic Initiatives Multi-Year Capital Plan
- Attachment 3 - 2023/24 Capital Reserve Withdrawals
- Attachment 4 - 2023/24 Capital Multi-Year Projects
- Attachment 5 - 2023/24 Capital Projects List Change from 2022/23 Capital Plan
- Attachment 6 - BN001 – District Capital Funds
- Attachment 7 - BN002 – UFMP Tree Planting Reduction
- Attachment 8 - BN003 – Extend Regional Centre AAA Bike Network
- Attachment 9 - BN004 – Road Safety Improvements - Traffic Calming Program
- Attachment 10 - BN005 – Parks & Outdoor Recreation - Capital
- Attachment 11 - Amended Project Detail Sheets
- Attachment 12 - 2022-23 BN002 – Additional Capital Budget Funding for Sidewalks

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,
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ATTACHMENT 1

2023/24 Base Capital Budget & 2024/25 - 2026/27 Base Capital Plan

Project #	Project Name	Budget Category	Estimated Work-in-Progress @ March 31, 2023	2023/24 Budget	2024/25 Plan	2025/26 Plan	2026/27 Plan	HRM Funding			External Funding
								Reserves	Capital from Operating	Debt	Cost Sharing Confirmed
CB190006	Accessibility - HRM Libraries	Buildings/Facilities	\$ 320 000	\$ 300 000	\$ 500 000	\$ 525 000	\$ 700 000	\$ -	\$ 2 025 000	\$ -	\$ -
CB210004	Alderney Gate Library Renos	Buildings/Facilities	190 000	-	-	1 000 000	2 000 000	-	3 000 000	-	-
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	-	750 000	1 000 000	750 000	2 000 000	-	4 500 000	-	-
CB190002	Bedford Library Replacement	Buildings/Facilities	-	-	-	-	500 000	-	500 000	-	-
CB210021	Beechville Lakeside Timberline Recreation Centre Recap	Buildings/Facilities	3 550 000	-	9 500 000	9 000 000	-	-	-	4 995 000	13 505 000
CB000045	Building Recap Future Parks & Rec	Buildings/Facilities	-	-	-	1 500 000	1 500 000	-	3 000 000	-	-
CB190005	Captain Wiliam Spry Library Renos	Buildings/Facilities	-	-	-	-	2 000 000	-	2 000 000	-	-
CB000023	Captain Wiliam Spry Renovations	Buildings/Facilities	330 000	800 000	4 000 000	1 000 000	-	-	800 000	5 000 000	-
Build2	Cladell Community Centre	Buildings/Facilities	-	-	-	-	1 000 000	-	1 000 000	-	-
Transit6	Cobequid Transit Terminal Refresh	Buildings/Facilities	-	-	150 000	-	-	-	150 000	-	-
CB000045	Cole Harbour Place	Buildings/Facilities	690 000	590 000	1 000 000	-	-	90 000	1 500 000	-	-
CB210019	Community Recreation Facilities Recap	Buildings/Facilities	680 000	750 000	750 000	750 000	750 000	-	3 000 000	-	-
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	490 000	300 000	-	-	-	302 000	-	-	-
CB190011	Corporate Accommodations	Buildings/Facilities	850 000	2 000 000	3 000 000	1 000 000	1 000 000	-	7 000 000	-	-
Build17	Demolition of 1940 Gottingen Street	Buildings/Facilities	-	2 500 000	-	-	-	2 500 000	-	-	-
CB220001	East Dartmouth CC Renovation	Buildings/Facilities	180 000	800 000	2 200 000	-	-	-	3 000 000	-	-
CB200002	EMO Projects	Buildings/Facilities	795 000	450 000	-	500 000	-	-	1 700 000	-	-
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	1 658 000	4 250 000	3 100 000	2 000 000	2 000 000	-	8 007 000	-	3 343 000
CB190009	Environmental Remediation/Blde. Demo	Buildings/Facilities	64 000	400 000	400 000	400 000	400 000	-	1 600 000	-	-
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	298 000	-	250 000	250 000	250 000	-	750 000	-	-
CB000052	Fire Station 2 University Ave Recap	Buildings/Facilities	2 650 000	-	2 000 000	-	-	-	1 000 000	1 000 000	-
CB000058	Fire Station Functional Improvements	Buildings/Facilities	350 000	500 000	500 000	500 000	500 000	-	2 000 000	-	-
CB200006	General Building Recapitalization	Buildings/Facilities	825 000	1 400 000	1 000 000	1 000 000	1 000 000	-	4 400 000	-	-
CB200013	Halifax 4th Pad Arena	Buildings/Facilities	190 000	250 000	250 000	250 000	250 000	1 000 000	-	-	-
CB190003	Halifax City Hall/Grand Parade Restore	Buildings/Facilities	100 000	-	-	-	1 250 000	-	1 250 000	-	-
CB210020	Halifax Common Pool Reconstruction	Buildings/Facilities	-	7 900 000	-	-	-	7 900 000	-	-	-
CB220002	Heritage Facilities Recapitalization	Buildings/Facilities	400 000	500 000	500 000	500 000	500 000	-	2 000 000	-	-
CB000057	HRFE Future Buildings Recap	Buildings/Facilities	-	-	2 000 000	-	2 000 000	-	4 000 000	-	-
CB200015	HRM Depot Upgrades	Buildings/Facilities	500 000	300 000	500 000	500 000	500 000	-	1 800 000	-	-
Build9	Long Term Fire Station Replacements	Buildings/Facilities	-	-	-	500 000	-	-	500 000	-	-
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	546 000	234 000	410 000	230 000	230 000	1 104 000	-	-	-
CB000073	Metropark Upgrades	Buildings/Facilities	50 000	200 000	150 000	150 000	500 000	1 000 000	-	-	-
CB200001	Multi-District Facilities Upgrades	Buildings/Facilities	2 775 000	2 275 000	2 000 000	2 000 000	2 000 000	275 000	8 000 000	-	-
CB000009	Needham Community Centre Recap	Buildings/Facilities	-	-	-	-	4 000 000	-	1 000 000	3 000 000	-
CB200014	New Bedford West Fire Station and HQs Campus	Buildings/Facilities	190 000	-	-	-	16 000 000	-	3 000 000	13 000 000	-
Build12	New HRFE Training Facility	Buildings/Facilities	-	-	1 000 000	-	2 500 000	-	1 000 000	2 500 000	-
SW5	New Organics Facility	Buildings/Facilities	-	10 000 000	8 370 000	8 370 000	8 550 000	5 000 000	30 290 000	-	-
SW2	Organics Facilities Decommissioning	Buildings/Facilities	-	200 000	2 000 000	100 000	100 000	2 400 000	-	-	-
Transit7	Penhryn Transit Terminal Refresh	Buildings/Facilities	-	-	150 000	-	-	-	150 000	-	-
CB000022	Police Headquarters	Buildings/Facilities	-	-	-	500 000	1 500 000	-	2 000 000	-	-
SW3	Prospect Rd Community Centre Upgrades	Buildings/Facilities	-	325 000	-	-	-	325 000	-	-	-
CB200007	RBC Centre	Buildings/Facilities	110 000	200 000	200 000	200 000	200 000	800 000	-	-	-
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	565 000	600 000	600 000	900 000	1 000 000	-	3 100 000	-	-
CB200010	Regional Park Washrooms	Buildings/Facilities	410 000	1 000 000	-	-	1 000 000	-	1 000 000	1 000 000	-
CB200005	Roof Recapitalization	Buildings/Facilities	710 000	900 000	1 000 000	1 000 000	1 000 000	-	900 000	3 000 000	-
CB000060	Sackville Sports Stadium	Buildings/Facilities	1 740 000	750 000	-	-	-	-	750 000	-	-
CB200008	Scotiabank Centre	Buildings/Facilities	700 000	600 000	600 000	600 000	600 000	2 400 000	-	-	-
CB210018	Sheet Harbour Fire Station	Buildings/Facilities	900 000	-	6 000 000	4 000 000	10 000 000	-	-	-	-
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	1 460 000	-	7 000 000	8 000 000	-	-	10 050 000	4 950 000	-
Build16	Spryfield Lions Arena	Buildings/Facilities	-	-	-	500 000	5 000 000	-	1 000 000	4 500 000	-
Build14	St. Mary's Boat Club	Buildings/Facilities	-	-	-	1 000 000	4 000 000	-	1 000 000	4 000 000	-
CB220023	Traffic Services Facility	Buildings/Facilities	4 400 000	-	2 150 000	-	-	-	-	2 150 000	-
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	300 000	800 000	700 000	300 000	300 000	-	2 100 000	-	-
Build7	Wanderers Grounds Bengal Lancers Arena	Buildings/Facilities	-	400 000	-	-	-	-	400 000	-	-
CB000007	Wright's Cove Terminal	Buildings/Facilities	-	-	250 000	-	-	-	250 000	-	-
GI190009	Application Recapitalization	Business Systems	160 000	200 000	200 000	200 000	200 000	-	-	-	-
GI190010	Business Intelligence Program	Business Systems	93 000	300 000	300 000	300 000	300 000	-	1 200 000	-	-
BT30	Business Performance Management Tool	Business Systems	-	-	-	430 000	-	-	430 000	-	-
GI210019	Corporate Scheduling	Business Systems	1 556 000	700 000	-	-	-	-	700 000	-	-
GI990020	CRM Software Replacement	Business Systems	550 000	-	500 000	1 450 000	-	-	1 950 000	-	-
GI200005	Cyber Security	Business Systems	129 000	175 000	225 000	225 000	225 000	-	850 000	-	-
GI000001	Digital Services	Business Systems	105 435	250 000	250 000	250 000	250 000	-	1 000 000	-	-
GI200002	Finance & HR Business Foundations	Business Systems	13 260 000	-	900 000	-	-	-	900 000	-	-
BT32	GIS Service Management	Business Systems	-	100 000	100 000	100 000	100 000	-	400 000	-	-
GI190005	HRFE Inteligent Dispatching	Business Systems	125 000	-	-	365 000	-	-	365 000	-	-
BT07	HRFE Personal Accountability	Business Systems	-	-	-	300 000	-	-	300 000	-	-
BT09	HRFE Service Request	Business Systems	-	-	-	300 000	-	-	300 000	-	-
GI210013	HRFE Station Alerting	Business Systems	112 000	800 000	400 000	-	-	-	1 200 000	-	-
BT08	HRFE/HRP CAD to EMS Integration	Business Systems	-	-	-	-	586 000	-	586 000	-	-
GI210017	HRP Digital Communications Intercept Systems Upgrade	Business Systems	-	-	-	-	580 000	-	580 000	-	-
GI210018	HRP Interview Room Recording System	Business Systems	-	-	-	-	295 000	-	295 000	-	-
GI990023	HRP Records Mgmt. Optimization	Business Systems	536 000	-	100 000	-	-	-	100 000	-	-
GI210016	HRP Security Monitoring Video Surveillance	Business Systems	-	20 000	-	30 000	225 000	-	265 000	-	-
GI200004	ICT Business Tools	Business Systems	90 000	500 000	300 000	500 000	500 000	-	1 800 000	-	-
GI200003	ICT Infrastructure Recap	Business Systems	205 000	450 000	600 000	500 000	500 000	-	2 050 000	-	-
GI210014	Identity & Access Management	Business Systems	500 000	250 000	-	-	-	-	250 000	-	-
GI200001	IT Service Management	Business Systems	60 000	100 000	100 000	100 000	100 000	-	400 000	-	-
GI990031	Parking Technology	Business Systems	350 000	400 000	-	-	-	400 000	-	-	-
BT11	Public Appointment Tool	Business Systems	-	-	200 000	-	-	-	200 000	-	-
GI200001	Recreation Transition Software Transition Project	Business Systems	-	2 500 000	250 000	-	-	-	2 750 000	-	-
GI190008	Road Disruption Management Solution	Business Systems	261 500	-	200 000	-	-	-	200 000	-	-
CP000020	Cemetery Upgrades	Outdoor Recreation	645 000	500 000	500 000	500 000	200 000	-	1 700 000	-	-
CW200001	District 11 Community Integration Fund	Outdoor Recreation	25 000	-	300 000	-	-	300 000	-	-	-
CP200002	Halifax Common Upgrades	Outdoor Recreation	15 000	-	-	150 000	1 000 000	-	1 150 000	-	-
CP200007	OH-Leash Dog Parks	Outdoor Recreation	910 000	50 000	400 000	200 000	200 000	-	850 000	-	-
CP210013	Park Development-New	Outdoor Recreation	490 000	1 400 000	6 200 000	1 500 000	2 100 000	910 000	6 450 000	-	3 840 000
CP200004	Park Land Acquisition	Outdoor Recreation	-	500 000	500 000	500 000	500 000	2 000 000	-	-	-
CP200001	Park Recapitalization	Outdoor Recreation	3 150 000	6 750 000	5 350 000	4 400 000	6 100 000	10 700 000	11 850 000	-	50 000
CP000011	Peace and Friendship Park Improvements	Outdoor Recreation	337 000	-	-	800 000	-	-	800 000	-	-
GI190002	Recreation Trails	Outdoor Recreation	170 000	105 000	250 000	250 000	250 000	-	855 000	-	-
CP000014	Regional/Wilderness Park Development	Outdoor Recreation	500 000	-	1 000 000	1 000 000	100 000	2 100 000	-	-	-
CP180002	Shoreline Improvements/Water Access	Outdoor Recreation	765 000	100 000	2 000 000	2 000 000	2 000 000	6 100 000	-	-	-
CP210008	Splash Pads	Outdoor Recreation	-	-	600 000	500 000	500 000	1 600 000	-	-	-
CR200001	Active Transportation	Roads Active Transportation & Bridges	4 670 000	5 100 000	5 000 000	5 000 000	5 000 000	-	19 000 000	-	

Project #	Project Name	Budget Category	Estimated Work-in-Progress @ March 31, 2023	2023/24 Budget	2024/25 Plan	2025/26 Plan	2026/27 Plan	HRM Funding			External Funding	
								Reserves	Capital from Operating	Debt	Cost Sharing Confirmed	
CV220015	Fire Fleet Expansion	Vehicles Vessels & Equipment	-	-	-	-	1 025 000	-	1 025 000	-	-	
CE200002	Fire Fleet Replacement	Vehicles Vessels & Equipment	5 845 000	7,000,000	3 500 000	3 500 000	3 500 000	-	2 200 000	15 300 000	-	
CE200004	Fire Services Equipment Replacement	Vehicles Vessels & Equipment	-	6,000,000	5 000 000	1 250 000	1 250 000	-	13 500 000	-	-	
CE190001	Fire Services Water Supply	Vehicles Vessels & Equipment	-	100,000	100 000	100 000	100 000	-	400 000	-	-	
CE200005	Heavy Urban Search & Rescue Equipment	Vehicles Vessels & Equipment	-	480,000	490 000	500 000	520 000	-	497 500	-	1 492 500	
CE220001	HRP Integrated Emergency Services Console/Desk Unit Refurbishment	Vehicles Vessels & Equipment	-	270,000	240 000	240 000	-	-	750 000	-	-	
CE190005	Ice Resurfacer Replacement	Vehicles Vessels & Equipment	6 000	180,000	180 000	180 000	180 000	-	-	720 000	-	
CM200004	Mid-Life Bus Rebuild	Vehicles Vessels & Equipment	-	2,000,000	2 000 000	2 000 000	2 000 000	-	7 500 000	-	500 000	
CE200001	Municipal Fleet Replacement	Vehicles Vessels & Equipment	1 339 000	2,500,000	2 500 000	2 500 000	2 500 000	-	10 000 000	-	-	
CW190001	New/Replacement Green Carts	Vehicles Vessels & Equipment	133 000	462,000	645 000	700 000	740 000	-	2 547 000	-	-	
Transit26	Operator Safety Barriers	Vehicles Vessels & Equipment	-	2,685,000	-	-	-	2 685 000	-	-	-	
CE200003	Police Fleet Replacement	Vehicles Vessels & Equipment	236 000	1,000,000	1 000 000	1 500 000	1 500 000	-	5 000 000	-	-	
CE190002	Police Services Equipment Replacement	Vehicles Vessels & Equipment	-	500,000	600 000	600 000	600 000	-	2 300 000	-	-	
CW200003	Rural Depots	Vehicles Vessels & Equipment	-	865,000	-	-	950 000	1 815 000	-	-	-	
BT35	Salt Scale Solution	Vehicles Vessels & Equipment	-	600,000	-	-	-	600 000	-	-	-	
CV220016	Transit Support Vehicle Expansion	Vehicles Vessels & Equipment	200 000	55,000	-	-	-	-	55 000	-	-	
CM200003	Transit Support Vehicle Replacement	Vehicles Vessels & Equipment	56 000	180,000	180 000	180 000	180 000	-	720 000	-	-	
CO220001	Aerotech Business Park	Other Assets	2 500 000	-	8 000 000	-	-	8 000 000	-	-	-	
CO220002	Burnside & City of Lakes Industrial Park	Other Assets	25 700 000	5,000,000	17 000 000	-	-	22 000 000	-	-	-	
CP190001	Cultural Assets	Other Assets	118 000	250,000	250 000	250 000	250 000	1 000 000	-	-	-	
COV02601-2616	District Capital Funds	Other Assets	1 518 874	1,504,000	1 504 000	1 504 000	1 504 000	-	6 016 000	-	-	
CW190004	Environmental Monitoring Site Work 101 Landfill	Other Assets	398 000	3,572,000	430 000	452 000	474 000	4 928 000	-	-	-	
BusPar4	Industrial Land Acquisition	Other Assets	-	-	2 500 000	-	-	2 500 000	-	-	-	
CO220003	Ragged Lake Business Park	Other Assets	926 000	1,000,000	-	20 000 000	-	21 000 000	-	-	-	
CR210011	Urban Forestry Masterplan Implementation	Other Assets	850 000	1,590,000	-	-	-	1 590 000	-	-	-	
CT200009	Wastewater Oversizing	Other Assets	-	750,000	-	-	-	-	-	-	750 000	
TOTAL MULTI-YEAR BASE CAPITAL PLAN			\$ 138,858,809	\$ 171,864,000	\$ 222,899,000	\$ 196,461,000	\$ 215,959,000	\$ 210,934,000	\$ 355,170,017	\$ 191,840,000	\$ 49,238,983	
								\$ 807,183,000				\$ 807,183,000

Capital Funding Sources:

Capital from Operating	\$ 63,539,667	\$ 87,191,350	\$ 93,584,000	\$ 110,855,000
Debt	39,040,000	46,970,000	38,900,000	66,930,000
Reserves	28,723,000	39,575,000	25,807,000	6,229,000
Canada Community-Building Fund	31,100,000	26,500,000	26,500,000	26,500,000
Other Cost Sharing	9,461,333	22,662,650	11,670,000	5,445,000
Total Capital Funding Envelope	\$ 171,864,000	\$ 222,899,000	\$ 196,461,000	\$ 215,959,000

ATTACHMENT 2

2023/24 Strategic Initiatives Multi-Year Capital Budget

Project #	Project Name	2022/23 Budget	2023/24 Budget	2024/25 Plan	2025/26 Plan	2026/27 Plan	2027/28-2032/33 Plan	Total Remaining 10Yr SI Cost	Approved 4.6% Funding in 2022/23 *	Recommended 2023/24 Update	HRM Funding			External Funding		
											Reserves	SI Debt (Cogswell Land Sales**)	SI Debt (Climate Action Tax)	SI Debt (SI Reserve)	Cost Sharing Confirmed	Unfunded
CT100007	Cogswell Interchange Redevelopment	\$ 16,030,000	\$ 35,600,000	\$ 31,600,000	\$ 18,750,000	\$ -	\$ -	\$ 85,950,000	\$ 87,160,000	\$ 85,950,000	\$ -	\$ 85,950,000	\$ -	\$ -	\$ -	\$ -
CB190013	Halifax Forum Redevelopment	-	2,500,000	22,000,000	45,000,000	28,000,000	12,500,000	110,000,000	81,000,000	81,000,000	24,000,000	-	-	57,000,000	-	29,000,000
STRATEGIC INITIATIVE - HALIFAX CLIMATE ACTION PLAN																
CB200012	HalifACT - Climate Action Plan	9,960,000	20,675,000	40,505,000	43,775,000	35,086,000	172,259,000	312,300,000	109,610,000	113,590,000	-	-	109,610,000	-	3,980,000	198,710,000
CV210011	Electric Bus Procurement & Ragged Lake Transit Centre Expansion	63,413,000	40,687,000	-	-	-	-	40,687,000	40,687,000	40,687,000	-	-	10,985,490	-	29,701,510	-
Transit20	Electric Bus Phase 2 (Ebus + chargers)	-	-	10,224,000	-	17,045,000	239,968,000	267,237,000	-	-	-	-	-	-	-	267,237,000
STRATEGIC INITIATIVE - INTEGRATED MOBILITY PLAN (IMP)																
Transit19	Burnside Transit Centre Eco-Rebuild - Design	-	20,840,000	-	-	-	-	20,840,000	-	20,840,000	-	-	-	7,166,029	13,673,971	-
Transit19a	Burnside Transit Centre Eco-Rebuild - Construction ***	-	-	50,000,000	75,000,000	100,000,000	125,000,000	350,000,000	-	-	-	-	-	-	-	350,000,000
Transit22	Expansion Buses (MFTP Phase 2)	-	-	-	-	-	18,224,000	18,224,000	-	-	-	-	-	-	-	18,224,000
CT190009	IMP Land Acquisition	5,000,000	16,400,000	32,800,000	4,340,000	4,340,000	13,020,000	70,900,000	70,900,000	70,900,000	-	-	-	70,900,000	-	-
CT220001	Major Strategic Multi Modal Corridors Studies and Design	500,000	640,000	890,000	890,000	890,000	1,500,000	4,810,000	4,250,000	4,250,000	4,250,000	-	-	-	-	560,000
Mobility6	Major Strategic MMC Alderney Dr (Dundas St-Wyse Rd)	-	-	-	-	-	5,900,000	5,900,000	-	-	-	-	-	-	-	5,900,000
Mobility8	Major Strategic MMC Barrington St (North St-Spr. Garden Rd)	-	-	-	-	2,000,000	3,100,000	5,100,000	2,000,000	2,000,000	-	-	2,000,000	-	-	3,100,000
CT200002	Major Strategic MMC Bayers Road	-	-	100,000	4,600,000	-	-	4,700,000	4,700,000	4,700,000	-	-	4,700,000	-	-	-
CT190008	Major Strategic MMC Bedford Highway	-	-	-	-	-	34,450,000	34,450,000	-	-	-	-	-	-	-	34,450,000
Mobility12	Major Strategic MMC Dunbrack Street	-	-	-	-	-	7,900,000	7,900,000	-	-	-	-	-	-	-	7,900,000
CT200003	Major Strategic MMC Dutch Village Rd	-	1,000,000	6,000,000	-	-	-	7,000,000	2,250,000	7,000,000	-	-	-	-	-	-
CT190005	Major Strategic MMC Herring Cove Road	-	-	-	-	4,200,000	21,700,000	25,900,000	25,900,000	25,900,000	-	-	25,900,000	-	-	-
Mobility14	Major Strategic MMC Highway 7 - Magazine Hill	-	-	-	-	-	3,000,000	3,000,000	-	-	-	-	-	-	-	3,000,000
Mobility4	Major Strategic MMC Lower Water St (Morris St-Duke St)	-	-	-	-	2,500,000	12,500,000	15,000,000	3,500,000	3,500,000	-	-	3,500,000	-	-	11,500,000
CT190002	Major Strategic MMC Portland Street	-	-	-	-	-	10,000,000	10,000,000	-	-	-	-	-	-	-	10,000,000
CT200006	Major Strategic MMC Robie St & Young St	-	-	-	-	2,150,000	-	2,150,000	2,150,000	2,150,000	-	-	2,150,000	-	-	-
Mobility11	Major Strategic MMC Trunk 7 (Main St), Dartmouth	-	-	-	-	-	5,900,000	5,900,000	-	-	-	-	-	-	-	5,900,000
CT200005	Major Strategic MMC Windmill Rd (Akerley Blvd-Wyse Rd)	-	-	-	-	-	2,100,000	2,100,000	2,100,000	2,100,000	-	-	-	-	-	2,100,000
CV210013	Mill Cove Ferry Service - Construction ***	-	5,000,000	11,000,000	134,000,000	110,000,000	-	260,000,000	125,000,000	260,000,000	-	-	-	26,000,000	-	234,000,000
CT190010	Windsor Street Exchange	2,665,000	1,900,000	10,200,000	24,025,000	10,000,000	-	46,125,000	42,125,000	46,125,000	-	-	15,482,000	-	-	30,643,000
TOTAL MULTI-YEAR STRATEGIC INITIATIVES CAPITAL PLAN		\$ 97,568,000	\$145,242,000	\$215,319,000	\$350,380,000	#####	\$ 689,021,000	\$ 1,716,173,000	\$ 603,332,000	\$ 768,592,000	\$ 28,250,000	\$ 85,950,000	\$ 120,595,490	\$ 221,798,029	\$ 77,998,481	\$ 1,181,581,000

* Gross project costs per Budget Committee motion January 28, 2022; amounts do not include the 2022/23 budget

** If Future Land Sales are less than estimated, project costs will be debt-funded with annual repayments added to the General Rate.

*** Proceeding with implementation of these projects is contingent on receipt of sufficient external funding contributions and necessary land acquisition.

\$ 1,716,173,000

HalifACT Climate Action Plan Program Detail:	2022/23 Budget	2023/24 Budget	2024/25 Plan	2025/26 Plan	2026/27 Plan	2027/28-2032/33 Plan	Total Remaining 10Yr SI Cost	Approved Project Costs in 2022/23	Recommended 2023/24 Update	Reserves	SI Debt (Climate Action Tax)	SI Debt (Cogswell Land Sales**)	SI Debt (SI Reserve)	Cost Sharing Confirmed	Unfunded
C2230100	Municipal Building Retrofits	2,810,000	10,700,000	22,270,000	23,740,000	19,596,000	78,384,000	154,690,000	56,710,000	-	56,710,000	-	-	-	97,980,000
C2230200	Public Charging Infrastructure	1,050,000	1,800,000	2,200,000	500,000	500,000	2,000,000	7,000,000	2,900,000	-	3,020,000	-	-	980,000	3,000,000
C2230300	Fleet Electrification	3,500,000	3,175,000	7,035,000	7,535,000	2,990,000	19,875,000	40,610,000	10,210,000	-	10,210,000	-	-	-	30,400,000
C2230400	Shore Rd Resilience Improvements	75,000	340,000	4,400,000	-	-	-	4,740,000	-	-	1,740,000	-	-	3,000,000	-
C2230500	Flood Mitigation - Fall River, Dartmouth	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C2230600	Other Critical Infrastructure	525,000	2,660,000	2,600,000	10,000,000	10,000,000	60,000,000	85,260,000	14,000,000	-	8,330,000	-	-	-	76,930,000
C2230700	HalifACT Small Projects Bundle	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000	20,000,000	3,000,000	-	4,000,000	-	-	-	16,000,000
\$ 9,960,000 \$ 20,675,000 \$ 40,505,000 \$ 43,775,000 \$ 35,086,000 \$ 172,259,000 \$ 312,300,000 \$ 86,820,000 \$ 87,990,000 \$ 84,010,000 \$ - \$ 3,980,000 \$ 224,310,000															

ATTACHMENT 3

2023/24 Capital Plan Reserve Withdrawals

Reserve Account	Project #	Project Name	2023/24
Q421 - Options Reserve			\$ 7,800,000
	Build17	Demolition of 1940 Gottigen Street	2,500,000
	SW5	New Organics Facility	5,000,000
	CT000012	Ross Road Realignment	300,000
Q506 - Landfill Closure Reserve			\$ 3,572,000
	CW190004	Environmental Monitoring Site Work 101 Landfill	3,572,000
Q526 - Capital Fund Reserve			\$ 4,260,000
	CB000073	Metropark Upgrades	200,000
	Transit26	Operator Safety Barriers	2,685,000
	CT190004	Opticom	75,000
	CP200001	Park Recapitalization	200,000
	CI990031	Parking Technology	400,000
	BT35	Salt Scale Solution	600,000
	CP180002	Shoreline Improvements/Water Access	100,000
Q546 - Multi-District Facilities Reserve			\$ 1,415,000
	CB000045	Cole Harbour Place	90,000
	CB200013	Halifax 4Pad	250,000
	CB200001	Multi-District Facilities-Upgrades	275,000
	CB200007	RBC Centre	200,000
	CB200008	Scotiabank Centre	600,000
Q556 - Solid Waste Facilities Reserve			\$ 1,926,000
	CW190003	Composting/Anaerobic Digestion (AD) Plant	302,000
	CW200002	Materials Recovery Facility Repairs	234,000
	SW2	Organic Facilities Decommissioning	200,000
	SW3	Prospect Rd Community Centre Upgrades	325,000
	CW200003	Rural Depots	865,000
Q611 - Parkland Development Reserve			\$ 500,000
	CP200004	Park Land Acquisition	500,000
Q616 - Business Parks			\$ 9,000,000
	CQ220002	Burnside & City of Lakes Industrial Park	5,000,000
	CT000013	Burnside Connection to Hwy 107	3,000,000
	CQ220003	Ragged Lake Business Park	1,000,000
Q621 - Community & Events			\$ 250,000
	CP190001	Cultural Assets	250,000
Q626 - Gas Tax Reserve			\$ 31,100,000
	CR200003	Bridges	1,500,000
	CB210020	Halifax Common Pool Reconstruction	7,900,000
	CP200001	Park Recapitalization	2,500,000
	CT190006	Road Safety Improvement	2,000,000
	CR200002	Sidewalk Renewals	1,000,000
	CR200006	Street Recapitalization	16,200,000
Q667 - Strategic Initiatives Reserve Operating			\$ 640,000
	CT220001	Major Strategic Multi Modal Corridors: Studies and Design	640,000
Total Capital Reserve Withdrawals			\$ 60,463,000

* Q421 Options Reserve withdrawal budget of \$5 million for SW5 New Organics Facility originally quoted CT1900003 New Solid Waste Facility in error in the November 25, 2022 Budget Committee motion.

ATTACHMENT 4

2023/24 Capital Multi-Year Projects

Project Account #	Project Name	Previous Yrs' Gross Budget	2022/23 Capital Budget	2023/24 Capital Budget	2024/25 Capital Budget	2025/26 Capital Budget	2026/27 Capital Budget	Grand Total
CV210011	Beechville Lakeside Timberlea Recreation Centre Recap	500,000	4,000,000	-	9,500,000	9,000,000	-	\$ 23,000,000
CB000023	Captain William Spry Renovations	-	400,000	800,000	4,000,000	1,000,000	-	\$ 6,200,000
CT000007	Cogswell Interchange Redevelopment	19,410,000	16,030,000	35,600,000	31,600,000	18,750,000	-	\$ 121,390,000
CV210013	Mill Cove Ferry Service ***	2,900,000	-	5,000,000	11,000,000	134,000,000	110,000,000	\$ 262,900,000
CT190010	Windsor Street Exchange	2,300,000	2,665,000	1,900,000	10,200,000	24,025,000	10,000,000	\$ 51,090,000
	Grand Total 2023/24 Multi-Year Projects	\$ 25,110,000	\$ 23,095,000	\$ 43,300,000	\$ 66,300,000	\$ 186,775,000	\$ 120,000,000	\$ 464,580,000

This list supercedes the 2022/23 Multi-Year Projects schedule in Attachment D, April 12, 2022

*** Proceeding with implementation of these projects is contingent on receipt of sufficient external funding contributions and necessary land acquisition.

ATTACHMENT 5

2023/24 Capital Projects List Change from 2022/23 Capital Plan

Project #	Project Name	Budget Category	2023/24 (As per 2022/23 Plan)	2023/24 (As per 2023/24 Plan)	Variance
CB190006	Accessibility - HRM Facilities	Buildings/Facilities	\$ 500,000	\$ 300,000	\$ (200,000)
CB210004	Alderney Gate Library Renos	Buildings/Facilities	1,000,000	-	(1,000,000)
CB190007	Alderney Gate Recapitalization	Buildings/Facilities	600,000	750,000	150,000
CB190002	Bedford Library Replacement	Buildings/Facilities	500,000	-	(500,000)
CB210021	Beechville Lakeside Timberlea Recreation Centre Recap	Buildings/Facilities	4,750,000	-	(4,750,000)
Transit19	Burnside Transit Centre Eco-Rebuild - Design	Buildings/Facilities	-	20,840,000	20,840,000
CB000023	Captain William Spry Renovations	Buildings/Facilities	2,400,000	800,000	(1,600,000)
Transit6	Cobequid Transit Terminal Refresh	Buildings/Facilities	150,000	-	(150,000)
CB000045	Cole Harbour Place	Buildings/Facilities	250,000	590,000	340,000
CB210019	Community Recreation Facilities Recap	Buildings/Facilities	750,000	750,000	-
CW190003	Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	435,000	302,000	(133,000)
CB190011	Corporate Accommodations	Buildings/Facilities	3,100,000	2,000,000	(1,100,000)
Build17	Demolition of 1940 Gottigen Street	Buildings/Facilities	-	2,500,000	2,500,000
CB220001	East Dartmouth CC Renovation	Buildings/Facilities	1,200,000	800,000	(400,000)
CB200002	EMO Projects	Buildings/Facilities	450,000	450,000	-
CB190008	Energy Efficiency Initiatives	Buildings/Facilities	4,243,000	4,250,000	7,000
CB190009	Environmental Remediation/Bldg. Demo	Buildings/Facilities	200,000	400,000	200,000
CM200002	Ferry Terminal Pontoon Rehab	Buildings/Facilities	250,000	-	(250,000)
CB000088	Fire Station Functional Improvements	Buildings/Facilities	500,000	500,000	-
CB200006	General Building Recapitalization	Buildings/Facilities	1,200,000	1,400,000	200,000
CB200013	Halifax 4Pad Arena	Buildings/Facilities	250,000	250,000	-
CB210020	Halifax Common Pool Reconstruction	Buildings/Facilities	7,900,000	7,900,000	-
CB190013	Halifax Forum Redevelopment	Buildings/Facilities	1,000,000	2,500,000	1,500,000
CB190003	Halifax North Memorial Public Library	Buildings/Facilities	3,000,000	-	(3,000,000)
CB220002	Heritage Facilities Recapitalization	Buildings/Facilities	500,000	500,000	-
CB200015	HRM Depot Upgrades	Buildings/Facilities	300,000	300,000	-
Build9	Long Term Fire Station Replacements	Buildings/Facilities	500,000	-	(500,000)
CW200002	Materials Recovery Facility Repairs	Buildings/Facilities	50,000	234,000	184,000
CB000073	Metropark Upgrades	Buildings/Facilities	100,000	200,000	100,000
CB200001	Multi-District Facilities-Upgrades	Buildings/Facilities	2,000,000	2,275,000	275,000
CB220004	Mumford Transit Terminal Replacement	Buildings/Facilities	1,000,000	-	(1,000,000)
Build18	Municipal Infrastructure for Special Planning Areas	Buildings/Facilities	-	-	-
SW5	New Organics Facility	Buildings/Facilities	3,344,000	10,000,000	6,656,000
SW2	Organic Facilities Decommissioning	Buildings/Facilities	-	200,000	200,000
SW3	Prospect Rd Community Centre Upgrades	Buildings/Facilities	325,000	325,000	-
CW000009	Ragged Lake Composting Recapitalization	Buildings/Facilities	-	-	-
CB200007	RBC Centre	Buildings/Facilities	150,000	200,000	50,000
CB200009	Regional Library Facility Upgrades	Buildings/Facilities	600,000	600,000	-
CB200010	Regional Park Washrooms	Buildings/Facilities	615,000	1,000,000	385,000
CB200005	Roof Recapitalization	Buildings/Facilities	900,000	900,000	-
CB000060	Sackville Sports Stadium	Buildings/Facilities	750,000	750,000	-
CB200008	Scotiabank Centre	Buildings/Facilities	400,000	600,000	200,000
CB210018	Sheet Harbour Fire Station	Buildings/Facilities	4,600,000	-	(4,600,000)
CB000080	Sheet Harbour Recreation Centre	Buildings/Facilities	1,000,000	-	(1,000,000)
CB220023	Traffic Services Facility	Buildings/Facilities	1,750,000	-	(1,750,000)
CB000016	Transit Facility Investment Strategy	Buildings/Facilities	650,000	800,000	150,000
Build7	Wanderers Grounds Bengal Lancers Arena	Buildings/Facilities	200,000	400,000	200,000
BT31	2024 Municipal Election eVoting + Logistics Solutions + Technical Support	Business Systems	-	-	-
CI190009	Application Recapitalization	Business Systems	300,000	200,000	(100,000)
CI190010	Business Intelligence Program	Business Systems	334,000	300,000	(34,000)
BT30	Business Performance Management Tool	Business Systems	430,000	-	(430,000)
CI210019	Corporate Scheduling	Business Systems	-	700,000	700,000
CI200005	Cyber Security	Business Systems	175,000	175,000	-
CI000001	Digital Services	Business Systems	250,000	250,000	-
CI990018	Enterprise Content & Records Mgmt.	Business Systems	500,000	-	(500,000)
CI200002	Finance & HR Business Foundations	Business Systems	1,500,000	-	(1,500,000)
BT32	GIS Service Management	Business Systems	-	100,000	100,000
CI190005	HRFE Intelligent Dispatching	Business Systems	365,000	-	(365,000)
BT09	HRFE Service Request	Business Systems	300,000	-	(300,000)
CI210013	HRFE Station Alerting	Business Systems	800,000	800,000	-
BT08	HRFE/HRP CAD to EMS Integration	Business Systems	586,000	-	(586,000)
CI990023	HRP Records Mgmt. Optimization	Business Systems	100,000	-	(100,000)
CI210016	HRP Security Monitoring Video Surveillance	Business Systems	20,000	20,000	-
CI200004	ICT Business Tools	Business Systems	500,000	500,000	-
CI200003	ICT Infrastructure Recap	Business Systems	450,000	450,000	-
CI210014	Identity & Access Management	Business Systems	750,000	250,000	(500,000)
CI200001	IT Service Management	Business Systems	100,000	100,000	-
CI990031	Parking Technology	Business Systems	750,000	400,000	(350,000)
BT24	Portfolio Planning Tool	Business Systems	500,000	-	(500,000)
BT11	Public Appointment Tool	Business Systems	200,000	-	(200,000)
CI230001	Recreation Transition Software Transition Project	Business Systems	-	2,500,000	2,500,000
CI190008	Road Disruption Management Solution	Business Systems	200,000	-	(200,000)
CP000020	Cemetery Upgrades	Outdoor Recreation	400,000	500,000	100,000
CW200001	District 11 Community Integration Fund	Outdoor Recreation	300,000	-	(300,000)
CP200002	Halifax Common Upgrades	Outdoor Recreation	500,000	-	(500,000)
CP200007	Off-Leash Dog Parks	Outdoor Recreation	-	50,000	50,000
CP210013	Park Development-New	Outdoor Recreation	700,000	1,400,000	700,000
CP200004	Park Land Acquisition	Outdoor Recreation	500,000	500,000	-
CP200001	Park Recapitalization	Outdoor Recreation	3,500,000	6,750,000	3,250,000
CP190002	Recreational Trails	Outdoor Recreation	250,000	105,000	(145,000)
CP000014	Regional /Wilderness Park Development	Outdoor Recreation	600,000	-	(600,000)
CP180002	Shoreline Improvements/Water Access	Outdoor Recreation	500,000	100,000	(400,000)

Project #	Project Name	Budget Category	2023/24 (As per 2022/23 Plan)	2023/24 (As per 2023/24 Plan)	Variance
CP210008	Splash Pads	Outdoor Recreation	500,000	-	(500,000)
CR200001	Active Transportation	Roads, Active Transportation & Bridges	4,500,000	5,100,000	600,000
CR200003	Bridges	Roads, Active Transportation & Bridges	3,000,000	4,000,000	1,000,000
CT000013	Burnside Connection to Hwy 107	Roads, Active Transportation & Bridges	4,000,000	4,000,000	-
CM190002	Bus Stop Accessibility/Improvements	Roads, Active Transportation & Bridges	350,000	500,000	150,000
CT000007	Cogswell Interchange Redevelopment	Roads, Active Transportation & Bridges	53,099,000	35,600,000	(17,499,000)
CT190003	Downtown Dartmouth Infrastructure Renewal	Roads, Active Transportation & Bridges	4,500,000	-	(4,500,000)
CT190009	IMP Land Acquisition	Roads, Active Transportation & Bridges	16,400,000	16,400,000	-
CT200002	Major Strategic Multi Modal Corridor: Bayers Road	Roads, Active Transportation & Bridges	4,700,000	-	(4,700,000)
CT200003	Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads, Active Transportation & Bridges	2,250,000	1,000,000	(1,250,000)
CT220001	Major Strategic Multi Modal Corridors: Studies and Design	Roads, Active Transportation & Bridges	500,000	640,000	140,000
CR210007	New Paving Subdivisions - Provincial Roads	Roads, Active Transportation & Bridges	750,000	1,000,000	250,000
CR200004	Other Road Related Works	Roads, Active Transportation & Bridges	2,000,000	2,750,000	750,000
CT220002	Port Wallace Roadway Oversizing (Traffic4 numbers added)	Roads, Active Transportation & Bridges	-	500,000	500,000
CR200007	Regional Centre AAA Bikeways	Roads, Active Transportation & Bridges	8,465,000	2,500,000	(5,965,000)
CT000012	Ross Road Realignment	Roads, Active Transportation & Bridges	-	300,000	300,000
CR200002	Sidewalk Renewals	Roads, Active Transportation & Bridges	2,000,000	2,000,000	-
CR200006	Street Recapitalization	Roads, Active Transportation & Bridges	50,000,000	41,920,000	(8,080,000)
CT200007	Streetscape Renewal	Roads, Active Transportation & Bridges	50,000	50,000	-
CT190001	Streetscaping	Roads, Active Transportation & Bridges	400,000	400,000	-
CT200008	Tactical Urbanism	Roads, Active Transportation & Bridges	300,000	300,000	-
CT190010	Windsor Street Exchange	Roads, Active Transportation & Bridges	1,900,000	1,900,000	-
CT200004	Controller Cabinet & Detection	Traffic & Streetlights	380,000	350,000	(30,000)
CT190004	Opticom Signalization	Traffic & Streetlights	76,000	75,000	(1,000)
CT190006	Road Safety Improvement	Traffic & Streetlights	4,500,000	5,500,000	1,000,000
CT200001	Street Lighting	Traffic & Streetlights	250,000	250,000	-
CM200001	Access-A-Bus Replacement	Vehicles, Vessels & Equipment	1,050,000	1,800,000	750,000
Transit24	Articulated Bus Replacement	Vehicles, Vessels & Equipment	-	-	-
CM200005	Bus Maintenance Equipment Replacement	Vehicles, Vessels & Equipment	370,000	200,000	(170,000)
CV210011	Electric Bus Procurement & Ragged Lake Transit Centre Expansion	Vehicles, Vessels & Equipment	40,687,000	40,687,000	-
CV210007	Ferry and Terminal Security Capital Upgrades	Vehicles, Vessels & Equipment	45,000	-	(45,000)
CM200007	Ferry Overhaul and Capital Upgrades	Vehicles, Vessels & Equipment	400,000	450,000	50,000
CE200002	Fire Fleet Replacement	Vehicles, Vessels & Equipment	3,000,000	7,000,000	4,000,000
CE200004	Fire Services Equipment Replacement	Vehicles, Vessels & Equipment	7,955,000	6,000,000	(1,955,000)
CE190001	Fire Services Water Supply	Vehicles, Vessels & Equipment	99,000	100,000	1,000
CE200005	Heavy Urban Search & Rescue Equipment	Vehicles, Vessels & Equipment	480,000	480,000	-
CE220001	HRP Integrated Emergency Services Console/Desk Unit Refurbishment	Vehicles, Vessels & Equipment	270,000	270,000	-
CE190005	Ice Resurfacer Replacement	Vehicles, Vessels & Equipment	150,000	180,000	30,000
CM200004	Mid-Life Bus Rebuild	Vehicles, Vessels & Equipment	1,544,000	2,000,000	456,000
CV210013a	Mill Cove Ferry Service - Construction	Vehicles, Vessels & Equipment	15,000,000	5,000,000	(10,000,000)
CE200001	Municipal Fleet Replacement	Vehicles, Vessels & Equipment	2,450,000	2,500,000	50,000
CW190001	New/Replacement Green Carts	Vehicles, Vessels & Equipment	608,000	462,000	(146,000)
Transit26	Operator Safety Barriers	Vehicles, Vessels & Equipment	-	2,685,000	2,685,000
CE200003	Police Fleet Replacement	Vehicles, Vessels & Equipment	900,000	1,000,000	100,000
CE190002	Police Services Equipment Replacement	Vehicles, Vessels & Equipment	500,000	500,000	-
CW200003	Rural Depots	Vehicles, Vessels & Equipment	425,000	865,000	440,000
BT35	Salt Scale Solution	Vehicles, Vessels & Equipment	-	600,000	600,000
CV210014	Transit Strategies/Studies	Vehicles, Vessels & Equipment	300,000	-	(300,000)
CV220016	Transit Support Vehicle Expansion	Vehicles, Vessels & Equipment	-	55,000	55,000
CM200003	Transit Support Vehicle Replacement	Vehicles, Vessels & Equipment	120,000	180,000	60,000
CQ220002	Burnside & City of Lakes Industrial Park	Other Assets	-	5,000,000	5,000,000
CP190001	Cultural Assets	Other Assets	250,000	250,000	-
CCV02601-2616	District Capital Funds	Other Assets	1,504,000	1,504,000	-
CW190004	Environmental Monitoring Site Work 101 Landfill	Other Assets	330,000	3,572,000	3,242,000
CZ230300	HalifACT - Fleet Electrification	Other Assets	3,300,000	3,175,000	(125,000)
CZ230100	HalifACT - Municipal Building Retrofits	Other Assets	10,700,000	10,700,000	-
CZ230600	HalifACT - Other Critical Infrastructure	Other Assets	10,000,000	2,660,000	(7,340,000)
CZ230200	HalifACT - Public Charging Infrastructure	Other Assets	950,000	1,800,000	850,000
CZ230400	HalifACT - Shore Rd Resilience Improvements	Other Assets	-	340,000	340,000
CZ230700	HalifACT - Small Projects Bundle	Other Assets	2,000,000	2,000,000	-
CQ220003	Ragged Lake Business Park	Other Assets	1,000,000	1,000,000	-
CR210011	Urban Forestry Masterplan Implementation	Other Assets	1,590,000	1,590,000	-
CT200009	Wastewater Oversizing	Other Assets	750,000	750,000	-
			\$ 344,319,000	\$ 317,106,000	\$ (27,213,000)

** Project listing includes both Base Capital Plan and Strategic Initiatives

Budget Adjustment List Briefing Note

District Capital Funds

COW Date: January 18, 2023

Business Unit: Fiscal

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN001	Capital	(\$750,000) Ongoing	(\$750,000)
Four Year Impact	\$3 Million		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the annual reduction to the Councillor's District Capital Funds by 50%.		
Priority Alignment	Communities		

Per Administrative Order 2017-009-ADM, the purpose of the District Capital Funds "is to provide for a grant to any non-profit organization or charity, or to provide funding for HRM projects that are in the HRM departmental operating or capital budget, or proposed by the councillor."

Since 2013, \$1,504,000 has been distributed evenly to each Councillor every year. Expenditures are based on Councillor decision for requests received from their community members. If funds are not fully spent by the Councillor during the fiscal year, they are carried forward and added to the new year's budget.

District Capital Funds	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 YTD
Actual Expenditures	\$ 1,565,584	\$ 1,611,465	\$ 1,388,224	\$ 844,092	\$ 1,403,814	\$ 1,162,439

During the restated 2020/2021 budget due to the COVID pandemic it was decided to reduce district capital funds by 50% for that fiscal year. This budget was restored in the 2021/2022 budget.

This reduction was suggested by the Budget Committee during the November 25, 2022, Budget Direction debate. It is administratively easy to implement.

The impact of reducing this annual budget from \$1,504,000 to \$750,000 will be a decrease in Councillors' opportunity to directly provide small grants to their constituents.

Halifax non-profit organizations and charities have 15 HRM grant programs ([Non-profit resources | Grant programs | Halifax](#)) to which they can apply for assistance, although many of the requests funded by District Capital would fall outside the grant programs' eligibility; the total annual budget associated with these grant programs is over \$6M.



Budget Adjustment List Briefing Note

Tree Planting Project Reduction

COW Date: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN002	Capital	(\$1,510,000) One Time	
Four Year Impact			
Adjustment Description	This Briefing Note outlines the cost and impact associated with the reduction of \$1,510,000 Capital towards the Urban Forest Master Plan (UFMP) Tree Planting Project CR210011, for the 23/24 fiscal year		
Priority Alignment	Environment – Protected and Sustainable Environment		

Background

The Urban Forest Master Plan (UFMP) set a 10-year street tree planting target of 26,700 trees. Planting began in 2013 and by 2020, 10,700 trees had been planted. Council approved a three-year project to accelerate planting with a goal to achieve 75% of the initial UFMP tree planting target (20,025 trees), commencing in the 21/22 fiscal year. This project included \$1,510,000 in capital for tree planting, each year for three years, to supplement an annual operating budget of \$900,000. The funding targeted a program of 3,100 trees per year, for a total of 9,300 trees.

The first year of this project (21/22 fiscal) the 3,100 tree planting goal was achieved. In the second year of the project, vendor capacity challenges resulted in a shortfall of 1,100 trees and a capital project carry forward of \$850,000 into the 23/24 fiscal year.

Service Implications and/or impact on Priority

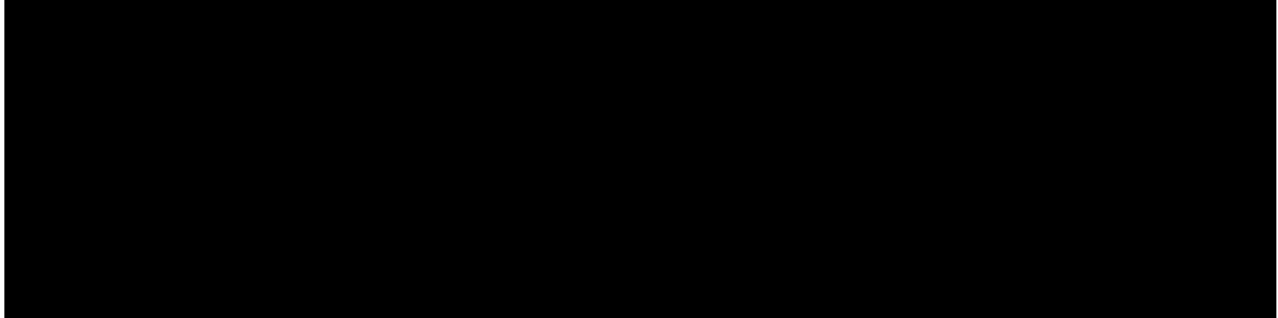
A reduction of \$1,510,000 from the final year of this three-year project will result in a shortfall of approximately 1,900 trees from the original project target of 9,300 trees. This would equate to 67% of the original UFMP target as opposed to the revised project goal of 75% (20,025 trees by the end of the 23/24 fiscal year).

Considering the proposed \$1,510,000 capital reduction for 2023/24 fiscal, capital carry-forward from the 22/23 fiscal year of \$850,000 combined with 23/34 fiscal operating budget of \$900,000 will still permit the planting of approximately 2,100 trees during the 2023 planting season.

Reduction of \$1,510,000 Capital towards this three-year project would also result in a reduction of future Operating Cost of Capital (OCC) by an estimated \$77,900.

Urban Forest Master Plan 2.0

The final year of this three-year planting project coincides with the 10th year of the Urban Forest Master Plan. The new Urban Forest Municipal Plan is currently in the early stages of a scheduled review and update, with estimated completion late Q3 of 2023/24 fiscal. It is anticipated that updated planting targets and plans will result from this review and update, with opportunity to be presented to Council for consideration prior to 24/25 fiscal business planning.



Budget Adjustment List Briefing Note

Extend Regional Centre AAA Bike Network Completion by Two Years

COW Date: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)				2024/25 Amount (negative is savings/revenue)				
BN003	Capital	\$0				(\$3,000,000)				
Four Year Impact		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Capital Budget	2,500,000	17,800,000	8,000,000	10,600,000	13,700,000	2,500,000			55,100,000
	Budget Adjustment	2,500,000	14,800,000	5,900,000	6,800,000	6,400,000	6,500,000	5,500,000	6,700,000	55,100,000
Four-Year Impact	(8,900,000.00)									
Adjustment Description	This Briefing Note outlines the cost and impact associated with extending the completion of the Regional Centre AAA Bike Network by two years (i.e., 2028 to 2030)									
Priority Alignment	Integrated Mobility – Connected & Healthy Long-Range Mobility Planning									

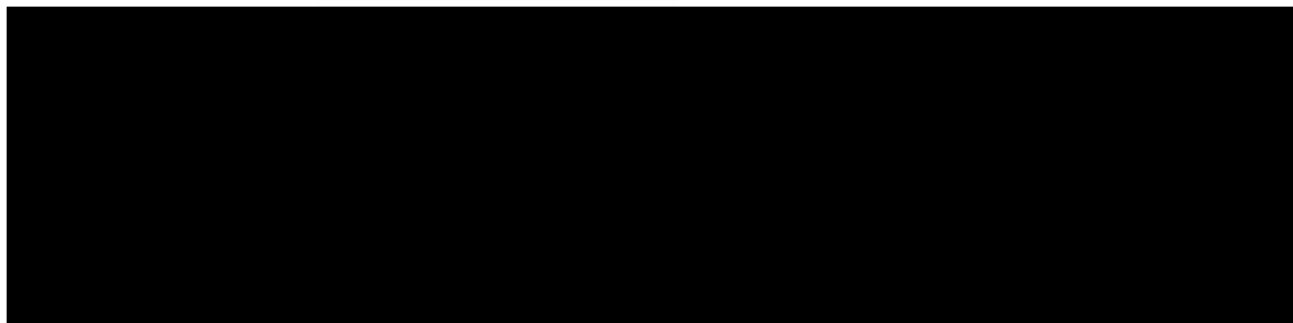
The impact will result in delayed completion of a network for safer and connected bicycling facilities in the Regional Centre by two years. The original target set in the Integrated Mobility Plan to complete this network was 2022. In 2022 an updated plan was established that set a 2028 completion date.

Extension of the completion date would delay implementation of approximately eight projects. The largest is the Africville active transportation connections project which is currently estimated at \$7.5M. Others include an enhancement of the route connecting the Peninsula and western mainland, and the upgrading of the Bell Road and George Dauphinee tactical bikeways to their permanent configuration. At this stage, there remains flexibility on project implementation timing, especially in out years.

The adjusted timeline aims to maintain the implementation timelines of essential core network connections such as the University-Morris corridor, Brunswick Street, and the Macdonald Bridge Bikeway Connectors project.

The financial risks are unknown at this time. Some projects are part of planned larger street rehabilitation projects, which would also have to be adjusted. Consultation with Provincial/Federal counterparts on any impacts to the existing funding agreement would be needed.

There would likely be risks to reputation by further delaying full implementation. The AAA updated Bikeway network plan was recently shared publicly. Agreeing to further delay so soon may signal a lack of commitment to municipal goals for road safety, greenhouse gas reduction, and accessibility.



Budget Adjustment List Briefing Note
Option to Reduce Capital Budget
Road Safety Improvements – Traffic Calming Program

Budget Committee: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN004	Capital	(\$500,000) One-Time	N/A
Four Year Impact	N/A		
Adjustment Description	This Briefing Note outlines the cost and impact associated with a proposed option to reduce the capital budget associated with the Road Safety Improvements – Traffic Calming Program.		
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network		

In support of Regional Council's priority to provide a "Safe & Accessible Integrated Mobility Network", Public Works staff is implementing various traffic calming measures (speed humps, speed tables, raised crosswalks, bump-outs, etc.) through integration with road works projects and stand-alone projects as part of the Traffic Calming Program under Traffic Management's "Road Safety Improvements" capital program.

The Traffic Calming Program focusses on neighbourhood 'corridor' streets as well as school zones. Streets are assessed based on criteria outlined in Administrative Order 2021-005-OP Respecting Traffic Calming, including vehicle speed, volume, collision history, roadway type / geometry, existing facilities, etc. Streets are then ranked and prioritized based on the assessment results. This approach ensures that streets exhibiting the highest need for traffic calming are prioritized for implementation through stand-alone projects and integration with other capital works. To date, 249 streets, including 81 school zone streets have had traffic calming measures installed.

The current 2023/24 proposed capital budget for the Road Safety Program is \$5,500,000, consisting of funding from the following sources:

- \$500,000 (Capital from Operating)
- \$3,000,000 (Debt)
- \$2,000,000 (Q626 – Gas Tax Reserves)

The proposed 2023/24 Traffic Calming Program, stand-alone and coordinated projects funded through the Road Safety Program, includes 53 streets (including 17 school area streets), with an estimated budget of \$3,000,000 (see Table 1).

Recognizing recent budget pressures, the entire Road Safety Program proposed for 2023/24 was reviewed and an option was identified to reduce the capital budget request through a cut to the proposed Traffic Calming Program. The proposed cut would result in a reduction in requested funding of \$500,000, reducing the proposed Traffic Calming Program budget to \$2,500,000 and overall proposed budget for the Road Safety Program to \$5,000,000 for 2023/24. This option provides for a reduction in the capital budget request while still maintaining significant funding for traffic calming and does not impact funding for other priority

projects under the Road Safety Improvements Program (RRFB crosswalk upgrades, new crosswalks with pedestrian beacons, installation of accessible pedestrian signals, traffic signal installation / upgrade, etc.). The proposed reduction could be accommodated by removing the Capital from Operating portion of the overall Road Safety Improvements Program funding sources, thereby helping to reduce pressures on overall operating budgets as well.

The proposed reduction to the Traffic Calming Program would result in 7 streets being removed from the list identified as part of the draft capital budget program (see Table 2). These would all be “corridor” streets and no school area streets would be removed. When selecting potential streets to be removed from the proposed program, locations were identified based primarily on their prioritized ranking, meaning that those streets proposed to be removed from the workplan are lower ranking than those that remain. There are also 2 additional streets removed from the original draft capital list, but these were removed because of changes to other capital road works projects they were to be coordinated with. These are also identified in Table 2.

Risk

There is minimal risk associated with this proposed budget reduction since it results in only a small number of proposed streets being removed from the original program. The proposed cut to the 2023/24 Traffic Calming Program would represent a slight “slowing” in the implementation of the program however, as noted above, traffic calming projects are implemented through projects under the Traffic Calming Program itself (funded through the Road Safety Improvements capital program) as well as through integrated projects (integrated road works projects, active transportation projects, etc.) that are built and funded through other budgets. There would still be a significant number of streets remaining in the proposed Traffic Calming Program as well as additional streets that would receive traffic calming measures through integration with other projects.

Further reducing any potential risk associated with this proposed reduction to the program, the streets identified to be removed from the 2023/24 program, would be considered first when creating the workplan for the following year’s program in 2024/25.

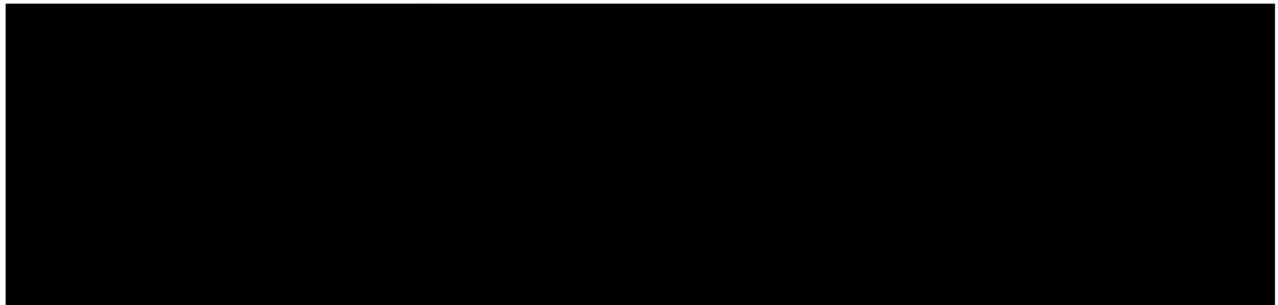


Table 1
Traffic Calming Program Streets
Draft 2023/2024 Capital Program

Corridor Streets			
Street	District	Street	District
Belle Vista Dr (E)	3	Highfield St	9
Broom Rd	4	Willett St	10
Lake Loon Rd	4	Coronation Ave	10
MacLaughlin Rd	4	Frederick Ave	10
Sheridan St	5	Central Ave	10
Sinclair St	5	Sunnybrae Ave	10
Albro Lake Rd	5 / 6	Glenforest Dr	10
Ellenvale Ave	6	Leiblin Dr	11
Belle Vista Dr (W)	6	Smokey Dr	15
Walters St	6	Grennan Dr	15
Day Ave	6	Pinehill Dr	15
Wanda Ln	6	Starboard Dr	16
Brussels St	7	Transom Dr	16
Agricola St (Young to Duffus)	8	Cutter Dr	16
Leeds St	8	Fleetview Dr	16
Willow St (Dublin to Windsor)	8	Moirs Mill Rd	16
Ridge Valley Rd	9	Rockmanor Dr	16
Punch Bowl Dr	9	Redbank Rd	16
School Area Streets			
Lockview Rd	1	Major St	6
Oceanlea Dr	3	Fourth St	6
Victoria Rd	5	Edward Arab Ave	10
Thistle St	5	St Pauls Ave	11
Brule St	6	Lancaster Dr	11
Pinecrest Dr	6	View Royal Dr	11
Andover St	6	Prince St	15
Glencoe Dr	6	Sycamore Ln	15
Christopher Ave	6		

Table 2
Streets to be Removed from Draft 2023/2024 Traffic Calming Program
Proposed Option for Capital Budget Reduction

Street	District	Street	District
Broom Rd	4	Glenforest Dr	10
Lake Loon Rd	4	Moirs Mill Rd	16
MacLaughlin Rd	4	*Rockmanor Dr	16
Willow St	8	*Redbank Rd	16
Leeds St	8		

*Removed due to change in integrated project. Unrelated to proposed budget reduction.

Budget Adjustment List Briefing Note Parks Outdoor Recreation – Capital

COW Date: January 18, 2023

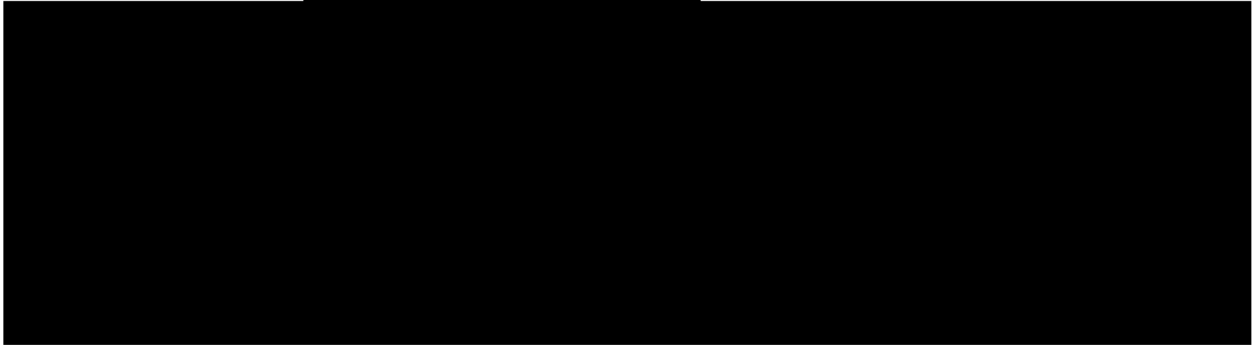
Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN005	Capital	(\$2,000,000) One-Time	N/A
Four Year Impact	\$2,000,000 will be included in future capital budgets within existing budget envelopes.		
Adjustment Description	This briefing note outlines the potential projects for reduction in the 2023/24 capital budget to help offset the reduction in operating budget requested by the Budget Committee.		
Priority Alignment	Communities		

Staff have reviewed the Parks & Recreation outdoor recreation capital budget since these accounts are funded from operating. As per the Budget Committee request, the following projects could be considered as a one-time reduction in 2023/24. However, pausing on these outdoor recreation assets will result in the need to include them in subsequent years to support outdoor community recreation in HRM. The following Park outdoor recreation projects can be considered for reduction in 2023/24:

Project/Location	District	Estimate	Capital Project # and Name	Scope of Work/Comments
Middle Musquodoboit Park - New Development	1	\$600,000	CP210013 - Park Development - New	Development of new parkland which generally includes a playground and spray feature
Glen Arbour Way Park - New Playground	13	\$75,000	CP210013 - Park Development - New	Development of a new playground total \$125,000 (\$75,000 from HRM, \$25,000 from the Glen Arbour Home Owners Association and \$25,000 from Councillor District Capital).
Park Road Park - Park Development	2	\$125,000	CP210013 - Park Development - New	Development of new parkland which generally includes an accessible pathway and viewing area at the Musquodoboit River
Grassy Brook Park - Bridge Rehabilitation	6	\$150,000	CP200001 - Park Recapitalization	Replacement of the Grassy Brook Stage
Gorsebrook Park - sport field (design) - Playing Field Rehabilitation	7	\$100,000	CP200001 - Park Recapitalization	Detailed design for the replacement of the sport field
Eastern Passage Common Park - Skatepark Replacement	3	\$750,000	CP200001 - Park Recapitalization	Replacement of the skatepark as per the 2020 approved Eastern Passage Common park plan

Project/Location	District	Estimate	Capital Project # and Name	Scope of Work/Comments
Mount Edward Elementary School Park - ball diamond - Playing Field Rehabilitation	3	\$200,000	CP200001 – Park Recapitalization	Rehabilitation of the ball diamond
Total		\$2,000,000		



2023/24 Capital Project					
Capital Project #:	CI200002	Previous #:	CIN00200		
Capital Project Name:	Finance & HR Business Foundations				
Executive Director:	David Thorpe				
Asset Category:	Business Systems				
Service Area:	City-Wide Support Services				
Project Type:	Asset Renewal				
Project Outcomes:					
Project Deliverables	<i>Implementation of an SAP platform that supports a wide range of business capabilities and transformational business process improvements for key Human Resources and Finance services.</i>				
Impact to Service	<i>Affected services include financial, procurement and employees. Expected impacts: transformational improvements and efficiencies to Finance and HR business processes and user experiences, lower operational costs, ease of systems integrations, greater transparency.</i>				
Strategic Plan					
Council/Administrative Priority Area:	Responsible Administration				
Strategy:	ICT Strategic Plan				
Estimated Project Planning & Design Phase Timing	Start:	Jan-22	End:	Apr-23	
Estimated Project Execution Phase Timing	Start:	May-23	End:	Aug-24	
Estimated Asset Operational Date	Jun-24				
Capital and Asset Lifecycle Investment:					
	Unspent Prev. Budget	2023/24	2024/25	2025/26	2026/27
Gross Capital Budget	\$ 13,260,000	\$ -	\$ 900,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			900,000		
Debt					
Previously Approved Budget					\$ 38,700,490
2023/24 - 2026/27 Budgets					900,000
Estimated Remaining Budget Required					
Total Estimated Project Cost					<u>\$ 39,600,490</u>

Detailed 2023/24 Project Work Plan:	
Work in Process Sub-Total	<u>\$ -</u>
<i>Plan and execute business change management and communications activities.</i>	\$ 5,446,000
<i>Develop/configure HR application solution.</i>	
<i>Planning and development of application training.</i>	
<i>Development of payroll system business case.</i>	
<i>Planning for user acceptance testing activities.</i>	
<i>Remaining funds will be allocated to fiscal 2024-25 activities.</i>	7,814,000
2023/24 New Activities Sub-Total	<u>\$ 13,260,000</u>
Total Work to be Completed in 2023/24	<u>\$ 13,260,000</u>

2023/24 Capital Project

Capital Project #: CI210014 **Previous #:**
Capital Project Name: Identity & Access Management
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Growth

Project Outcomes:

Project Deliverables

Halifax's Identity and Access Management solution (IAM) will provide an authenticated single secure identity for customers (citizens, businesses, visitors) leveraging the Municipality's online services.

Impact to Service

Provide a streamlined experience for customers accessing online services while at the same time enable HRM to deliver the key identity services required of a modern identity solution including (but not limited to) registration, verification, governance, security and privacy.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: ICT Strategic Plan

Estimated Project Planning & Design Phase Timing **Start:** Jan-23 **End:** Mar-24
Estimated Project Execution Phase Timing **Start:** Apr-24 **End:** Sep-25
Estimated Asset Operational Date **Start:** Oct-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2023/24	2024/25	2025/26	2026/27
Gross Capital Budget	\$ 500,000	\$ 250,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000			
Debt					

Previously Approved Budget \$ 600,000
2023/24 - 2026/27 Budgets 250,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 850,000

Detailed 2023/24 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Procure professional services -planning & initiation activities.</i>	\$ 750,000
<i>Prepare and issue RFP for vendor solution, including implementation services.</i>	
<i>Begin planning and design activities.</i>	
2023/24 New Activities Sub-Total	<u>\$ 750,000</u>
Total Work to be Completed in 2023/24	<u>\$ 750,000</u>

2023/24 Capital Project

Capital Project #: CR200006 **Previous #:**
Capital Project Name: Street Recapitalization
Executive Director: Brad Anguish

Asset Category: Roads & Active Transportation
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

The projects in Street Recapitalization include street renewal, street resurfacing, asphalt overlays, surface treatments, street planer patching, crack sealing, curb renewal, traffic calming and road safety initiatives, etc. This account also supports staff resources required to deliver the program.

Impact to Service

Without funding, the overall condition of the street network will deteriorate, resulting in impacts to level of service, increased maintenance costs, impacts to future capital budgets, potential safety risks, and a reduction in integration opportunities with stakeholders.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 33,746,000

	Unspent Prev. Budget	2023/24	2024/25	2025/26	2026/27
Gross Capital Budget	\$ 16,305,000	\$ 41,920,000	\$ 51,920,000	\$ 58,920,000	\$ 64,205,000
Funding:					
External Funding					
Reserve		16,200,000	18,400,000	13,500,000	14,500,000
Capital from Operating		360,000	11,725,000	29,120,000	24,815,000
Debt		25,360,000	21,795,000	16,300,000	24,890,000

Detailed 2023/24 Project Work Plan:

Refer to attached work plan \$ 15,340,000

Work in Process Sub-Total \$ 15,340,000

Refer to attached work plan \$ 42,885,000

2023/24 New Activities Sub-Total \$ 42,885,000

Total Work to be Completed in 2023/24 \$ 58,225,000

Detailed Project Work Plan

Project Name: Street Recapitalization	Project # CR200006
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APPROVED CARRY FORWARD PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Cain St (Includes Integrated Traffic Calming)	North Preston	End	2	
Route 207	Ross	Bridge	2	
Cow Bay Rd	Dyke	Bissett	3	
Frederick St	Woodland	Birchwood	5	
Joffre St (Includes Integrated Traffic Calming)	Tremont	Sinclair	5	
Lynby Ave (Includes Integrated Traffic Calming)	Forest	Crichton	5	
Pinehill Rd (Includes Integrated Traffic Calming)	Albro Lake	Woodland	5	
Ilsey Ave	Ronald Smith	Cul De Sac	6	
Ronald Smith Ave	Burnside	Ilsey	6	
Albert Pl	Albert	Cul De Sac	8	
Albert St	Acadia	Rector	8	
Monaghan Dr	Young	End	8	
Churchill Dr (Includes Integrated Traffic Calming)	Roosevelt	Flinn	9	
Churchill Dr	MacDonald	Quinn	9	
Flinn St	Roosevelt	MacDonald	9	
Roosevelt Dr (Includes Integrated Traffic Calming)	Chebucto	Flinn	9	
Main Ave	Berts	Hillcrest	10	
Flamingo Dr (Includes Integrated Traffic Calming)	Dove	Knightsridge	10	
Riverview Dr	Trunk 3	End of Pavement	12	
Glenwood Dr	Viewmount	Viewmount	13	
Cracksealing			Various	
Stand Alone Curb			Various	
TOTAL ESTIMATE CARRY FORWARD PROJECTS				\$ 15,340,000

2023/2024 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Howe Ave (Traffic Calming Reinstatement)	Trunk 2	Coach	1	
Howe Ave (Traffic Calming Reinstatement)	Coach	Philip	1	
Circle Dr (Includes Integrated Traffic Calming)	Trunk 7	Treatment Plant	2	
Doherty Dr (Includes Integrated Traffic Calming)	Trunk 7	Lillian	2	
Michelle Dr (Includes Integrated Traffic Calming)	Michellie	Civic 43	2	
Snow White Dr (Includes Integrated Traffic Calming)	Circle	End of Listing	2	
Lucien Dr (Includes Integrated Traffic Calming)	Owen	Dorothea	3	
Pauline Cres	Stephen Cross	Belle Vista	3	
Cathy Lane	Selig	End	4	
Estate Dr (Includes Integrated Traffic Calming)	Willowdale	Spence	4	
Otago Dr (Includes Integrated Traffic Calming)	Cole Harbour	Poplar	4	
Selig St (Includes Integrated Traffic Calming)	Nova	Astral	4	
Spence Dr (Includes Integrated Traffic Calming)	Astral	Brookfield	4	
Willowdale Dr (Includes Integrated Traffic Calming)	Astral	Civic 25	4	
Dustan St (Includes Integrated Traffic Calming)	Rodney	Prince Arthur	5	
Sea King Dr (Includes Integrated Traffic Calming)	Ernest	Lancaster	5	
Albro Lake Rd (Includes Integrated Traffic Calming)	Pinecrest	Ernest	6	
Charlotte Dr	Brigadoon	Jayden	6	
Jayden Dr (Includes Integrated Traffic Calming)	Elwin	Cul De Sac	6	
Gurholt Dr	Mosher	Vidito	6	
Walker St (Integrated Traffic Calming - Pending)	Lakecrest	First	6	
Raymond St (Includes Integrated Traffic Calming)	Lakecrest	First	6	
Blenheim Terr	South	End	7	
Lemarchant St (Traffic Calming Reinstatement)	Watt	South	7	
South St	Bridge	Cromwell	7	
Isleville St (Includes Integrated Traffic Calming)	Young	Duffus	8	
Vienna St	Dublin	Oxford	8	
Aikens Ave	Romans	Archibald	9	
Archibald Ave	Romans	Aikens	9	
Isner Ave	Romans	End	9	
Romans Ave (Includes Integrated Traffic Calming)	Mumford	Bayers	9	
Vienna St	Oxford	Swaine	9	

Project Name: Street Recapitalization			Project # CR200006
Alex St (Traffic Calming Reinstatement)	Melrose	Sunnybrae	10
Briar Pl	Briarwood	End	10
Briarwood Cres	Lacewood	End	10
Melrose Ave (Includes Integrated Traffic Calming)	Alex	Gesner	10
Oceanview Dr (Includes Integrated Traffic Calming)	Purcells Cove	End	11
Princeton Ave	Herring Cove	End	11
Broadholme Ln (Includes Integrated Traffic Calming)	Kearney Lake	Wilson	12
St Margaret's Bay Rd	Sleepy Hollow	Forestglen	12
Kingswood Dr (Includes Integrated Traffic Calming)	Hannah Elise	Anahid	13
Parklea Dr	Viewmount	Viewmount	13
Mandaville Dr (Includes Integrated Traffic Calming)	Maxwell	Cul De Sac	14
Maxwell Ave (Includes Integrated Traffic Calming)	Sackville	End	14
Westlea Dr	Lakeview	End	14
Langevin Dr	Skyridge	Skyridge	15
McGee Dr (Traffic Calming Reinstatement)	Glendale	Chandler	15
McGee Dr	Dickey	Glendale	15
Duffus Dr (Includes Integrated Traffic Calming)	Rocky Lake	Loops Itself	16
Asphalt Overlays			Various
Microsurfacing			Various
Street Planer Patching			Various
Cracksealing			Various
Miscellaneous Road Repairs			Various
Materials Testing and Inspection for Capital Projects			
Pavement Designs / Studies / Geotechnical Investigations			
Survey / Design Equipment for Capital Projects			
Survey Work Related to Record Drawings			
Construction Resources (Four Positions)			
Design Engineering Resources (Two Positions)			
GIS Technician Record Information Resource			
Project Management Engineering Resources (Five Positions)			
Quality Management Resource			
Surveying Resources (Four Positions)			
Traffic Management Resource			
Transportation Infrastructure Management Resources (Two Positions)			
TOTAL ESTIMATE NEW PROJECTS			\$ 42,885,000
TOTAL 2023/24 WORKPLAN			\$ 58,225,000
SUMMARY OF BUDGET BREAKDOWN			
HRM 2023/24 Capital Budget			\$ 41,920,000
HRM - Projected Carry Forward from Previous Years			\$ 16,305,000
TOTAL BUDGET			\$ 58,225,000

Notes:

Street Recapitalization project list subject to change due to coordination with stakeholders.

Budget Adjustment List Briefing

BN002 - Additional 2023/24 Capital Budget Funding for New Sidewalks

COW Date Added: January 18, 2023

Business Unit: Transportation &
Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN002	Operating	\$220,000	\$0.70
Four Year Impact	Over four years, an additional \$22.5 million in capital funds would have to be allocated to meet amount specified in the briefing note request. There would be a cumulative increase in operations budgets of about \$50,000 per year. There would also be sustained staffing costs for a minimum of three new staff members (estimated to be \$220,000, \$290,000, \$295,000, and \$300,000 in years 1-4, respectively). The additional \$7.5M in capital costs would require an additional 1.1 cents on the HRM tax rate.		
Adjustment Description	Budget Committee requested a briefing note on the impact of, and funding sources for, an additional \$7.5 million to the proposed 2023/24 capital budget for new sidewalks on municipal roads		
Priority Alignment	Responsible Administration – Well Managed Integrated Mobility – Safe & Accessible Integrated Mobility Network		

Background

There are many gaps in the sidewalk network because of historic development patterns and infrastructure requirements. Prior to amalgamation in 1996, the various municipal units each had a different approach to providing pedestrian infrastructure. Sidewalks were more commonly built in the urban core communities of Halifax and Dartmouth where there was higher residential and commercial density. Farther from the core, residential areas and commercial corridors were built without consistent sidewalk infrastructure. This includes large areas of Fairview, Spryfield, Dartmouth outside the core, Sackville, as well as business parks.

At this time, HRM has an inventory of roughly 700 new sidewalk requests within the urban tax boundary. A total of 262 of these gaps are categorized as “high” or “above average” priority following HRM’s evaluation and represent 126km. These higher priority areas tend to be on busier streets, close to walking destinations such as schools and stores, and in places served by Halifax Transit.

To address these gaps and to provide safe and accessible infrastructure for people walking in higher priority areas, HRM has allocated a capital budget for new sidewalks that has ranged from \$2.5 - \$3 million in recent years. This allows for construction of approximately 5-10 projects annually.

This briefing note aims to:

- identify the policy context for new sidewalks;
- explain HRM’s current approach to prioritizing and building new sidewalks;
- describe the backlog of new sidewalk requests and the related construction costs; and,
- recommend an approach to accelerating progress on new sidewalks should Regional Council wish to increase the budget.

The request for this briefing note coincides with a deliverable of the 2022/23 TPW Business Plan (New Sidewalk Selection Process) which states: “To improve the candidate selection process for urban, suburban, and rural sidewalks, strategic advice will be provided to Regional Council that will focus on updating project selection process/criteria, determining a sustainable approach to address the backlog, and developing long-term funding requirements.”

Policy Context

Making Connections: a 2014-2019 Active Transportation Priorities Plan (the AT Plan) was adopted by Regional Council in 2014 and was extended to 2023 in the *Integrated Mobility Plan*. A main goal is to “establish a complete, integrated, and readily available region-wide AT network serving urban, suburban, and rural areas”. The first recommendation of the plan calls for a comprehensive strategy to address the gaps in the pedestrian network.

The *Integrated Mobility Plan* (IMP) was adopted in 2017 and outlines the need to develop healthy, affordable, sustainable, and connected transportation options for residents throughout the municipality including investment in infrastructure like sidewalks for walking and rolling. IMP Action 7 is to ‘make it easier and safer to walk throughout the Halifax Region’ by ‘[identifying] and [implementing] new sidewalks, [and] multi-use pathways [...] to connect networks and better manage interactions between pedestrians and motor vehicles.’ The IMP also includes a target that at least 30% of all trips should be made by AT and transit by 2031.

HRM’s *Strategic Road Safety Plan* (2018) identifies ‘Pedestrian Collisions’ as a major emphasis area to address as we move ‘Towards Zero’ fatalities and injuries for any road user. The construction of new sidewalks is listed as an engineering counter-measure that can help the municipality achieve these goals.

In the new *Halifax Accessibility Strategy* (2021) one of the major transportation recommendations is to ‘ensure that community infrastructure is connected via sidewalks, transit and crosswalks (2.2). The construction of new sidewalks also supports Halifax Transit’s *Moving Forward Together Plan* (2016) with a focus on improving accessibility to and from transit stops.

Sidewalk Prioritization Process

Priority sidewalk gaps are typically identified via citizen requests and when HRM is planning a street rehabilitation project. The resources allocated for construction of new sidewalks relative to the demand, means that projects need to be prioritized.

HRM’s new sidewalk assessment tool is used to evaluate requests and help prioritize where and when to consider new pedestrian infrastructure for construction. The criteria that feed into this assessment score include proximity to pedestrian generators such as:

- schools, daycares, and seniors’ centres;
- parks, playgrounds, libraries, and municipal recreation centres;
- Halifax Transit stops and terminals;
- commercial areas, employment opportunities (e.g. institutions); and
- high density residential areas.

The tool also looks at:

- classification of the road;
- if the request fills a gap in the sidewalk network; and,
- safety related factors (e.g. sight lines, road width).

There are currently over 700 sidewalk requests on HRM’s prioritization list, of which 262 have been evaluated as being ‘High’ and ‘Above Average’ in terms of priority based on the above criteria.

A cost-effective time to install a sidewalk is when it can be integrated with other road recapitalization work (e.g. repaving or traffic calming). However, this integration is not guaranteed and subject to budget availability and prioritization against other projects being considered that year.

HRM staff are developing a new tool to identify needed segments of new sidewalk using a spatial management tool in ArcGIS. This will improve the ability to visualize the gaps and promote a more holistic, network-based approach and will not depend on citizen requests. The update also includes recalibration of criteria weighting to prioritize sidewalk connections to transit stops, schools, and commercial areas. A socio-economic lens is also being incorporated as per IMP recommendations to prioritize building sidewalks in areas of greater deprivation and walking dependency. The anticipated completion is Spring 2022, which would be in time to inform the list of new sidewalks on the 2023/24 Capital Budget list and beyond. This updated approach will not impact the overall need for sidewalks but will help HRM staff better prioritize where to build them on a network-level.

This Briefing Note is related to construction of new sidewalks within the Urban Tax Zone. The services covered under the Urban Tax rate include new sidewalks. Sidewalks for communities within the Suburban and Rural Tax Zones are addressed under the Rural Active Transportation Program. This Program would result in rural communities with sidewalk infrastructure paying the same tax rate as the Urban rate. This amounts to an increase (following consultations) of an area rate of 3.3 cents per \$100 of assessed property value.

Current Sidewalk Needs

Of the over 700 requests for new sidewalk within the urban tax boundary, 105 of these locations rated 'High' (15%) and 157 of these locations rated 'Above Average' (22%) priority using the above assessment tool.

These 'High' and 'Above Average' scoring locations generally include:

- Arterial Roads with no sidewalk or one side of sidewalk (e.g. Cobequid Rd, St Margarets Bay Rd)
- Major and Minor Collector Roads with transit (e.g. Main Ave, Williams Lake Rd)
- Gaps in sidewalk network near commercial areas and/or schools
- Streets with proximity to employment centres (e.g. NSCC Akerley, Burnside Industrial Park) and/or transit terminals (e.g. Cobequid Terminal)
- Local residential streets in neighbourhoods with multiple nearby destinations that have known speed and/or sightline issues.

Many of the high-ranking sidewalk requests are related to creating safe walking routes to schools or improving the accessibility of transit stops that are currently not connected to the sidewalk network. Evidence of dirt wear-paths along the side of the road demonstrate where some of these high-demand pedestrian network gaps are located. This becomes a larger concern in the wintertime with ice and snow piles limiting access to these wear-paths. The need for constructing these sidewalk segments is significant as HRM strives to meet its transit accessibility targets by 2030 and IMP mode share targets by 2031.

Estimating New Sidewalk Length and Construction Costs

The cost of constructing a sidewalk varies based on the context and surrounding infrastructure. For example, constructing a sidewalk in an urban context with existing curbs and stormwater infrastructure costs around \$650,000 per km. In more rural and suburban arterial contexts, building a sidewalk often requires filling the ditches as well as installing new curbs and stormwater drainage infrastructure. In this case the cost can increase to \$3 million per km.

Based on these estimates, it would require (as an order of magnitude) approximately **\$172 million** to build the **126 km** of new sidewalks that represent all 'High' and 'Above Average' ranked sidewalk requests in the municipality. A detailed cost estimation and summary table are presented below.

Table 1: Detailed Cost Estimation Table by Priority Rating and Curb Status

Priority Rating	Existing Curbs (\$650,000 / km)			Existing Ditch (\$3 million / km)		
	Count	Length	Est. Cost	Count	Length	Est. Cost
High	88	41.5 km	\$27.0 million	17	16.1 km	\$48.3 million
Above Average	128	46.1 km	\$30.0 million	29	22.1 km	\$66.3 million
TOTAL	216	87.6km	\$57.0 million	46	38.2 km	\$114.6 million

Table 2: Summary Table by Priority Rating

Priority Rating	Total Count	Total Length (km)	Total Estimated Cost (\$)
High	105	57.6 km	\$75.3 million
Above Average	157	68.2 km	\$96.3 million
TOTAL	262	125.8 km	\$171.6 million

When interpreting these tables, it's important to note that:

1. Sidewalk costing estimates do not account for inflation or property acquisition (required in some cases);
2. The number, length, and estimated cost is subject to flux (growth) as new sidewalks are requested and evaluated;
3. Major multi-modal projects such as Bedford Highway, Herring Cove Road, and Dutch Village Road have been removed from this analysis as these sidewalks are funded through separate accounts; and,
4. The Spring 2022 migration of the sidewalk assessment tool in ArcGIS will present a refined picture of these high-rating sidewalk requests that's more proactive and network-based.

The above tables represent only the highest-ranking 262 sidewalk requests. To construct the full length of 700+ requested sidewalks it would cost HRM in the range of \$615 million.

Capital Budget and Timeline Considerations

For some time, the annual budget for new sidewalks has been \$2.5 - \$3 million. If this remains constant it would take HRM a minimum of **69 years** to build all 'High' and 'Above Average' rated sidewalks (excluding impacts from inflation, land acquisition, etc.).

Budget Committee requested information to consider the possibility of increasing the annual new sidewalk budget in a timelier manner. If the annual new sidewalk budget is increased by \$7.5 million to a total of about \$10 million in 2023/24 and beyond, it would take HRM a minimum of **18 years** to build all 'High' and 'Above Average' rated sidewalk requests.

Table 4: Budget and Timeline Scenarios (excludes inflation, land acquisition, etc.)

Sidewalk Priority Rating	Number of Years to Construct by Annual Sidewalk Budget	
	\$2.5 million (baseline)	\$10 million
High Only	30 years	8 years
Above Average Only	39 years	10 years
All High + Above Average Requests	69 years	18 years

Anticipated HRM Staffing Costs

The budget increase being discussed represents three times the amount of internal planning, design, and construction oversight capacity that's currently devoted to the new sidewalk program. Staffing changes

would be required to deliver this significantly larger program. If the total sidewalk budget was increased to \$10 million, an additional Design Engineer, Design Engineering Technologist, and a Construction Inspector would need to be hired. The cost for these FTEs is outlined in the Four-Year Impact section above, and is estimated to be \$220,000, \$290,000, \$295,000, and \$300,000 in years 1-4, respectively.

Future Ongoing Maintenance Costs

In addition, the Municipality needs to plan for the added operational expenses associated with additional new sidewalks. The annual cost of sidewalk maintenance is about **\$10,000 per km per yr.** If the assumption is that HRM can build 5 km sidewalk each year (\$10M budget), the operational budget would need to be increased by around \$50,000 annually.

Scenarios

The following two scenarios have been developed for Budget Committee's consideration:

1. Increase annual sidewalk budget to \$10 million starting in 2023/24 budget year

*This approach represents a significant increase in the capital budget for new sidewalks in one year. To accomplish this would require increased capacity and accelerated planning + design timeframes to be ready to spend \$10 million in 2023/24. The additional budget would allow for construction of more standalone sidewalk projects beyond what could be integrated with the road recapitalization list in previous years, leading to a more proactive and aggressive approach to filling high-priority sidewalk gaps in the near-term. If approved by Council, more internal engineering design and construction inspection staff would need to be hired as soon as possible to take on this additional volume of work. There is some risk associated with this option explored in the **'Risk' section** below. Without additional cost sharing the tax rate would have to rise 1.1 cents in 2023/24 to support the higher capital level.*

2. Status quo: maintain the annual sidewalk budget at current levels (\$2.5 to \$3 million)

This represents a continuation of HRM's current approach. As noted, this would take a minimum of 69 years to address all 'High' and 'Above Average' rated sidewalk requests and significantly impacts HRM's ability to meet transportation planning, accessibility, and road safety objectives.

Funding and Resources

Currently HRM's Fiscal Framework does not incorporate planning for a \$10 million sidewalk budget. To increase the budget there are several options available to consider:

Reallocation of funding away from other work/priorities

Where the 4-year Capital Budget has already been balanced and funding allocated to specific projects, increasing the new sidewalk budget would be at the expense of other projects deemed to be a lower priority where funds would need to be reallocated. As there is substantial demand on the current capital budget, it is unlikely that the full 7.5M can be added through reducing other projects.

Increased revenue to HRM via increasing the tax rate

Council could consider a raise to the general tax rate to generate the necessary revenue to offset the increased sidewalk budget. This would require an increase of 1.1 cents starting in 2023/24.

Cost sharing with other orders of government

There are some cost sharing programs that could potentially help offset the cost of constructing these high-rated sidewalks. These include the new National AT Program where the Federal government has made \$400 million available to municipalities across Canada to support active transportation projects and the Investing in Canada Infrastructure Program.

Risks associated with an accelerated timeline for planning, design, tendering and construction of a \$10 million new sidewalk program in 2023/24 are outlined as follows:

- **Staffing.** Additional staff resources would be necessary to deliver the program. These new staff must be hired and onboarded as soon as possible in order to begin the planning/design phase. There is a risk that the full \$10 million sidewalk program could not be delivered if there are staffing delays. The additional personnel budget must be accounted for in 2022/23 to make this a reality.
- **Integration.** All project work is typically vetted through the Integration Committee to ensure proper planning and coordination. In some cases, constructing a stand-alone sidewalk may not be possible without significant road regrading or alignment with other projects. In addition to the integration reviews, key stakeholders will also need to review and approve the projects. Staff will need to cross reference the new sidewalk locations against all HRM paving projects in order to integrate installation timing and minimize conflicts. As well staff will need to confirm project schedules from the integration partners/stakeholders (e.g. Halifax Water). This could result in delays.
- **Time Sensitivity.** The timing of the approval of the additional new sidewalk funding, including the required staffing budget increases in 2022/23, may impact on the ability to tender and construct the full \$10 million of sidewalk projects in 2023/24.

Next Steps

Should Budget Committee choose to increase the annual budget for the new sidewalk program, it should also consider approving an increase to the 2022/23 TPW operating compensation budget by \$220,000 to allow for immediate hiring of the additional staff resources necessary to design and deliver an increased capital budget of \$10 million new sidewalk program in 2023/24, supported by an increased annual Operating Cost of Capital of \$50,000. The project scoping and detailed design of the new sidewalks must take place in 2022/23 in order for the sidewalks to be constructed in 2023/24.

This option implies there will be a tax increase in 2023/24 in order to add the additional \$7.5M in required capital.

