



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

Item No. 6.1
Budget Committee
December 12, 2023

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

SUBMITTED BY: Original Signed

Cathie O'Toole, Chief Administrative Officer

DATE: November 29, 2023

SUBJECT: Capital Update and Advanced Tenders

ORIGIN

November 28, 2023 Budget Committee (Item 6.2):

THAT Budget Committee:

1. Direct the Chief Administrative Officer to develop the 2024/25 Budget according to Council's approved priorities; and,
2. Approve revised debt policy of \$1,800 per dwelling.

MOTION PUT AND PASSED.

LEGISLATIVE AUTHORITY

Pursuant to the Halifax Charter:

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

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

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

RECOMMENDATION

It is recommended that Budget Committee recommend Halifax Regional Council to approve the schedule of 2024/25 advanced tender requests as per Attachment 1.

BACKGROUND

In preparation for updating the capital plan for the 2024/25 budget, a progress update is provided to Budget Committee on previously approved projects, as well as an overview of the key drivers being considered for proposed capital investments.

DISCUSSION

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

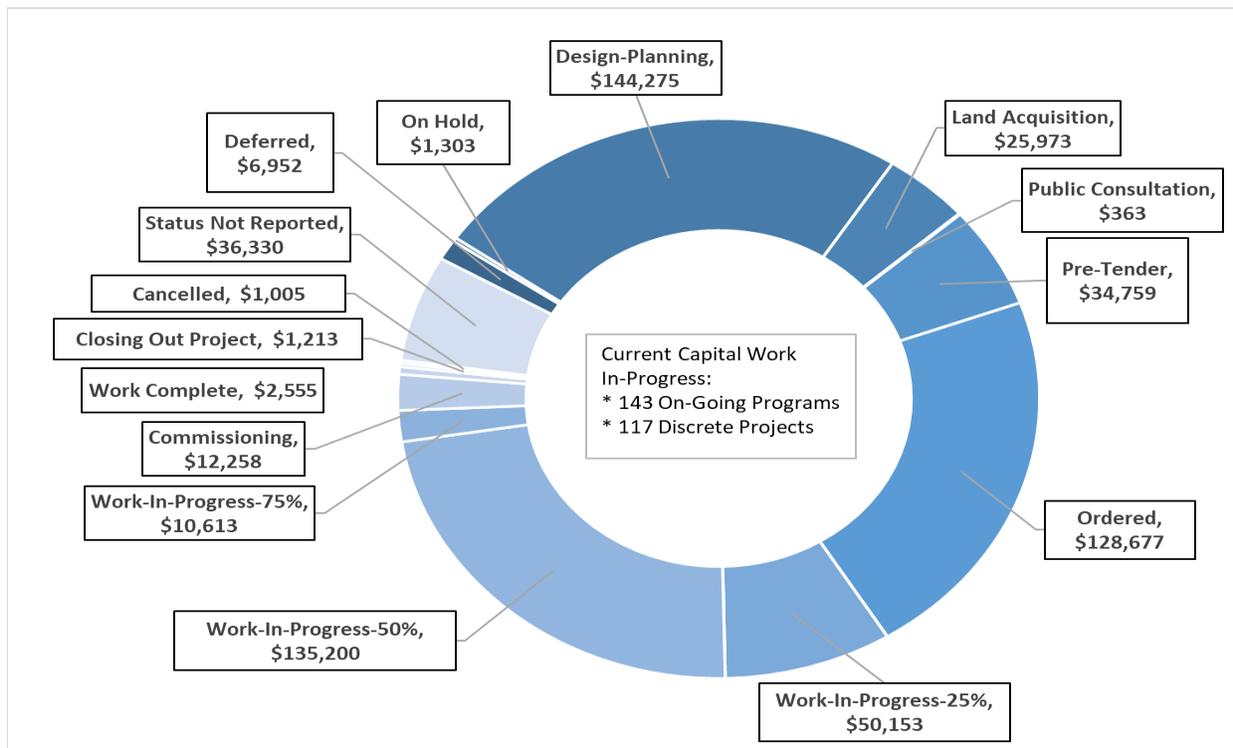
Currently staff are developing a new, Social Equity lens, to add to project evaluations in the Capital Prioritization Framework. Beginning in the capital plan update process for 2025/26, projects will be assessed for their value and impact to:

- Risk,
- Impact to Service,
- Strategic Alignment,
- Social Equity, and
- Capacity to Deliver.

Based on the status of the existing capital projects in-progress, staff assess overall capacity to take on new work. Historic high inflation, labour market shortages and supply chain delays in materials since the global pandemic have caused projects to be both rescope and delayed. Where project budgets have not increased to mitigate tax increases, less asset rehabilitation work has been completed. Staff continue to adjust work plans as a result of these continuing economic drivers.

Further detail by individual project of the information presented in Figure 1 can be found in Attachment 2 of this report.

Figure 1 – 2023/24 Capital Projects Work-in-Progress (Thousands)



In 2022/23 a doubling of the annual capital program for HRM occurred in response to significant and transformative planning strategies affecting infrastructure. Capital investments identified in the Integrated Mobility Plan, HalifACT Climate Action Plan, and 2014’s Planned and Potential Strategic Capital report are included in the Strategic Initiatives Program, which require funding above the municipality’s historic investment levels to maintain existing infrastructure and service levels. The Climate Action Tax and Strategic Initiatives Reserve annual tax contributions, along with use of debt funding outside historic debt policy goals aim to alleviate the short-term tax bill impact. Reductions in the short-term of these tax contributions to the Reserve will compound the tax burden in future years.

Also impacting the capital growth program was Council’s direction in setting Level of Service for the HRM Street Network ([Halifax Regional Council, Item No. 15.1.5, January 25, 2022](#)), which established targets for the assessed condition of municipal roads therefore driving an investment increase to meet expected standards in the ten-year plan. Since this direction, Council has approved an \$8M reduction in this project budget to mitigate the tax burden. Budget Committee was presented an option to further decrease annual taxes in the 2024/25 capital budget by \$30M at the [November 28, 2023 Budget Direction meeting](#), from the approved capital guidelines set in 2022/23 to adequately fund infrastructure pressures to mitigate the risk of aging assets, service capacity constraints, and avoiding higher long-term costs of deferred maintenance.

The large growth of the annual capital program at a time of industry labour shortages and other challenges, has resulted in less project delivery than was budgeted the last two years. Staff have spent considerable time revising the 2024/25 work plans to match delivery expectations to current capacity.

The biggest challenge ahead facing the municipality is the immediate pressure of the significant population growth. In addition to development needs in high growth areas, existing services are experiencing capacity issues, greater pace of wear and tear, and new programming. Infrastructure project delivery is not generally nimble enough to respond quickly to these unplanned changes.

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

Next Steps:

Regional Council will receive the 2024/25 Draft Capital Plan book, containing the details of every project proposed for the four-year capital plan for their review on December 13, 2023. This will allow a month for Council's review before staff return to present the capital budget recommendation to Budget Committee on January 24, 2024.

FINANCIAL IMPLICATIONS

Approval of the Advanced Tender schedule in Attachment 1 provides the authority for project managers to engage in procurement activities to begin execution on \$107,370,000, or 27% of the proposed 2024/25 capital budget which will be recommended for approval on January 24, 2024. Over the past five fiscal years, the average Advanced Tender total request equated to 35% on average of the total capital budget. Therefore the 2024/25 is a reasonable level compared to past practice.

RISK CONSIDERATION

Advanced Tender requests are intended to mitigate seasonal weather risk to begin the upfront administrative tendering process of construction work to maximize the most days available for executing project plans. The risk to Council in approving 27% of the 2024/25 capital budget to begin early is minimal due to its small portion of the overall expected authority to spend, and that 22 out of the 26 requested projects are ongoing annual programs in nature.

COMMUNITY ENGAGEMENT

No community engagement was required. The most recent Municipal Services Survey was conducted in September 2022 while the most recent Resident Survey results were made available to Regional Council through an information report provided on November 23, 2021.

The 2024/25 budget consultation process seeks to solicit public comment by inviting members of the public to provide feedback following each public budget and business plan presentation.

ENVIRONMENTAL IMPLICATIONS

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

ALTERNATIVES

Budget Committee could choose to:

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

ATTACHMENTS

Attachment 1 – 2024/25 Advanced Tender Requests

Attachment 2 – 2023/24 Capital Budget Progress Report

Attachment 3 – 2024/25 Preliminary Capital Budget Update

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

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

ATTACHMENT 1

2024/25 Capital Advanced Tender Requests

Project Name	Project #	Asset Category	2024/25 Proposed Capital Budget	2024/25 Advanced Tender Request	% of Budget
Bridges	CR200003	Bridges	\$ 4,000,000	\$ 3,000,000	75%
Beechville Lakeside Timberlea Recreation Centre Recap	CB210021	Buildings/Facilities	9,500,000	9,500,000	100%
East Dartmouth CC Renovation	CB220001	Buildings/Facilities	1,450,000	1,450,000	100%
Fire Station 2 University Ave Recap	CB000052	Buildings/Facilities	1,000,000	1,000,000	100%
General Building Recapitalization	CB200006	Buildings/Facilities	2,250,000	1,900,000	84%
Halifax Regional Fire & Emergency Headquarters and Station 1	CB200014	Buildings/Facilities	12,000,000	12,000,000	100%
Operational & EMO Infrastructure Resiliency	CB240001	Buildings/Facilities	750,000	750,000	100%
Scotiabank Centre	CB200008	Buildings/Facilities	5,500,000	4,400,000	80%
Ice Resurfacer Replacement	CE190005	Equipment & Machinery	180,000	180,000	100%
Park Development - New	CP210013	Parks	2,500,000	2,000,000	80%
Park Recapitalization	CP200001	Parks	5,385,000	4,530,000	84%
Shoreline Improvements	CP180002	Parks	350,000	350,000	100%
Active Transportation	CR200001	Roads & Active Transportation	11,350,000	2,837,000	25%
Infrastructure Maintenance & Ops - State of Good Repair	PW Ops	Roads & Active Transportation	4,500,000	2,000,000	44%
Other Road Related Works	CR200004	Roads & Active Transportation	1,000,000	600,000	60%
Regional Centre AAA Bikeways	CR200007	Roads & Active Transportation	3,245,000	811,000	25%
Sidewalk Renewals	CR200002	Roads & Active Transportation	2,000,000	1,000,000	50%
Street Recapitalization	CR200006	Roads & Active Transportation	57,705,000	28,852,000	50%
Road Safety Improvements	CT190006	Traffic Signalization/Equipment	5,500,000	4,000,000	73%
Access-A-Bus Replacement	CM200001	Vehicles	1,980,000	300,000	15%
Fire Fleet Expansion	CV240003	Vehicles	3,900,000	3,900,000	100%
Fire Fleet Replacement	CV240004	Vehicles	10,470,000	10,470,000	100%
Municipal Fleet Expansion	CV240001	Vehicles	2,231,000	1,000,000	45%
Municipal Fleet Replacement	CV240002	Vehicles	8,736,000	4,000,000	46%
Police Fleet Expansion	CV240005	Vehicles	1,525,000	1,525,000	100%
Police Fleet Replacement	CV240006	Vehicles	5,015,000	5,015,000	100%
2024/25 Total Advanced Tender Request			\$ 164,022,000	\$ 107,370,000	65%

ATTACHMENT 2

2023/24 Capital Budget Progress Report

Project Name	Project #	Total Budget Available September 30, 2023	Outstanding Commitments at September 30, 2023	Projected Spending to March 31, 2024	Pre-existing Work to Progress into 2023/24	Project Status at September 30, 2023	Estimated Project Completion Date
Alderney Gate Library Renos	CB210004	241,789	68,417	66,789	175,000	Deferred	TBD
CRM Software Replacement	CI990020	5,750,092	-	5,100,092	650,000	Deferred	TBD
Identity & Access Management	CI210014	850,000	-	-	850,000	Deferred	TBD
HRFE FDM Review/Enhance	CI210012	200,000	-	-	200,000	On Hold	31-Mar-23
HRFE Intelligent Dispatching	CI190005	125,000	-	125,000	-	On Hold	31-Mar-24
Public WiFi	CI000021	242,722	20,662	99,722	143,000	On Hold	MON-YR
Risk Management Information System	CI190006	449,722	33,146	-	450,000	On Hold	31-Mar-24
Bedford Highway	CT190008	119,489	2,024	117,119	-	Design-Planning	01-Dec-32
Bedford Outdoor Pool	CB210017	157,791	-	50,000	107,791	Design-Planning	MON-YR
Beechville Lakeside Timberlea Rec Centre	CB210021	3,956,388	11,203,882	1,506,388	2,450,000	Design-Planning	01-Aug-25
Burnside Transit Ctr Eco Rebuild-Design	CB230025	20,840,000	-	500,000	20,340,000	Design-Planning	01-Mar-28
Captain William Spry Renovations	CB000023	1,281,438	-	51,438	1,230,000	Design-Planning	MON-YR
Corporate Scheduling	CI210019	2,163,780	1,539,099	1,235,013	972,000	Design-Planning	MON-YR
East Dartmouth CC Renovation	CB220001	884,720	32,918	219,720	665,000	Design-Planning	31-Jul-24
Finance & HR Business Foundations	CI200002	9,744,176	1,589,926	369,176	9,375,000	Design-Planning	06 2026
Fire Station 2, University Ave. Recap.	CB000052	2,674,522	1,773,666	24,522	2,650,000	Design-Planning	01-May-25
HalifACT-Shore Rd Resilience Improvement	CZ230400	740,671	730,002	364,671	376,000	Design-Planning	MON-YR
Halifax Forum Redevelopment	CB190013	2,501,771	1,770	251,771	2,250,000	Design-Planning	22-Dec-23
Halifax North Memorial Public Library	CB190003	5,159,587	882,611	299,587	4,860,000	Design-Planning	MON-YR
HRFE Breathing Apparatus	CE230001	4,800,000	-	-	-	Design-Planning	MON-YR
HRFE Station Alerting	CI210013	1,618,686	312,858	1,469,686	149,000	Design-Planning	25-Mar-23
LeBrun Centre	CB190001	106,444	106,408	74,141	32,303	Design-Planning	MON-YR
Multi Modal Corridor: Dutch Village Rd	CT200003	1,138,245	58,273	42,245	1,096,000	Design-Planning	24-Dec-23
Multi Modal Corridor: Portland Street	CT190002	202,485	52,485	202,485	-	Design-Planning	30-Dec-23
Multi Modal Corridor: Robie & Young St	CT200006	259,451	259,451	-	-	Design-Planning	30-Dec-23
Mumford Transit Terminal Replacement	CB220004	89,230	63,090	74,000	26,000	Design-Planning	30-Jun-26
New Bedford West Fire Stn & HRFE HQ	CB200014	16,160,489	488,042	3,010,585	13,150,000	Design-Planning	26-Mar-23
New Organics Facility	CB230027	10,000,000	-	4,535,000	5,465,000	Design-Planning	28-Feb-24
Parking Technology	CI990031	816,516	171,501	449,516	367,000	Design-Planning	30-Aug-23
Port Wallace Roadway Oversizing	CT220002	675,683	1,264	-	676,000	Design-Planning	26-Dec-23
Prospect Rd Community Centre Upgrades	CB230030	325,000	-	-	325,000	Design-Planning	MON-YR
Rainnie/Brunswick Complete Streets	CR210010	237,298	-	298	237,000	Design-Planning	MON-YR
Rapid Transit Strategy Project Planning	CM000018	510,214	-	260,214	250,000	Design-Planning	MON-YR
Ross Road Re-alignment	CT000012	293,274	4,485	-	300,000	Design-Planning	27-Dec-23
Shearwater Connector	CT000016	50,910	154	-	51,000	Design-Planning	30-Dec-23
Sheet Harbour Fire Station	CB210018	896,272	896,266	196,272	700,000	Design-Planning	26-Dec-23
Sheet Harbour Recreation Centre	CB000080	1,412,372	1,412,216	212,372	1,200,000	Design-Planning	26-Dec-23
Traffic Services Facility	CB220023	4,500,000	-	500,000	4,000,000	Design-Planning	MON-YR
Transit Strategy	CMU01095	65,325	-	65,325	-	Design-Planning	01-Mar-25
Wanderers Grounds Bengal Lancers Arena	CB230031	400,000	-	200,000	200,000	Design-Planning	MON-YR
Windsor Street Exchange	CT190010	5,848,752	2,080,662	548,752	5,300,000	Design-Planning	27-Dec-23
Wrights Cove Terminal	CR000007	27,123	1,663	11,123	16,000	Design-Planning	28-Jun-27
Multi Modal Corridor: Bayers Rd	CT200002	600,962	14,876	2,962	598,000	Land Acquisition	25-Dec-23
District 11 Community Integration Fund	CW200001	25,000	-	-	25,000	Public Consultation	25-Mar-23
Peace & Friendship Park Improvements	CP000011	337,641	251,043	77,641	260,000	Public Consultation	25-Mar-23
Moving Forward Together Plan Implement.	CM180008	1,253,655	1,014,711	288,687	965,000	Pre-Tender	01-Mar-25
Salt Scale Solution	CI230003	600,000	182,501	200,000	400,000	Pre-Tender	24-Sep-23
Operator Safety Barriers	CV230001	3,706,683	3,352,677	2,684,683	1,022,000	Ordered	24-Mar-23
Cogswell Interchange Redevelopment	CT000007	21,604,546	8,465,128	20,393,546	1,211,000	Work-In-Progress-25%	25-Dec-23
Demolition of 1940 Gottingen Street	CB230026	2,197,923	1,042,362	900,000	200,000	Work-In-Progress-25%	31-Mar-24
Horizon Recreation Centre	CB220003	179,769	189,676	189,676	-	Work-In-Progress-25%	23-Mar-23
HRP IES Console/Desk Unit Refresh	CE220001	540,000	160,097	175,000	375,900	Work-In-Progress-25%	MON-YR
Permitting, Licensing, Compliance-Ph 2	CI230005	540,932	540,931	274,000	285,234	Work-In-Progress-25%	30-Jun-23
Recreation Software Transition	CI230001	2,382,206	93,649	674,206	1,708,000	Work-In-Progress-25%	25-Jun-23
Road Disruption Mgmt Solution	CI190008	278,822	-	-	279,000	Work-In-Progress-25%	25-Mar-23
Transit Fare Management	CM210011	2,121,430	-	705,430	1,416,000	Work-In-Progress-25%	25-Mar-23
Burnside Composting Facility Repairs	CW190005	786,501	143,567	246,501	240,000	Work-In-Progress-50%	01-Jul-24
Cole Harbour Place	CB000045	1,141,830	437,856	441,830	700,000	Work-In-Progress-50%	00-Jan-00
Enterprise Content Management Program	CI990018	1,166,460	703,103	426,624	746,000	Work-In-Progress-50%	31-Dec-23
Fixed Route Planning, Scheduling, & Operations	CM210013	2,295,976	664,901	1,299,976	996,000	Work-In-Progress-50%	25-Mar-23
George Dixon Community Ctr Recap	CB200004	97,456	88,040	98,916	-	Work-In-Progress-50%	24-Mar-23
HRP Security Monitoring Video Surveillance	CI210016	27,558	1,375	101,558	26,000	Work-In-Progress-50%	01-Mar-24
Keshan Goodman Library Renovations	CB190010	3,439,780	2,629,320	3,449,999	-	Work-In-Progress-50%	24-Apr-23
Paratransit Technology	CM210012	379,219	-	300,219	79,000	Work-In-Progress-50%	24-Jun-23
Ragged Lake Composting Recapitalization	CW000009	808,397	14,600	188,397	220,000	Work-In-Progress-50%	01-Jul-24
Ragged Lake Transit Centre Expansion	CB000125	4,117,052	75,028	4,118,185	-	Work-In-Progress-50%	01-Dec-24
Access & Privacy Project	CI210011	77,978	67,464	77,978	-	Work-In-Progress-75%	23-Dec-23
Findlay Community Centre Recap	CB200003	67,118	51,798	68,630	-	Work-In-Progress-75%	MON-YR
Halifax Common Pool Reconstruction	CB210020	2,350,848	216,155	177,769	2,180,000	Work-In-Progress-75%	01-Jul-23
HRFE AVL Devices	CI190004	111,151	7,091	6,151	105,000	Work-In-Progress-75%	23-Dec-23
HRP Interview Room Recording System	CI210018	100,452	48,430	100,452	-	Work-In-Progress-75%	01-Mar-24
Situational Awareness	CI990035	60,071	49,966	50,000	10,071	Work-In-Progress-75%	MON-YR
Source Management	CI000016	11,147	10,220	10,700	-	Work-In-Progress-75%	01-Mar-24

Project Name	Project #	Total Budget Available September 30, 2023	Outstanding Commitments at September 30, 2023	Projected Spending to March 31, 2024	Pre-existing Work to Progress into 2023/24	Project Status at September 30, 2023	Estimated Project Completion Date
Transit Technology Program	CM210010	124,325	117,759	82,884	-	Work-In-Progress-75%	24-Mar-23
Youth Live Cart Storage Upgrades	CB220024	21,036	21,033	21,036	-	Work-In-Progress-75%	MON-YR
Bedford West Road Oversizing	CTU01006	6,228,545	6,208,221	6,228,545	-	Commissioning	27-Dec-23
Dartmouth North Community Centre Upgrade	CB000075	68,587	68,486	68,485	-	Commissioning	23-Oct-23
HRP Intranet Refresh	CI220002	350,000	-	-	-	Commissioning	TBD
Mackintosh Depot Replacement	CB000089	1,710,052	1,442,060	279,690	1,435,000	Commissioning	24-Mar-23
South Peninsula School Gym Enhancements	CB000084	460,000	460,000	-	-	Commissioning	MON-YR
Streetscapes-Spring Garden Road	CD000001	1,540,347	1,171,739	900,347	640,000	Commissioning	25-Dec-23
Barrington Street & Active Transportation	CT190007	661,048	-	-	-	Work Complete	Complete
Council Chamber's Technology Upgrade	CI990019	8,554	3,518	-	-	Work Complete	19-Feb-23
Fort Needham Washrooms	CB210016	78,744	29,711	-	-	Work Complete	Complete
HRP Digital Communications Intercept System	CI210017	1,028	-	-	-	Work Complete	01-Aug-22
Permitting, Licensing, Compliance (PLC)	CI990013	320,669	188,323	100,320	88,000	Work Complete	30-Jun-23
Recreation Services Software	CI000005	124,540	20,226	-	-	Work Complete	Complete
Streetscapes - Argyle/Grafton	CD000002	40,591	8,041	40,591	-	Work Complete	24-Mar-23
Transit Recording Solution Upgrade	CM210014	74,359	317	-	-	Work Complete	MON-YR
West Bedford Park & Ride	CM200009	995,588	508,682	510,000	-	Work Complete	23-Nov-23
Woodside Ferry Terminal Upgrades	CB000042	94,213	90,409	90,410	-	Work Complete	Complete
2020 Municipal Election-eVoting	CI190002	181,668	-	-	-	Closing Out Project Account	Complete
Eric Spicer	CB000069	1,005	-	-	-	Closing Out Project Account	Complete
Upper Sackville Rec. Ctr Facility	CB000061	9,475	-	-	-	Closing Out Project Account	Complete
Beazley Field Complex	CP000018	5,445	-	-	-	Closing Out Project Account	Complete
Burnside Transit Centre Roof Repairs	CB000082	733,294	732,696	-	-	Closing Out Project Account	Complete
Central Liby Replacement-Spring Garden	CB000086	2,661	-	-	-	Closing Out Project Account	Complete
Fire/Rescue Boat Replacement	CE190006	3,314	1,428	-	-	Closing Out Project Account	MON-YR
HalifACT-Flood Mitigation:Fall River	CZ230500	75,489	-	-	-	Closing Out Project Account	SEP-23
Halifax Ferry Terminal	CB000039	14,045	443	-	-	Closing Out Project Account	Complete
Sambro/Harrietsfield Fire Station	CB000079	30,242	-	-	-	Closing Out Project Account	Complete
St. Andrews Community Ctr. Renovation	CB000011	12,220	-	-	-	Closing Out Project Account	01-Aug-21
Zatzman Sportsplex Revitalization	CB000006	115,892	-	115,892	-	Closing Out Project Account	22-Dec-23
Fleet SAP Interface Upgrades	CI190003	1,005,000	-	-	-	Cancelled	MON-YR
Burnside Connection to Highway 107	CT000013	8,000,000	-	-	8,000,000		MON-YR
Downtown Dartmouth Infra Renewal	CT190003	6,184,822	436,194	-	5,395,000		31-Mar-25
E-Agenda Software	CI220001	200,000	-	-	200,000		24-Dec-23
HRFE Dispatch Project	CI990027	274,426	-	426	274,000		24-Mar-23
HRFE Fire Department Management Review	CI990028	32,841	-	-	32,841		MON-YR
HRFE Power & Backhaul Upgrades	CI210020	611,959	552,148	-	-		MON-YR
HRP Records Management System Optimization	CI990023	738,945	11,263	-	739,000		25-Mar-23
Mill Cove Ferry Service	CV210013	5,891,224	240,506	300,224	5,591,000		01-Mar-28
Municipal Archives Storage	CI210015	200,000	-	-	200,000		MON-YR
Road Oversizing -Bedford South CCC	CTX01126	235,671	-	-	-		MON-YR
Sandy Lake Wastewater Oversizing	CSX01346	1,115	-	-	-		MON-YR
Shubenacadie Canal Greenway Trail	CDG00493	30,571	-	-	-		MON-YR
St Paul's Church Wall Restoration	CR000008	10,187	-	-	-		MON-YR
Total Discrete Projects		\$ 199,429,723	\$ 56,616,713	\$ 68,701,589	\$ 117,926,140		
HFX City Hall & Grand Parade Restoration	CB180003	109,934	28,332	9,934	100,000	Deferred	On-Going Program
Transit Support Vehicle Replacement	CM200003	285,957	205,968	285,957	-	On Hold	On-Going Program
IMP Land Acquisition	CT190009	23,374,961	386,058	3,565,000	19,810,000	Land Acquisition	On-Going Program
Park Land Acquisition	CP200004	1,996,982	5,788	96,982	1,900,000	Land Acquisition	On-Going Program
Bus Stop Accessibility/Improvements	CM190002	984,796	366,751	178,478	825,000	Design-Planning	On-Going Program
Cemetery Upgrades	CP000020	727,018	521,599	227,018	500,000	Design-Planning	On-Going Program
Community Recreation Facilities Recap	CB210019	1,647,504	461,103	652,510	1,000,000	Design-Planning	On-Going Program
EMO Projects	CB200002	1,273,672	386,850	423,672	850,000	Design-Planning	On-Going Program
HalifACT-Critical Infrastructure Project	CZ230600	2,736,952	108,918	265,952	2,471,000	Design-Planning	On-Going Program
HalifACT-Fleet Electrification	CZ230300	4,802,992	2,811,441	745,808	4,066,000	Design-Planning	On-Going Program
HalifACT-Municipal Building Retrofits	CZ230100	11,985,760	1,240,844	1,814,803	10,193,900	Design-Planning	On-Going Program
HalifACT-Public Charging Infrastructure	CZ230200	3,834,236	5,642,571	1,006,236	2,828,000	Design-Planning	On-Going Program
HalifACT-Small Projects Bundle	CZ230700	3,160,454	754,949	640,454	2,525,000	Design-Planning	On-Going Program
Heritage Facilities Recapitalization	CB220002	732,633	111,065	298,572	435,000	Design-Planning	On-Going Program
HRM Depot Upgrades	CB200015	757,820	233,944	373,963	475,000	Design-Planning	On-Going Program
Metro Park Upgrades	CB000073	288,435	-	38,435	250,000	Design-Planning	On-Going Program
New/Expanded Transit Centre	CB000017	919,376	61,697	500,000	-	Design-Planning	On-Going Program
Non-Accepted Streets Land Title Search	CR210012	389,190	-	389,190	-	Design-Planning	On-Going Program
Organic Facilities Decommissioning	CB230029	198,397	76,753	150,000	50,000	Design-Planning	On-Going Program
Railway Crossing Improvements	CT000015	211,153	-	153	211,000	Design-Planning	On-Going Program
Regional /Wilderness Park Development	CP000014	1,246,016	597,116	511,016	735,000	Design-Planning	On-Going Program
Regional Library Facility Upgrades	CB200009	1,244,638	196,774	244,638	1,000,000	Design-Planning	On-Going Program
Sackville Sports Stadium	CB000060	2,465,846	223,929	228,342	2,240,000	Design-Planning	On-Going Program
Scotiabank Centre	CB000028	194,782	194,781	-	-	Design-Planning	On-Going Program
Traffic Signal Re-Lamping Program	CT180003	550,018	-	550,000	-	Design-Planning	On-Going Program
Transit Facility Investment Strategy	CB000016	1,421,968	201,992	217,968	1,204,000	Design-Planning	On-Going Program
Transit Priority Measures	CM000009	369,087	265,000	87	369,000	Design-Planning	On-Going Program
Wharf Recapitalization	CB000087	1,474,423	783,860	500,000	974,423	Design-Planning	On-Going Program
Access-A-Bus Replacement	CM200001	3,201,770	-	16,770	3,185,000	Pre-Tender	On-Going Program
Burnside & City of Lakes Industrial Park	CQ220002	27,852,031	2,693,449	15,000,102	12,852,000	Pre-Tender	On-Going Program
Rural Depots	CW200003	865,001	-	815,001	50,000	Pre-Tender	On-Going Program
Streetscaping	CT190001	986,634	13,478	149,634	837,000	Pre-Tender	On-Going Program

Project Name	Project #	Total Budget Available September 30, 2023	Outstanding Commitments at September 30, 2023	Projected Spending to March 31, 2024	Pre-existing Work to Progress into 2023/24	Project Status at September 30, 2023	Estimated Project Completion Date
Bus Maintenance Equipment Replacement	CM200005	518,969	196,891	416,969	102,000	Ordered	On-Going Program
Controller Cabinet & Detection	CT200004	608,615	174,276	611,000	15,000	Ordered	On-Going Program
Electric Bus Procurement	CV210011	104,637,480	88,947,099	6,029,633	98,634,000	Ordered	On-Going Program
Ferry Terminal Pontoon Rehab	CM200002	327,137	65,073	335,605	-	Ordered	On-Going Program
Fire Fleet Expansion	CV220015	391,396	237,418	106,000	1,410,000	Ordered	On-Going Program
Fire Fleet Replacement	CE200002	12,689,521	6,116,731	640,000	12,040,000	Ordered	On-Going Program
Ice Resurfer Replacement	CE190005	186,382	176,660	176,382	10,000	Ordered	On-Going Program
Municipal Fleet Expansion	CV210001	912,952	430,023	500,000	412,000	Ordered	On-Going Program
Municipal Fleet Replacement	CE200001	3,278,757	2,831,962	1,154,000	2,124,000	Ordered	On-Going Program
Police Fleet Replacement	CE200003	1,025,800	1,360,989	1,136,000	290,000	Ordered	On-Going Program
Street Lighting	CT200001	393,396	230,342	303,400	90,000	Ordered	On-Going Program
Cultural Assets	CP190001	607,802	130,496	133,000	450,000	Work-In-Progress-25%	On-Going Program
Environmental Monitoring 101 Landfill	CW190004	4,422,919	121,678	987,919	3,435,000	Work-In-Progress-25%	On-Going Program
Mid-Life Bus Rebuild	CM200004	1,454,162	-	1,339,255	380,000	Work-In-Progress-25%	On-Going Program
Multi-District Facilities Upgrades	CB200001	5,098,318	5,109,865	2,278,312	2,900,000	Work-In-Progress-25%	On-Going Program
Park Development - New	CP210013	2,212,710	1,539,754	1,012,710	1,200,000	Work-In-Progress-25%	On-Going Program
RBC Centre	CB200007	313,716	119,523	216,556	135,000	Work-In-Progress-25%	On-Going Program
Recreational Trails	CP190002	440,100	258,179	115,100	325,000	Work-In-Progress-25%	On-Going Program
Regional Park Washrooms	CB200010	888,871	877,323	604,918	525,000	Work-In-Progress-25%	On-Going Program
Roof Recapitalization	CB200005	1,775,664	890,404	851,683	925,000	Work-In-Progress-25%	On-Going Program
Scotiabank Centre	CB200008	1,757,012	1,035,863	595,236	1,200,000	Work-In-Progress-25%	On-Going Program
Shoreline Improvements/Water Access	CP180002	872,042	577,541	277,607	610,000	Work-In-Progress-25%	On-Going Program
Transit Strategies/Studies	CV210014	194,525	76,546	82,000	118,000	Work-In-Progress-25%	On-Going Program
Transit Support Vehicle Expansions	CV220016	269,525	240,013	184,525	85,000	Work-In-Progress-25%	On-Going Program
Accessibility - HRM Facilities	CB190006	1,026,043	599,912	273,639	755,000	Work-In-Progress-50%	On-Going Program
Active Transportation	CR200001	7,974,864	4,928,572	3,791,443	4,425,000	Work-In-Progress-50%	On-Going Program
Alderney Gate Recapitalization	CB190007	1,477,577	334,132	480,705	1,000,000	Work-In-Progress-50%	On-Going Program
Bridges	CR200003	6,245,386	1,793,106	1,781,001	4,500,000	Work-In-Progress-50%	On-Going Program
Composting/Anaerobic Digestion Plant	CW190003	775,979	306,303	581,502	230,000	Work-In-Progress-50%	On-Going Program
Corporate Accommodations	CB190011	4,197,386	4,188,486	2,838,132	1,363,000	Work-In-Progress-50%	On-Going Program
District 1 Project Funds	CCV02701	35,262	13,964	13,964	21,298	Work-In-Progress-50%	On-Going Program
District 10 Project Funds	CCV02610	112,389	101,122	101,122	11,267	Work-In-Progress-50%	On-Going Program
District 10 Project Funds	CCV02710	77,649	3,580	3,580	74,069	Work-In-Progress-50%	On-Going Program
District 11 Project Funds	CCV02611	67,899	46,787	46,787	21,112	Work-In-Progress-50%	On-Going Program
District 11 Project Funds	CCV02711	94,000	-	-	94,000	Work-In-Progress-50%	On-Going Program
District 12 Project Funds	CCV02612	334,752	165,946	165,946	168,807	Work-In-Progress-50%	On-Going Program
District 12 Project Funds	CCV02712	94,000	-	-	94,000	Work-In-Progress-50%	On-Going Program
District 13 Project Funds	CCV02613	31,257	31,257	31,257	-	Work-In-Progress-50%	On-Going Program
District 13 Project Funds	CCV02713	35,344	-	-	35,344	Work-In-Progress-50%	On-Going Program
District 14 Project Funds	CCV02614	250	250	250	0	Work-In-Progress-50%	On-Going Program
District 14 Project Funds	CCV02714	43,485	3,498	3,498	39,987	Work-In-Progress-50%	On-Going Program
District 15 Project Funds	CCV02615	16,172	11,235	11,235	4,937	Work-In-Progress-50%	On-Going Program
District 15 Project Funds	CCV02715	81,726	-	-	81,726	Work-In-Progress-50%	On-Going Program
District 16 Project Funds	CCV02616	110,310	101,111	101,111	9,199	Work-In-Progress-50%	On-Going Program
District 16 Project Funds	CCV02716	76,854	14,744	14,744	62,109	Work-In-Progress-50%	On-Going Program
District 2 Project Funds	CCV02702	6,777	5,000	5,000	1,777	Work-In-Progress-50%	On-Going Program
District 3 Project Funds	CCV02603	7,582	5,069	5,069	2,513	Work-In-Progress-50%	On-Going Program
District 3 Project Funds	CCV02703	68,911	27,000	27,000	41,911	Work-In-Progress-50%	On-Going Program
District 4 Project Funds	CCV02604	64,608	26,484	26,484	38,123	Work-In-Progress-50%	On-Going Program
District 4 Project Funds	CCV02704	94,000	-	-	94,000	Work-In-Progress-50%	On-Going Program
District 5 Project Funds	CCV02605	36,557	36,557	36,557	-	Work-In-Progress-50%	On-Going Program
District 5 Project Funds	CCV02705	78,481	14,962	14,962	63,519	Work-In-Progress-50%	On-Going Program
District 6 Project Funds	CCV02606	178,425	62,914	62,914	115,511	Work-In-Progress-50%	On-Going Program
District 6 Project Funds	CCV02706	51,000	-	-	51,000	Work-In-Progress-50%	On-Going Program
District 7 Project Funds	CCV02607	3,010	3,010	3,010	0	Work-In-Progress-50%	On-Going Program
District 7 Project Funds	CCV02707	620	-	-	620	Work-In-Progress-50%	On-Going Program
District 8 Project Funds	CCV02608	175,639	169,278	169,278	6,361	Work-In-Progress-50%	On-Going Program
District 8 Project Funds	CCV02708	94,000	-	-	94,000	Work-In-Progress-50%	On-Going Program
District 9 Project Funds	CCV02609	86,813	53,484	53,484	33,329	Work-In-Progress-50%	On-Going Program
District 9 Project Funds	CCV02709	94,000	-	-	94,000	Work-In-Progress-50%	On-Going Program
Energy Efficiency Initiatives	CB190008	8,164,387	13,096,602	8,164,387	-	Work-In-Progress-50%	On-Going Program
Environmental Remediation Building Demo	CB190009	417,842	83,685	252,842	165,000	Work-In-Progress-50%	On-Going Program
Fire Services Equipment Replacement	CE200004	1,036,829	405,237	390,000	100,000	Work-In-Progress-50%	On-Going Program
Fire Station Functional Improvements	CB000088	1,163,597	-	726,980	460,000	Work-In-Progress-50%	On-Going Program
Fire Station Replacements	CB000065	31,494	9,907	-	-	Work-In-Progress-50%	On-Going Program
General Building Recapitalization	CB200006	1,991,585	1,896,886	1,379,162	650,000	Work-In-Progress-50%	On-Going Program
Halifax 4 Pad Arena	CB200013	370,743	77,502	250,743	120,000	Work-In-Progress-50%	On-Going Program
ICT Business Tools	CI200004	952,738	447,992	625,753	333,000	Work-In-Progress-50%	On-Going Program
New/Replacement Green Carts	CW190001	613,713	138,573	569,770	105,000	Work-In-Progress-50%	On-Going Program
Other Related Road Works	CR200004	4,536,403	1,733,845	1,759,419	2,780,000	Work-In-Progress-50%	On-Going Program
Park Recapitalization	CP200001	8,939,209	7,192,829	5,074,483	4,000,000	Work-In-Progress-50%	On-Going Program
Regional Centre AAA Bikeways	CR200007	6,809,833	1,239,418	1,289,836	5,535,000	Work-In-Progress-50%	On-Going Program
Road Safety Improvement Program	CT190006	4,933,928	3,994,171	4,455,500	500,000	Work-In-Progress-50%	On-Going Program
Sidewalk Renewals	CR200002	2,802,574	1,368,600	999,361	1,850,000	Work-In-Progress-50%	On-Going Program
Street Recapitalization	CR200006	54,226,281	42,925,819	38,203,408	19,430,000	Work-In-Progress-50%	On-Going Program
Application Recapitalization	CI190009	485,613	133,810	149,613	336,000	Work-In-Progress-75%	On-Going Program
Business Intelligence Program	CI190010	408,715	29,101	261,179	159,000	Work-In-Progress-75%	On-Going Program

Project Name	Project #	Total Budget Available September 30, 2023	Outstanding Commitments at September 30, 2023	Projected Spending to March 31, 2024	Pre-existing Work to Progress into 2023/24	Project Status at September 30, 2023	Estimated Project Completion Date
Cyber Security	CI200005	376,676	-	181,677	195,000	Work-In-Progress-75%	On-Going Program
Digital Services	CI000001	623,605	78,733	488,587	145,000	Work-In-Progress-75%	On-Going Program
GIS Service Management	CI230002	100,000	-	65,000	35,000	Work-In-Progress-75%	On-Going Program
HRM Public Art Commissions	CDG01135	9,458	6,883	6,883	-	Work-In-Progress-75%	On-Going Program
HRP Cybersecurity Program	CI200006	52,359	-	-	52,359	Work-In-Progress-75%	On-Going Program
ICT Infrastructure Recap	CI200003	635,130	204,053	385,130	250,000	Work-In-Progress-75%	On-Going Program
IT Service Management	CI200001	534,462	151,286	149,783	236,000	Work-In-Progress-75%	On-Going Program
Materials Recovery Facility Repairs	CW200002	967,405	645,868	957,405	10,000	Work-In-Progress-75%	On-Going Program
New Paving Subdivisions-Provincial Roads	CR210007	2,129,228	275,000	687,500	312,500	Work-In-Progress-75%	On-Going Program
Police Services Replacement Equipment	CE190002	576,951	471,386	668,558	-	Work-In-Progress-75%	On-Going Program
Urban Forestry Plan Implementation	CR210011	789,215	1,005,245	1,087,118	33,000	Work-In-Progress-75%	On-Going Program
Halifax Common Upgrades	CP200002	46,789	33,947	11,789	35,000	Commissioning	On-Going Program
Ragged Lake Business Park	CQ220003	1,853,796	48,948	927,796	926,000	Commissioning	On-Going Program
Contact Center Telephony Solution	CI990017	83,383	25,737	-	-	Work Complete	On-Going Program
New Paving Streets-HRM Owned Roads	CR180006	359,314	-	359,314	-	Work Complete	On-Going Program
Storm Sewer Upgrades	CR000001	9	9	-	-	Work Complete	On-Going Program
Corporate Accommodatons-Alderney Campus	CB000046	1,090	-	-	-	Closing Out Project Account	On-Going Program
Fire Station Land Acquisition	CB180006	203	-	-	-	Closing Out Project Account	On-Going Program
Emera Oval	CB180008	23,204	-	188,500	-	Closing Out Project Account	On-Going Program
Fire Services Equipment Replacement	CE180004	2,175	-	-	-	Closing Out Project Account	On-Going Program
Transit Terminal Upgrade & Expansion	CB180126	1,170	926	-	-	Closing Out Project Account	On-Going Program
Aerotech Business Park	CQ220001	2,558,804	-	199,804	2,359,000		On-Going Program
Burnside and City of Lakes Development	CQ000008	4,593,471	4,275,919	-	4,593,471		On-Going Program
Destination Signage Program	CTR00904	141,367	7,249	-	141,000		On-Going Program
Ferry and Terminal Security Capital Upgr	CV210007	113,889	-	(80,000)	100,000		On-Going Program
Ferry Overhaul and Capital Upgrades	CM200007	232,730	172,156	172,730	60,000		On-Going Program
Fire Services Water Supply	CE190001	234,142	79,236	-	-		On-Going Program
Heavy Urban Search & Rescue Equipment	CE200005	773,839	9,249	-	-		On-Going Program
Multi Modal Corridor: Studies/Design	CT220001	1,880,565	698,636	615,000	1,265,565		On-Going Program
Opticom Signalization System	CT190004	157,733	-	-	-		On-Going Program
Streetscape Renewal	CT200007	76,464	-	25,464	51,000		On-Going Program
Tactical Urbanism	CT200008	504,737	39,035	219,737	285,000		On-Going Program
Transit Security	CM180006	618	-	-	-		On-Going Program
Wastewater Oversizing	CT200009	2,650,000	-	-	2,650,000		On-Going Program
Total On-Going Programs		\$ 392,486,681	\$ 226,370,904	\$ 132,498,371	\$ 263,236,738		

ATTACHMENT 3

2024/25 Preliminary Capital Budget Update

Project Name	Project #	2024/25-2027/28 (Per 23/24 Plan)	2024/25-2027/28 (Per Draft 24/25 Plan)	Current vs. Former Version Variance	Ongoing vs. Discrete	Project Type	Risk	Category of Highest Risk	Impact to Service	Strategic Alignment	Recommended Timing
Accessibility - HRM Facilities	CB190006	2,425,000	2,175,000	(250,000)	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Alderney Gate Library Renos	CB210004	5,000,000	5,000,000	-	Discrete	Asset Renewal	HIGH	Financial	MED	MED	Ready to Proceed
Alderney Gate Recapitalization	CB190007	4,350,000	4,350,000	-	Ongoing Program	Asset Renewal	HIGH	Legal & Compliance	HIGH	MED	Ready to Proceed
Bedford Library Replacement	CB190002	10,500,000	15,500,000	5,000,000	Discrete	Growth	HIGH	Financial	HIGH	MED	Further Prep Required
Beechville Lakeside Timberlea Recreation Centre Recap	CB210021	18,500,000	18,500,000	-	Discrete	Asset Renewal	VERY HIGH	Financial	HIGH	MED	Conceptual
Building Recap Future-Parks & Rec	CB000048	6,100,000	4,600,000	(1,500,000)	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED	MED	Preparation Underway
Captain William Spry Library Renos	CB190005	5,000,000	5,000,000	-	Discrete	Asset Renewal	HIGH	Financial	HIGH	MED	Further Prep Required
Captain William Spry Renovations	CB000023	5,000,000	5,000,000	-	Discrete	Asset Renewal	MED	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Citadel Community Centre	Build2	5,000,000	5,000,000	-	Discrete	Asset Renewal	HIGH	Financial	MED	MED	Further Prep Required
Cobequid Transit Terminal Refresh	Transit6	150,000	150,000	-	Discrete	Asset Renewal	HIGH	Financial	MED	MED	Ready to Proceed
Cole Harbour Place	CB000045	1,000,000	250,000	(750,000)	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra	MED	MED	Ready to Proceed
Cole Harbour Recreation Renovations	Build 22	-	1,050,000	1,050,000	Discrete	Asset Renewal					
Community Recreation Facilities Recap	CB210019	2,750,000	2,000,000	(750,000)	Ongoing Program	Asset Renewal	LOW	Financial	MED	MED	Ready to Proceed
Composting/Anaerobic Digestion (AD) Plant	CW190003	-	100,000	100,000	Discrete	Growth	VERY HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Corporate Accommodations	CB190011	5,550,000	7,700,000	2,150,000	Ongoing Program	Asset Renewal			HIGH		
Cultural Spaces Plan	CB000078	5,000,000	-	(5,000,000)	Discrete	Growth			MED	LOW	
East Dartmouth CC Renovation	CB220001	2,200,000	2,200,000	-	Discrete	Asset Renewal	HIGH	Service Delivery/Infra	MED	MED	Further Prep Required
EMO Projects	CB200002	1,250,000	-	(1,250,000)	Ongoing Program	Growth					
Energy Efficiency Initiatives	CB190008	9,100,000	-	(9,100,000)	Ongoing Program	Asset Renewal	VERY HIGH	Climate Change Hazards	MED	MED	Ready to Proceed
Environmental Remediation/Bldg. Demo	CB190009	1,665,000	1,665,000	-	Ongoing Program	Asset Renewal	HIGH	Environmental	MED	LOW	Ready to Proceed
Ferry Maintenance Facility	Transit1	550,000	550,000	-	Discrete	Asset Renewal	VERY HIGH	Financial	MED	MED	Further Prep Required
Ferry Terminal Pontoon Rehab	CM200002	1,000,000	2,500,000	1,500,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	MED	MED	Ready to Proceed
Fire Station 2 University Ave Recap	CB000052	2,000,000	1,000,000	(1,000,000)	Discrete	Asset Renewal	VERY HIGH	Financial	HIGH	0	Ready to Proceed
General Building Recapitalization	CB200006	4,200,000	5,450,000	1,250,000	Ongoing Program	Asset Renewal	HIGH	Financial	HIGH	MED	Ready to Proceed
George Dixon Community Ctr Recap	CB200004	3,000,000	3,000,000	-	Discrete	Asset Renewal	MED	Culture/Heritage	HIGH	MED	Further Prep Required
Halifax 4 Pad Arena	CB200013	1,000,000	1,000,000	-	Ongoing Program	Asset Renewal			MED	MED	
Halifax City Hall/Grand Parade Restore	CB180003	3,250,000	5,500,000	2,250,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Halifax North Memorial Public Library	CB190003	3,000,000	28,000,000	25,000,000	Discrete	Asset Renewal	HIGH	Financial	HIGH	0	Preparation Underway
Halifax Regional Fire & Emergency Headquarters and Station 1	CB200014	24,000,000	24,000,000	-	Discrete	Asset Renewal			HIGH	LOW	
Heritage Facilities Recapitalization	CB220002	2,000,000	2,000,000	-	Ongoing Program	Asset Renewal	HIGH	Culture/Heritage	MED	LOW	
HRFE Facility Improvements	CB000088	2,000,000	8,000,000	6,000,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	HIGH	LOW	Ready to Proceed
HRFE Future Buildings Recap	CB000057	5,740,000	-	(5,740,000)	Ongoing Program	Asset Renewal	VERY HIGH	Financial	HIGH	LOW	Ready to Proceed
HRM Depot Upgrades	CB200015	2,300,000	3,050,000	750,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	MED	LOW	Ready to Proceed
Long Term Fire Station Replacements	Build9	500,000	-	(500,000)	Ongoing Program	Asset Renewal					
Mackintosh Campus – Phase 2	CB220023	2,150,000	4,900,000	2,750,000	Discrete	Growth	VERY HIGH	Financial	HIGH	MED	Preparation Underway
Materials Recovery Facility Repairs	CW200002	1,110,000	1,420,000	310,000	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	MED	Preparation Underway
Metropark Upgrades	CB000073	950,000	950,000	-	Ongoing Program	Asset Renewal	HIGH	Legal & Compliance	MED	MED	Ready to Proceed
Multi-District Facilities-Upgrades	CB200001	7,160,000	5,660,000	(1,500,000)	Ongoing Program	Asset Renewal	HIGH	Financial	HIGH	MED	Preparation Underway
Mumford Transit Terminal Replacement	CB220004	500,000	1,600,000	1,100,000	Discrete	Asset Renewal	HIGH	Financial	HIGH	HIGH	Further Prep Required
Municipal Infrastructure for Special Planning Areas	Build18	20,000,000	-	(20,000,000)	Ongoing Program	Growth			HIGH		
Needham Community Centre Recap	CB000009	19,000,000	19,000,000	-	Discrete	Growth	HIGH	Financial	HIGH	MED	Further Prep Required
New Ferry Berthing Infrastructure	Transit21	3,000,000	3,000,000	-	Discrete	Growth	HIGH	Financial	LOW	MED	Preparation Underway
New Fire Training Facility	CB230028	6,000,000	5,250,000	(750,000)	Discrete	Asset Renewal	HIGH	Financial	MED	LOW	
New Organics Facility	CB230027	33,720,000	28,255,000	(5,465,000)	Ongoing Program	Growth	VERY HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Operational & EMO Infrastructure Resiliency	CB240001	-	2,750,000	2,750,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	HIGH	MED	Preparation Underway
Organic Facilities Decommissioning	CB230029	2,305,000	4,040,000	1,735,000	Ongoing Program	Asset Renewal	HIGH	Legal & Compliance	MED	LOW	Preparation Underway
Penhorn Transit Terminal Refresh	Transit7	150,000	150,000	-	Discrete	Asset Renewal	MED	Financial	MED	HIGH	Ready to Proceed
Police Headquarters	CB000022	10,000,000	20,500,000	10,500,000	Discrete	Asset Renewal	MED	Health & Safety	HIGH	LOW	Further Prep Required
RBC Centre	CB200007	750,000	750,000	-	Ongoing Program	Asset Renewal	HIGH	Legal & Compliance	MED	MED	Ready to Proceed
Regional Library Facility Upgrades	CB200009	3,500,000	3,500,000	-	Ongoing Program	Asset Renewal	HIGH	Financial	MED	MED	Ready to Proceed
Regional Park Washrooms	CB200010	2,000,000	2,000,000	-	Ongoing Program	Growth	VERY HIGH	Financial	MED	MED	Further Prep Required
Roof Recapitalization	CB200005	4,600,000	4,600,000	-	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED	MED	Ready to Proceed
Sackville Sports Stadium	CB000060	15,000,000	-	(15,000,000)	Ongoing Program	Asset Renewal	MED	Financial	MED	MED	Ready to Proceed
Sackville Sports Stadium Revitalization	Build19	-	1,500,000	1,500,000	Discrete	Asset Renewal	MED	Financial	HIGH	MED	Further Prep Required
Scotiabank Centre	CB200008	2,200,000	10,600,000	8,400,000	Ongoing Program	Asset Renewal	HIGH	Financial	HIGH	MED	Ready to Proceed
Sheet Harbour Fire Station	CB210018	10,000,000	10,000,000	-	Discrete	Asset Renewal	VERY HIGH	Financial	HIGH	MED	Preparation Underway
Sheet Harbour Recreation Centre	CB000080	15,000,000	15,300,000	300,000	Discrete	Growth	VERY HIGH	Service Delivery/Infra	HIGH	MED	Conceptual
Spryfield Lions Arena	Build16	20,500,000	23,500,000	3,000,000	Discrete	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Preparation Underway
St. Mary's Boat Club	Build14	8,000,000	10,000,000	2,000,000	Discrete	Asset Renewal	MED	Culture/Heritage	HIGH	MED	Further Prep Required
Transit Facility Investment Strategy	CB000016	1,600,000	3,100,000	1,500,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	MED	HIGH	Ready to Proceed

Project Name	Project #	2024/25-2027/28 (Per 23/24 Plan)	2024/25-2027/28 (Per Draft 24/25 Plan)	Current vs. Former Version Variance	Ongoing vs. Discrete	Project Type	Risk	Category of Highest Risk	Impact to Service	Strategic Alignment	Recommended Timing
Wrights Cove Terminal	CR000007	1,750,000	4,350,000	2,600,000	Discrete	Growth	HIGH	Financial	MED	HIGH	Ready to Proceed
Application Recapitalization	CI190009	800,000	800,000	-	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED	MED	Ready to Proceed
Business Intelligence Program	CI190010	1,200,000	1,200,000	-	Ongoing Program	Growth	HIGH	Service Delivery/Infra	MED	MED	Ready to Proceed
Business Performance Management Tool	BT30	430,000	430,000	-	Discrete	Growth	LOW	Financial	LOW		Conceptual
Corporate & Customer Services - Future Projects	BT21	75,000	-	(75,000)	Ongoing Program	Growth					
Corporate Scheduling	CI210019	-	2,900,000	2,900,000	Discrete	Asset Renewal			MED		Ready to Proceed
Council Chamber Technology Refresh	BT35	-	500,000	500,000	Discrete	Asset Renewal	MED	Service Delivery/Infra	MED	MED	Conceptual
CRM Software Replacement	CI990020	1,950,000	1,950,000	-	Discrete	Asset Renewal	MED	Service Delivery/Infra	MED	LOW	Conceptual
Cyber Security	CI200005	900,000	925,000	25,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Cyber Security Program (AG Recommendations)	BT33	-	4,060,000	4,060,000	Discrete	Growth	HIGH	Financial	HIGH	LOW	Preparation Underway
Digital Services	CI000001	1,000,000	1,025,000	25,000	Ongoing Program	Growth	HIGH	Service Delivery/Infra	MED	MED	Ready to Proceed
Finance & Asset Mgmt - Future Projects	BT19	500,000	-	(500,000)	Ongoing Program	Growth					
Finance & HR Business Foundations	CI200002	900,000	1,000,000	100,000	Discrete	Asset Renewal	MED	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Fire & Emergency - Future Projects	BT13	550,000	-	(550,000)	Ongoing Program	Growth					
Fleet Management Solution	BT01	-	4,810,000	4,810,000	Discrete	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Conceptual
GIS Service Management	CI230002	400,000	400,000	-	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED		Ready to Proceed
HRFE Intelligent Dispatching	CI190005	540,000	1,628,000	1,088,000	Discrete	Growth	MED	Service Delivery/Infra	MED	MED	Ready to Proceed
HRFE Mobile Data Terminal (MDT) Refresh	BT34	-	575,000	575,000	Discrete	Asset Renewal	MED	Health & Safety	MED	MED	Further Prep Required
HRFE Personal Accountability	BT07	300,000	300,000	-	Discrete	Asset Renewal	HIGH	Health & Safety	LOW		Conceptual
HRFE Service Request	BT09	300,000	300,000	-	Discrete	Asset Renewal	MED	Service Delivery/Infra	MED		Conceptual
HRFE Station Alerting	CI210013	400,000	1,710,000	1,310,000	Discrete	Growth	MED	Service Delivery/Infra	MED	LOW	Ready to Proceed
HRFE/HRP CAD to EMS Integration	BT08	586,000	586,000	-	Discrete	Growth	MED	Service Delivery/Infra	MED		Conceptual
HRM Enterprise Service Management	BT32	-	560,000	560,000	Discrete		MED	Service Delivery/Infra	MED		Further Prep Required
HRP Digital Communications Intercept Systems Upgrade	CI210017	580,000	580,000	-	Discrete	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH		Ready to Proceed
HRP Interview Room Recording System	CI210018	295,000	295,000	-	Discrete	Asset Renewal	VERY HIGH	Legal & Compliance	HIGH		Preparation Underway
HRP Intranet Refresh	CI220002	437,500	438,000	500	Discrete	Asset Renewal	VERY HIGH	Legal & Compliance	HIGH		Preparation Underway
HRP Records Mgmt. Optimization	CI990023	100,000	100,000	-	Discrete	Asset Renewal	MED	Health & Safety	MED	LOW	Preparation Underway
HRP Security Monitoring Video Surveillance	CI210016	270,000	270,000	-	Discrete	Asset Renewal	VERY HIGH	Legal & Compliance	HIGH		Ready to Proceed
Human Resources - Future Projects	BT17	50,000	-	(50,000)	Ongoing Program	Growth					
IT Business Tools	CI200004	1,800,000	1,800,000	-	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra	MED	MED	Ready to Proceed
IT Infrastructure Recap	CI200003	2,100,000	2,100,000	-	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED		Ready to Proceed
IT Service Management	CI200001	400,000	400,000	-	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED		Ready to Proceed
Legal - Future Projects	BT15	250,000	-	(250,000)	Ongoing Program	Growth					
Municipal Archives	CI210015	-	175,000	175,000	Discrete	Growth	MED	Culture/Heritage	MED	LOW	Ready to Proceed
Onboard GPS Based Transit Priority	Transit3	500,000	500,000	-	Discrete	Growth	LOW	Financial	LOW	MED	Ready to Proceed
Parks & Recreation - Future Projects	BT18	1,500,000	-	(1,500,000)	Ongoing Program	Growth					
Public Appointment Tool	BT11	200,000	200,000	-	Discrete	Growth	MED	Service Delivery/Infra	LOW	LOW	Conceptual
Recreation Software Transition Project	CI230001	250,000	10,000	(240,000)	Discrete	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Road Disruption Management Solution	CI190008	200,000	200,000	-	Discrete	Growth	MED	Service Delivery/Infra	MED	MED	Ready to Proceed
Strategies & Roadmaps Projects - Future Years	BT22	4,000,000	-	(4,000,000)	Ongoing Program	Growth					
Telus Elements Transition Project	BT03	-	675,000	675,000	Discrete	Asset Renewal	HIGH	Service Delivery/Infra	MED	LOW	Ready to Proceed
Transit Fare Management	CM210011	-	400,000	400,000	Discrete	Growth	LOW	Financial	MED	MED	Ready to Proceed
Transportation & Public Works - Future Projects	BT14	1,250,000	-	(1,250,000)	Ongoing Program	Growth					
Aerotech Business Park	CQ220001	18,000,000	18,000,000	-	Ongoing Program	Growth					
Burnside & City of Lakes Industrial Park	CQ220002	34,000,000	34,000,000	-	Ongoing Program	Growth					
Cultural Assets	CP190001	1,000,000	1,000,000	-	Ongoing Program	Asset Renewal	MED	Culture/Heritage	MED	LOW	Conceptual
District Capital Funds	Multiple	6,016,000	6,016,000	-	Ongoing Program	Growth					
Environmental Monitoring Site Work 101 Landfill	CW190004	1,856,000	1,426,000	(430,000)	Ongoing Program	Asset Renewal	VERY HIGH	Environmental		LOW	Preparation Underway
Industrial Land Acquisition and Lot Repurchase	BusPark4	5,000,000	5,000,000	-	Ongoing Program	Growth			NO IMPACT		
Ragged Lake Business Park	CQ220003	35,000,000	35,000,000	-	Ongoing Program	Growth					
Wastewater Oversizing	CT200009	-	4,817,000	4,817,000	Ongoing Program	Growth					Ready to Proceed
Wildland Urban Interface Initiatives	Equip 4	-	4,780,000	4,780,000	Ongoing Program	Growth	VERY HIGH	Service Delivery/Infra	HIGH	MED	Preparation Underway
Cemetery Upgrades	CP000020	1,400,000	2,350,000	950,000	Ongoing Program	Asset Renewal	MED	Financial	MED	0	Ready to Proceed
Dartmouth Waterfront Open Spaces Plan	Parks 2	-	150,000	150,000	Discrete	Asset Renewal					
District 11 Community Integration Fund	CW200001	300,000	300,000	-	Discrete	Growth					
Halifax Common Upgrades	CP200002	2,150,000	4,200,000	2,050,000	Ongoing Program	Asset Renewal	MED	Financial	HIGH	MED	Conceptual
Lockview High School Park All Weather Field	Parks 1	-	4,900,000	4,900,000	Discrete	Growth	LOW	Financial	HIGH	LOW	Ready to Proceed
Off-Leash Dog Parks	CP200007	800,000	-	(800,000)	Ongoing Program	Growth					
Park Development-New	CP210013	11,900,000	8,500,000	(3,400,000)	Ongoing Program	Growth	LOW	Financial	HIGH	LOW	Conceptual
Park Land Acquisition	CP200004	2,000,000	2,000,000	-	Ongoing Program	Growth	LOW	Financial	MED	LOW	Conceptual
Park Recapitalization	CP200001	21,650,000	23,385,000	1,735,000	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra	HIGH	LOW	Preparation Underway
Peace and Friendship Park Improvements	CP000011	800,000	1,000,000	200,000	Discrete	Asset Renewal	LOW	Financial	HIGH	LOW	Conceptual
Recreational Trails	CP190002	1,000,000	810,000	(190,000)	Ongoing Program	Growth	LOW	Financial	MED	LOW	Conceptual
Regional /Wilderness Park Development	CP000014	2,200,000	2,500,000	300,000	Ongoing Program	Growth	MED	Financial	HIGH	MED	Preparation Underway

Project Name	Project #	2024/25-2027/28 (Per 23/24 Plan)	2024/25-2027/28 (Per Draft 24/25 Plan)	Current vs. Former Version Variance	Ongoing vs. Discrete	Project Type	Risk	Category of Highest Risk	Impact to Service	Strategic Alignment	Recommended Timing
Shoreline Improvements/Water Access	CP180002	6,500,000	6,350,000	(150,000)	Ongoing Program	Asset Renewal	HIGH	Climate Change Hazards	MED	LOW	Conceptual
Splash Pads	CP210008	2,100,000	-	(2,100,000)	Ongoing Program	Growth					
Active Transportation	CR200001	39,000,000	54,550,000	15,550,000	Ongoing Program	Growth	HIGH	Legal & Compliance	HIGH	HIGH	Preparation Underway
Bedford West Road Oversizing	CTU01006	1,250,000	5,322,000	4,072,000	Ongoing Program	Growth	MED	Service Delivery/Infra	MED	HIGH	Further Prep Required
Bridges	CR200003	17,000,000	17,700,000	700,000	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	MED	MED	Preparation Underway
Burnside Connection to Hwy 107	CT000013	6,780,000	6,780,000	-	Discrete	Growth					
Bus Stop Accessibility/Improvements	CM190002	2,000,000	3,500,000	1,500,000	Ongoing Program	Asset Renewal					
Dartmouth Waterfront Emergency Access Route	Roads 5	-	12,350,000	12,350,000	Discrete	Growth	HIGH	Financial	MED	MED	Ready to Proceed
Downtown Dartmouth Infrastructure Renewal	CT190003	6,000,000	5,973,000	(27,000)	Discrete	Growth			HIGH		
Hartlen Street Connector	Mobility10	-	200,000	200,000	Discrete	Growth	LOW	Financial	LOW	MED	Conceptual
MacLennan Drive	CTU01365	1,850,000	-	(1,850,000)	Discrete	Growth	LOW	Financial	MED	HIGH	Further Prep Required
New Paving Streets - HRM Roads	CR180006	1,500,000	1,500,000	-	Ongoing Program	Growth	MED	Legal & Compliance	MED	MED	Preparation Underway
New Paving Subdivisions - Provincial Roads	CR210007	2,500,000	1,250,000	(1,250,000)	Ongoing Program	Growth	MED	Legal & Compliance	MED	MED	Preparation Underway
Other Road Related Works	CR200004	9,000,000	9,000,000	-	Ongoing Program	Asset Renewal	HIGH	Health & Safety	MED	MED	Preparation Underway
Port Wallace Roadway Oversizing	CT220002	5,940,000	21,718,000	15,778,000	Discrete	Growth	MED	Service Delivery/Infra	MED	HIGH	Preparation Underway
Rainnie/Brunswick Complete Streets	CR210010	2,400,000	-	(2,400,000)	Discrete	Growth	MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
Regional Centre AAA Bikeways	CR200007	50,100,000	41,445,000	(8,655,000)	Ongoing Program	Growth	VERY HIGH	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
Rockcliffe Cres	Roads4	1,000,000	1,000,000	-	Discrete	Growth	HIGH	Health & Safety	LOW	LOW	Conceptual
Ross Road Realignment	CT000012	1,200,000	3,000,000	1,800,000	Discrete	Growth	HIGH	Healthy & Safety	MED	HIGH	Further Prep Required
Shearwater Connector	CT000016	13,400,000	-	(13,400,000)	Discrete	Growth	MED	Environmental	MED	HIGH	Conceptual
Sidewalk Renewals	CR200002	11,500,000	10,000,000	(1,500,000)	Ongoing Program	Asset Renewal	HIGH	Financial	HIGH	MED	Preparation Underway
Street Recapitalization	CR200006	239,250,000	245,035,000	5,785,000	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
Streetscape Renewal	CT200007	200,000	200,000	-	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra		HIGH	Ready to Proceed
Streetscaping	CT190001	2,000,000	700,000	(1,300,000)	Ongoing Program	Growth	MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
Subdivision Egress Roads	Roads 6	-	4,000,000	4,000,000	Ongoing Program	Growth					
Tactical Urbanism	CT200008	700,000	1,250,000	550,000	Ongoing Program	Growth	MED	Service Delivery/Infra		HIGH	
Controller Cabinet & Detection	CT200004	1,570,000	1,570,000	-	Ongoing Program	Asset Renewal	HIGH	Climate Change Hazards	HIGH	MED	Ready to Proceed
Destination Signage Program	CTR00094	400,000	500,000	100,000	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
Opticom Signalization	CT190004	309,000	309,000	-	Ongoing Program	Asset Renewal	HIGH	Legal & Compliance	MED	LOW	Ready to Proceed
Road Safety Improvement	CT190006	19,000,000	20,000,000	1,000,000	Ongoing Program	Growth	HIGH	Service Delivery/Infra	HIGH	HIGH	Ready to Proceed
Street Lighting	CT200001	1,550,000	1,550,000	-	Ongoing Program	Asset Renewal	MED	Climate Change Hazards	MED	MED	Ready to Proceed
Traffic Signal Re-lamping	CT180003	1,650,000	1,100,000	(550,000)	Ongoing Program	Asset Renewal	MED	Health & Safety	MED	LOW	Ready to Proceed
Access-A-Bus Replacement	CM200001	5,865,000	7,980,000	2,115,000	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	HIGH	Ready to Proceed
Articulated Conventional Bus Replacement	Transit24	37,690,000	39,000,000	1,310,000	Discrete	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	HIGH	Further Prep Required
Bus Maintenance Equipment Replacement	CM200005	2,300,000	1,890,000	(410,000)	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Computer Table Replacement in Police Vehicles	Equip 6	-	160,000	160,000	Ongoing Program	Asset Renewal					
Emergency Back-Up Radio System	Equip2	2,710,000	2,710,000	-	Discrete	Asset Renewal	MED	Health & Safety	MED	LOW	Preparation Underway
Ferry and Terminal Security Capital Upgrades	CV210007	650,000	650,000	-	Ongoing Program	Asset Renewal	HIGH	Financial	MED	MED	Ready to Proceed
Ferry Overhaul and Capital Upgrades	CM200007	1,800,000	2,900,000	1,100,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	HIGH	MED	Ready to Proceed
Fire Fleet Expansion	CV240003	1,125,000	7,625,000	6,500,000	Ongoing Program	Growth	VERY HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Fire Fleet Replacement	CV240004	14,360,000	75,335,000	60,975,000	Ongoing Program	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Fire Services Equipment Replacement	CE200004	8,930,000	5,190,000	(3,740,000)	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Fire Services Water Supply	CE190001	411,000	1,300,000	889,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Preparation Underway
Heavy Urban Search & Rescue Equipment	CE200005	2,050,000	2,752,000	702,000	Ongoing Program	Growth	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
HRFE Breathing Apparatus	CE230001	-	3,950,000	3,950,000	Ongoing Program	Asset Renewal					
HRP Integrated Emergency Services Console/Desk Unit Refresh	CE220001	480,000	480,000	-	Discrete	Asset Renewal	VERY HIGH	Service Delivery/Infra	HIGH		Preparation Underway
Ice Resurfacer Replacement	CE190005	710,000	720,000	10,000	Ongoing Program	Asset Renewal	MED	Service Delivery/Infra	MED	LOW	Ready to Proceed
Margeson Drive Regional Express	Transit8	2,000,000	2,000,000	-	Discrete	Growth	LOW	Financial	MED	HIGH	Ready to Proceed
Mid Life Ferry Rebuild	Transit26	-	560,000	560,000	Ongoing Program	Asset Renewal					
Mid-Life Bus Rebuild	CM200004	8,607,000	12,810,000	4,203,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Municipal Fleet Expansion	CV240001	-	7,031,000	7,031,000	Ongoing Program	Growth	HIGH	Financial	HIGH	LOW	Ready to Proceed
Municipal Fleet Replacement	CV240002	10,420,000	29,211,000	18,791,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
New/Replacement Green Carts	CW190001	2,870,000	2,655,000	(215,000)	Ongoing Program	Growth	VERY HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Police Fleet Expansion	CV240005	-	1,525,000	1,525,000		Growth	HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Police Fleet Replacement	CV240006	5,870,000	12,720,000	6,850,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	LOW	Ready to Proceed
Police Services Equipment Replacement	CE190002	2,400,000	2,625,000	225,000	Ongoing Program	Asset Renewal	VERY HIGH	Health & Safety	HIGH		Ready to Proceed
Printer Replacement in Police Vehicles	Equip 5	-	200,000	200,000	Ongoing Program	Asset Renewal					
Rural Depots	CW200003	950,000	1,140,000	190,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	MED	LOW	Ready to Proceed
Security Equipment Replacements	Equip8	-	1,200,000	1,200,000	Ongoing Program	Asset Renewal					
Structural Fire Training Prop	Equip7	-	3,000,000	3,000,000	Discrete	Asset Renewal	VERY HIGH	Health & Safety	HIGH	LOW	Preparation Underway
TMR Radio Replacement	Equip 3	-	7,324,000	7,324,000	Discrete	Asset Renewal	VERY HIGH	Financial	HIGH	LOW	Preparation Underway
Transit Radio Communications Refresh	Transit9	200,000	1,200,000	1,000,000	Ongoing Program	Asset Renewal	VERY HIGH	Financial	LOW	MED	Ready to Proceed
Transit Support Vehicle Expansion	CV220016	-	90,000	90,000	Ongoing Program	Growth	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
Transit Support Vehicle Replacement	CM200003	720,000	760,000	40,000	Ongoing Program	Asset Renewal	HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed

Project Name	Project #	2024/25-2027/28 (Per 23/24 Plan)	2024/25-2027/28 (Per Draft 24/25 Plan)	Current vs. Former Version Variance	Ongoing vs. Discrete	Project Type
Total Base Capital Program		\$ 1,066,877,500	\$ 1,261,446,000	\$ 194,568,500		
Burnside Transit Centre Eco-Rebuild	CB230025	350,000,000	165,000,000	(185,000,000)	Discrete	Growth
Cogswell Interchange Redevelopment	CT000007	50,350,000	51,600,000	1,250,000	Discrete	Growth
Electric Bus Replacement Phase 2	Transit20	62,381,000	25,000,000	(37,381,000)	Ongoing Program	Asset Renewal
Expansion Buses	Transit22	3,438,000	13,690,000	10,252,000	Discrete	Growth
HalifACT - Climate Action Plan:						
HalifACT - Critical Infrastructure Projects	C2230600	32,600,000	22,600,000	(10,000,000)	Ongoing Program	Growth
HalifACT - Fleet Electrification	C2230300	23,535,000	29,837,000	6,302,000	Ongoing Program	Growth
HalifACT - Municipal Building Retrofits	C2230100	85,202,000	65,192,000	(20,010,000)	Ongoing Program	Asset Renewal
HalifACT - Public Charging Infrastructure	C2230200	3,700,000	3,700,000	-	Ongoing Program	Growth
HalifACT - Shore Rd Resilience Improvements	C2230400	4,400,000	4,401,000	1,000	Discrete	Growth
HalifACT - Small Projects Bundle	C2230700	8,000,000	6,500,000	(1,500,000)	Ongoing Program	Growth
Halifax Forum Redevelopment	CB190013	107,500,000	92,000,000	(15,500,000)	Discrete	Asset Renewal
IMP Land Acquisition	CT190009	45,820,000	70,000,000	24,180,000	Ongoing Program	Growth
Major Strategic Multi Modal Corridor: Alderney Dr (Dundas St-Wyse Rd)	Mobility6	3,800,000	3,800,000	-	Discrete	Asset Renewal
Major Strategic Multi Modal Corridor: Barrington St (North St-Spring Garden Rd)	Mobility8	2,000,000	5,000,000	3,000,000	Discrete	Asset Renewal
Major Strategic Multi Modal Corridor: Bayers Road	CT200002	4,700,000	5,300,000	600,000	Discrete	Growth
Major Strategic Multi Modal Corridor: Bedford Highway	CT190008	4,350,000	-	(4,350,000)	Discrete	Growth
Major Strategic Multi Modal Corridor: Dutch Village Rd	CT200003	6,000,000	6,000,000	-	Discrete	Growth
Major Strategic Multi Modal Corridor: Herring Cove Road	CT190005	9,200,000	3,200,000	(6,000,000)	Discrete	Growth
Major Strategic Multi Modal Corridor: Highway 7 - Magazine Hill	Mobility14	3,000,000	-	(3,000,000)	Discrete	Growth
Major Strategic Multi Modal Corridor: Lower Water St (Morris St-Duke St)	Mobility4	10,000,000	-	(10,000,000)	Discrete	Growth
Major Strategic Multi Modal Corridor: Portland Street	CT190002	2,350,000	-	(2,350,000)	Discrete	Growth
Major Strategic Multi Modal Corridor: Robie St & Young St	CT200006	2,150,000	21,200,000	19,050,000	Discrete	Growth
Major Strategic Multi Modal Corridor: Trunk 7 (Main St), Dartmouth	Mobility11	3,300,000	-	(3,300,000)	Discrete	Asset Renewal
Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	CT200005	2,100,000	-	(2,100,000)	Discrete	Asset Renewal
Major Strategic Multi Modal Corridors - Studies and Design	CT220001	3,170,000	6,650,000	3,480,000	Ongoing Program	Growth
Mill Cove Ferry Service	CV210013	255,000,000	266,000,000	11,000,000	Discrete	Growth
Windsor Street Exchange	CT190010	44,225,000	87,000,000	42,775,000	Discrete	Growth
Total Strategic Initiatives Capital Program		\$ 1,132,271,000	\$ 953,670,000	\$ (178,601,000)		

Risk	Category of Highest Risk	Impact to Service	Strategic Alignment	Recommended Timing
VERY HIGH	Financial	HIGH	HIGH	Ready to Proceed
MED	Service Delivery/Infra	HIGH	MED	Further Prep Required
LOW	Financial	HIGH	HIGH	Preparation Underway
LOW	Financial	HIGH	HIGH	Ready to Proceed
VERY HIGH	Climate Change Hazards	HIGH	HIGH	Further Prep Required
HIGH	Financial	HIGH	LOW	Ready to Proceed
HIGH	Financial	HIGH	MED	Further Prep Required
HIGH	Environmental	HIGH	MED	Ready to Proceed
VERY HIGH	Climate Change Hazards	HIGH	MED	Preparation Underway
HIGH	Financial	HIGH	MED	Ready to Proceed
HIGH	Service Delivery/Infra	HIGH	MED	Ready to Proceed
VERY HIGH	Financial	HIGH	HIGH	Preparation Underway
MED	Service Delivery/Infra	HIGH	HIGH	Conceptual
MED	Service Delivery/Infra	HIGH	HIGH	Further Prep Required
MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
HIGH	Climate Change Hazards	HIGH	HIGH	Further Prep Required
MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
MED	Service Delivery/Infra	HIGH	HIGH	Further Prep Required
MED	Service Delivery/Infra	HIGH	HIGH	Further Prep Required
MED	Service Delivery/Infra	HIGH	HIGH	Preparation Underway
MED	Service Delivery/Infra	HIGH	HIGH	Ready to Proceed
HIGH	Healthy & Safety	HIGH	HIGH	Preparation Underway
MED	Climate Change Hazards	HIGH	HIGH	Ready to Proceed
LOW	Financial	HIGH	HIGH	Preparation Underway
HIGH	Service Delivery/Infra	HIGH	HIGH	Further Prep Required