

2024/25

Draft Capital Plan



TABLE OF CONTENTS

CAPITAL PROJECT INDEX

CAPITAL PLAN OVERVIEW [A](#)

- Capital Plan Overview
- 2023/24 Asset Condition Report

2024/25 CAPITAL PLAN - PROJECT DETAIL SHEETS:

BUILDINGS/FACILITIES [B](#)

BUSINESS SYSTEMS [C](#)

OUTDOOR RECREATION [D](#)

- Outdoor Sport Facilities
- Parks

ROADS, ACTIVE TRANSPORTATION & BRIDGES [E](#)

- Bridges
- Roads & Active Transportation

TRAFFIC & STREETLIGHTS [F](#)

- Streetlights
- Traffic Signs / Signalization/ Equipment

VEHICLES, VESSELS & EQUIPMENT [G](#)

- Equipment & Machinery
- Vehicles
- Vessels

OTHER ASSETS [H](#)

- Art & Cultural Assets
- Business Parks
- HalifACT Projects
- Landfill Assets
- Natural Assets
- Varied Assets
- Stormwater / Wastewater Assets

Capital Project Index

Project Name	Budget Category	Page #
Access-A-Bus Replacement	Vehicles, Vessels & Equipment	G23
Accessibility - HRM Facilities	Buildings/Facilities	B1
Active Transportation	Roads, Active Transportation & Bridges	E3
Aerotech Business Park	Other Assets	H2
Alderney Gate Library Renos	Buildings/Facilities	B2
Alderney Gate Recapitalization	Buildings/Facilities	B3
Application Recapitalization	Business Systems	C1
Articulated Conventional Bus Replacement	Vehicles, Vessels & Equipment	G24
Bedford Library Replacement	Buildings/Facilities	B4
Bedford West Road Oversizing	Roads, Active Transportation & Bridges	E6
Beechville Lakeside Timberlea Recreation Centre Recap	Buildings/Facilities	B5
Bridges	Roads, Active Transportation & Bridges	E1
Building Recap Future-Parks & Rec	Buildings/Facilities	B6
Burnside & City of Lakes Industrial Park	Other Assets	H3
Burnside Composting Facility Repairs	Buildings/Facilities	B7
Burnside Connection to Hwy 107	Roads, Active Transportation & Bridges	E7
Burnside Transit Centre Eco-Rebuild	Buildings/Facilities	B8
Bus Maintenance Equipment Replacement	Vehicles, Vessels & Equipment	G1
Bus Stop Accessibility/Improvements	Roads, Active Transportation & Bridges	E8
Business Intelligence Program	Business Systems	C2
Business Performance Management Tool	Business Systems	C3
Captain William Spry Library Renos	Buildings/Facilities	B9
Captain William Spry Renovations	Buildings/Facilities	B10
Cemetery Upgrades	Outdoor Recreation	D2
Citadel Community Centre	Buildings/Facilities	B11
Cobequid Transit Terminal Refresh	Buildings/Facilities	B12
Cogswell Interchange Redevelopment	Roads, Active Transportation & Bridges	E9
Cole Harbour Place	Buildings/Facilities	B13
Cole Harbour Recreation Renovations	Buildings/Facilities	B14
Community Recreation Facilities Recap	Buildings/Facilities	B15
Composting/Anaerobic Digestion (AD) Plant	Buildings/Facilities	B16
Computer Table Replacement in Police Vehicles	Vehicles, Vessels & Equipment	G2
Controller Cabinet & Detection	Traffic & Streetlights	F2
Corporate Accommodations	Buildings/Facilities	B17
Corporate Cashiering	Business Systems	C4
Corporate Scheduling	Business Systems	C5
Council Chamber Technology Refresh	Business Systems	C6
CRM Software Replacement	Business Systems	C7
Cultural Assets	Other Assets	H1
Cyber Security	Business Systems	C8
Cyber Security Program (AG Recommendations)	Business Systems	C9
Dartmouth Waterfront Emergency Access Route	Roads, Active Transportation & Bridges	E10
Dartmouth Waterfront Open Spaces Plan	Outdoor Recreation	D3
Demolition of 1940 Gottingen Street	Buildings/Facilities	B18
Destination Signage Program	Traffic & Streetlights	F3
Digital Services	Business Systems	C10

Capital Project Index

Project Name	Budget Category	Page #
District 11 Community Integration Fund	Outdoor Recreation	D4
District Capital Accounts	Other Assets	H15
Downtown Dartmouth Infrastructure Renewal	Roads, Active Transportation & Bridges	E11
E-Agenda Software	Business Systems	C11
East Dartmouth CC Renovation	Buildings/Facilities	B19
Electric Bus Procurement	Vehicles, Vessels & Equipment	G25
Electric Bus Replacement Phase 2	Vehicles, Vessels & Equipment	G26
Emergency Back-Up Radio System	Vehicles, Vessels & Equipment	G3
Enterprise Content & Records Mgmt.	Business Systems	C12
Environmental Monitoring Site Work 101 Landfill	Other Assets	H13
Environmental Remediation/Bldg. Demo	Buildings/Facilities	B20
Expansion Buses	Vehicles, Vessels & Equipment	G27
Ferry and Terminal Security Capital Upgrades	Vehicles, Vessels & Equipment	G42
Ferry Maintenance Facility	Buildings/Facilities	B21
Ferry Overhaul and Capital Upgrades	Vehicles, Vessels & Equipment	G43
Ferry Terminal Pontoon Rehab	Buildings/Facilities	B22
Finance & HR Business Foundations	Business Systems	C13
Fire Fleet Expansion	Vehicles, Vessels & Equipment	G28
Fire Fleet Replacement	Vehicles, Vessels & Equipment	G29
Fire Services Equipment Replacement	Vehicles, Vessels & Equipment	G4
Fire Services Water Supply	Vehicles, Vessels & Equipment	G5
Fire Station 2 University Ave Recap	Buildings/Facilities	B23
Fixed Route Planning, Scheduling, & Operations	Business Systems	C14
Fleet Management Solution	Business Systems	C15
General Building Recapitalization	Buildings/Facilities	B24
George Dixon Community Ctr Recap	Buildings/Facilities	B26
GIS Service Management	Business Systems	C16
HalifACT - Critical Infrastructure Projects	Other Assets	H6
HalifACT - Fleet Electrification	Other Assets	H7
HalifACT - Municipal Building Retrofits	Other Assets	H8
HalifACT - Public Charging Infrastructure	Other Assets	H10
HalifACT - Shore Rd Resilience Improvements	Other Assets	H11
HalifACT - Small Projects Bundle	Other Assets	H12
Halifax 4 Pad Arena	Buildings/Facilities	B27
Halifax City Hall/Grand Parade Restore	Buildings/Facilities	B28
Halifax Common Pool Reconstruction	Buildings/Facilities	B29
Halifax Common Upgrades	Outdoor Recreation	D5
Halifax Forum Redevelopment	Buildings/Facilities	B30
Halifax North Memorial Public Library	Buildings/Facilities	B31
Halifax Regional Fire & Emergency Headquarters and Station 1	Buildings/Facilities	B32
Hartlen Street Connector	Roads, Active Transportation & Bridges	E12
Heavy Urban Search & Rescue Equipment	Vehicles, Vessels & Equipment	G6
Heritage Facilities Recapitalization	Buildings/Facilities	B33
HRFE AVL Devices	Business Systems	C17
HRFE Breathing Apparatus	Vehicles, Vessels & Equipment	G7
HRFE Dispatch Systems	Business Systems	C18

Capital Project Index

Project Name	Budget Category	Page #
HRFE Facility Improvements	Buildings/Facilities	B34
HRFE FDM Review/Enhance	Business Systems	C19
HRFE Intelligent Dispatching	Business Systems	C20
HRFE Mobile Data Terminal (MDT) Refresh	Business Systems	C21
HRFE Personal Accountability	Business Systems	C22
HRFE Service Request	Business Systems	C23
HRFE Station Alerting	Business Systems	C24
HRFE/HRP CAD to EMS Integration	Business Systems	C25
HRM Depot Upgrades	Buildings/Facilities	B35
HRM Enterprise Service Management	Business Systems	C26
HRP Digital Communications Intercept Systems Upgrade	Business Systems	C27
HRP Integrated Emergency Services Console/Desk Unit Refresh	Vehicles, Vessels & Equipment	G8
HRP Interview Room Recording System	Business Systems	C28
HRP Intranet Refresh	Business Systems	C29
HRP Records Mgmt. Optimization	Business Systems	C30
HRP Security Monitoring Video Surveillance	Business Systems	C31
Ice Resurfacer Replacement	Vehicles, Vessels & Equipment	G9
IMP Land Acquisition	Roads, Active Transportation & Bridges	E13
Industrial Land Acquisition and Lot Repurchase	Other Assets	H4
IT Business Tools	Business Systems	C32
IT Infrastructure Recap	Business Systems	C33
IT Service Management	Business Systems	C34
Lockview High School Park All Weather Field	Outdoor Recreation	D1
Mackintosh Campus – Phase 2	Buildings/Facilities	B36
Major Strategic Multi Modal Corridor: Alderney Dr (Dundas St-Wyse Rd)	Roads, Active Transportation & Bridges	E14
Major Strategic Multi Modal Corridor: Barrington St (North-Spring Garden)	Roads, Active Transportation & Bridges	E15
Major Strategic Multi Modal Corridor: Bayers Road	Roads, Active Transportation & Bridges	E16
Major Strategic Multi Modal Corridor: Dutch Village Rd	Roads, Active Transportation & Bridges	E17
Major Strategic Multi Modal Corridor: Herring Cove Road	Roads, Active Transportation & Bridges	E18
Major Strategic Multi Modal Corridor: Robie St & Young St	Roads, Active Transportation & Bridges	E19
Major Strategic Multi Modal Corridors - Studies and Design	Roads, Active Transportation & Bridges	E20
Margeson Drive Regional Express	Vehicles, Vessels & Equipment	G30
Materials Recovery Facility Repairs	Buildings/Facilities	B37
Metropark Upgrades	Buildings/Facilities	B38
Mid Life Ferry Rebuild	Vehicles, Vessels & Equipment	G44
Mid-Life Bus Rebuild	Vehicles, Vessels & Equipment	G31
Mill Cove Ferry Service	Vehicles, Vessels & Equipment	G45
Moving Forward Together Plan Implementation	Roads, Active Transportation & Bridges	E22
Multi-District Facilities-Upgrades	Buildings/Facilities	B39
Mumford Transit Terminal Replacement	Buildings/Facilities	B41
Municipal Archives	Business Systems	C35
Municipal Fleet Expansion	Vehicles, Vessels & Equipment	G32
Municipal Fleet Replacement	Vehicles, Vessels & Equipment	G34
Needham Community Centre Recap	Buildings/Facilities	B42
New Ferry Berthing Infrastructure	Buildings/Facilities	B43
New Fire Training Facility	Buildings/Facilities	B44

Capital Project Index

Project Name	Budget Category	Page #
New Organics Facility	Buildings/Facilities	B45
New Paving Streets - HRM Roads	Roads, Active Transportation & Bridges	E23
New Paving Subdivisions - Provincial Roads	Roads, Active Transportation & Bridges	E24
New/Replacement Green Carts	Vehicles, Vessels & Equipment	G10
Onboard GPS Based Transit Priority	Business Systems	C36
Operational & EMO Infrastructure Resiliency	Buildings/Facilities	B46
Operator Safety Barriers	Vehicles, Vessels & Equipment	G36
Opticom Signalization	Traffic & Streetlights	F4
Organic Facilities Decommissioning	Buildings/Facilities	B47
Other Road Related Works	Roads, Active Transportation & Bridges	E26
Paratransit Technology	Business Systems	C37
Park Development-New	Outdoor Recreation	D6
Park Land Acquisition	Outdoor Recreation	D8
Park Recapitalization	Outdoor Recreation	D10
Parking Technology	Business Systems	C38
Peace and Friendship Park Improvements	Outdoor Recreation	D13
Penhorn Transit Terminal Refresh	Buildings/Facilities	B48
Permitting, Licensing, Compliance (PLC)	Business Systems	C39
Police Fleet Expansion	Vehicles, Vessels & Equipment	G37
Police Fleet Replacement	Vehicles, Vessels & Equipment	G38
Police Headquarters	Buildings/Facilities	B49
Police Services Equipment Replacement	Vehicles, Vessels & Equipment	G11
Port Wallace Roadway Oversizing	Roads, Active Transportation & Bridges	E29
Printer Replacement in Police Vehicles	Vehicles, Vessels & Equipment	G13
Prospect Rd Community Centre Upgrades	Buildings/Facilities	B50
Public Appointment Tool	Business Systems	C40
Public Wi-Fi	Business Systems	C41
Ragged Lake Business Park	Other Assets	H5
Ragged Lake Composting Recapitalization	Buildings/Facilities	B51
Railway Crossing Improvements	Roads, Active Transportation & Bridges	E30
Rainnie/Brunswick Complete Streets	Roads, Active Transportation & Bridges	E31
Rapid Transit Strategy Project Planning	Roads, Active Transportation & Bridges	E32
RBC Centre	Buildings/Facilities	B52
Recreation Software Transition Project	Business Systems	C42
Recreational Trails	Outdoor Recreation	D14
Regional /Wilderness Park Development	Outdoor Recreation	D15
Regional Centre AAA Bikeways	Roads, Active Transportation & Bridges	E33
Regional Library Facility Upgrades	Buildings/Facilities	B53
Regional Park Washrooms	Buildings/Facilities	B54
Road Disruption Management Solution	Business Systems	C44
Road Safety Improvement	Traffic & Streetlights	F5
Rockcliffe Cres	Roads, Active Transportation & Bridges	E35
Roof Recapitalization	Buildings/Facilities	B55
Ross Road Realignment	Roads, Active Transportation & Bridges	E36
Rural Depots	Vehicles, Vessels & Equipment	G14
Sackville Sports Stadium	Buildings/Facilities	B56

Capital Project Index

Project Name	Budget Category	Page #
Sackville Sports Stadium Revitalization	Buildings/Facilities	B57
Salt Scale Solution	Business Systems	C45
Scotiabank Centre	Buildings/Facilities	B58
Security Equipment Replacements	Vehicles, Vessels & Equipment	G15
Shearwater Connector	Roads, Active Transportation & Bridges	E37
Sheet Harbour Fire Station	Buildings/Facilities	B59
Sheet Harbour Recreation Centre	Buildings/Facilities	B60
Shoreline Improvements/Water Access	Outdoor Recreation	D16
Sidewalk Renewals	Roads, Active Transportation & Bridges	E38
Spryfield Lions Arena	Buildings/Facilities	B61
St. Mary's Boat Club	Buildings/Facilities	B62
Street Lighting	Traffic & Streetlights	F1
Street Recapitalization	Roads, Active Transportation & Bridges	E40
Streetscape Renewal	Roads, Active Transportation & Bridges	E44
Streetscapes - Spring Garden Rd	Roads, Active Transportation & Bridges	E45
Streetscaping	Roads, Active Transportation & Bridges	E46
Structural Fire Training Prop	Vehicles, Vessels & Equipment	G17
Subdivision Egress Roads	Roads, Active Transportation & Bridges	E47
Tactical Urbanism	Roads, Active Transportation & Bridges	E48
Telus Elements Transition Project	Business Systems	C46
TMR Radio Replacement	Vehicles, Vessels & Equipment	G18
Traffic Signal Re-lamping	Traffic & Streetlights	F9
Transit Facility Investment Strategy	Buildings/Facilities	B63
Transit Fare Management	Business Systems	C47
Transit Priority Measures	Roads, Active Transportation & Bridges	E49
Transit Radio Communications Refresh	Vehicles, Vessels & Equipment	G20
Transit Strategies/Studies	Vehicles, Vessels & Equipment	G39
Transit Support Vehicle Expansion	Vehicles, Vessels & Equipment	G40
Transit Support Vehicle Replacement	Vehicles, Vessels & Equipment	G41
Urban Forestry Plan Implementation	Other Assets	H14
Wanderers Grounds Bengal Lancers Arena	Buildings/Facilities	B64
Wastewater Oversizing	Other Assets	H16
Wildland Urban Interface Initiatives	Vehicles, Vessels & Equipment	G21
Windsor Street Exchange	Roads, Active Transportation & Bridges	E50
Wrights Cove Terminal	Buildings/Facilities	B65

Capital Plan Overview

CAPITAL PLAN OVERVIEW

The Halifax Regional Municipality's (HRM) significant asset inventory (\$4.3 Billion book value at March 31, 2023) is put to good use every day to enable service delivery to the community. Once an asset is put into operation, annual funding and regular capital investments are required to operate, repair and regularly rehabilitate that investment throughout its serviceable life.

While asset operational costs, including routine repairs and maintenance, are funded within Business Units' operating budgets, HRM's capital budget includes activities to purchase, construct, rehabilitate and replace assets. In 2024/25, Municipal staff will manage 184 active capital projects and the overall plan is presented in two distinctly focussed capital programs, the **Base Capital Program**, and the **Strategic Initiatives Program**.

The 2024/25 – 2027/28 base capital plan prioritizes projects which aim to maintain municipal service levels and mitigate the risks in service disruption and safety.

Figure 1 – 2024/25 Four-Year Base Capital Plan (In Thousands)

Asset Category	2024/25	2025/26	2026/27	2027/28	4-Yr Total
Buildings/Facilities	\$ 51,600	\$ 81,825	\$ 95,105	\$ 101,935	\$ 330,465
Business Systems	13,160	9,815	7,689	3,138	33,802
District Capital Funds	1,504	1,504	1,504	1,504	6,016
Outdoor Recreation	13,095	17,550	13,350	12,450	56,445
Roads, Active Transportation & Bridges	87,153	110,610	116,078	132,632	446,473
Traffic & Streetlights	6,175	6,125	5,725	7,004	25,029
Vehicles, Vessels & Equipment	55,759	54,889	46,192	81,853	238,693
Other Assets	17,405	17,220	23,173	46,225	104,023
Total Base Capital Plan	\$ 245,851	\$ 299,538	\$ 308,816	\$ 386,741	\$ 1,240,946

The 2024/25 – 2027/28 strategic initiatives plan includes projects which aim primarily to achieve the objectives in the HalifACT Climate Action Plan and the Integrated Mobility Plan.

Figure 2 – 2024/25 Four-Year Strategic Initiatives Plan (In Thousands)

Strategic Initiative	2024/25	2025/26	2026/27	2027/28	4-Yr Total
Cogswell Interchange Redevelopment	\$ 27,650	\$ 23,950	\$ -	\$ -	\$ 51,600
Halifax Forum Redevelopment	-	5,000	40,000	47,000	92,000
HRP Headquarters	500	500	1,500	18,000	20,500
HalifACT Climate Action Plan Projects	18,585	36,866	34,463	42,316	132,230
Integrated Mobility Plan (IMP) Projects	16,650	209,192	261,150	190,848	677,840
Total Strategic Initiatives Plan	\$ 63,385	\$ 275,508	\$ 337,113	\$ 298,164	\$ 974,170

Figure 3 – 2024/25 Four-Year Total Capital Plan (In Thousands)

Base Capital & Strategic Initiatives	2024/25	2025/26	2026/27	2027/28	4-Yr Total
TOTAL CAPITAL PLAN	\$ 309,236	\$ 575,046	\$ 645,929	\$ 684,905	\$ 2,215,116

SUSTAINABLE AND RELIABLE BASE PROGRAM

The long-term capital program begins by first agreeing upon a standard for each municipal service delivery area with its residents that is balanced with a funding plan. Municipal staff utilize their expertise to determine the appropriate technical design and size of inventory required to meet the defined service levels.

Infrastructure assets require adequate operating budgets to carry out routine preventative maintenance to minimize disruption to reliable, high-quality service and maximize operating life. Well-maintained assets allow mid-life rehabilitation and end-of-life replacements to be predictable, strategic, and sustainable. This approach aims to minimize overall cost of ownership.

Events of the last few years are challenging previously held estimates on useful life and capacity of municipal infrastructure. Extreme weather events have necessitated unplanned rehabilitation and replacements of assets and infrastructure. The municipal road network bore the brunt of the flood damage. While repairs and reinstatement work has occurred, it is expected that the normal useful life of these assets will be reduced. Predicting the degree to which asset life is reduced by the events of the past summer and future weather events will test the flexibility of capital planning.

Population growth experienced since 2021 and further growth projected under the Regional Plan are having a profound impact on the way the municipality plans for its base program. Assets are reaching service delivery capacity faster than expected and renewal/replacement projects must now consider expansion as part of the planning process.

Looking forward, creating a financially sustainable infrastructure investment program demands a commitment to focus decision-making on service delivery standards which can be supported by the taxpayer burden, while considering the impacts of planned growth.

GOAL

Own & operate Municipal Infrastructure at minimal total lifecycle cost while delivering the desired service levels.

Figure 4 – 2024/25 Four-Year Capital Plan by Service Area (In Thousands)

Service Area	2024/25	2025/26	2026/27	2027/28	4-Yr Total
City-Wide Support Services	\$ 30,614	\$ 23,374	\$ 24,829	\$ 25,744	\$ 104,561
Buildings/Facilities	7,650	7,375	11,100	8,365	34,490
Business Systems	8,805	5,995	3,625	2,175	20,600
District Capital Funds	1,504	1,504	1,504	1,504	6,016
Vehicles, Vessels & Equipment	9,555	1,500	1,600	1,700	14,355
Other Assets	3,100	7,000	7,000	12,000	29,100
Environmental & Public Health	\$ 11,230	\$ 34,455	\$ 31,534	\$ 31,826	\$ 109,045
Buildings/Facilities	10,450	31,600	28,351	28,606	99,007
Vehicles, Vessels & Equipment	675	665	710	1,745	3,795
Other Assets	105	2,190	2,473	1,475	6,243
General Government	\$ 16,000	\$ 12,000	\$ 20,000	\$ 44,500	\$ 92,500
Business Systems	500	-	-	-	500
Other Assets	15,500	12,000	20,000	44,500	92,000
Protective Services	\$ 50,333	\$ 56,889	\$ 46,081	\$ 50,840	\$ 204,143
Buildings/Facilities	17,000	21,000	10,000	23,500	71,500
Business Systems	1,985	1,410	2,924	463	6,782
Traffic & Streetlights	75	75	75	84	309
Vehicles, Vessels & Equipment	29,723	31,624	32,632	26,793	120,772
Other Assets	1,550	2,780	450	-	4,780
Recreation & Cultural Services	\$ 34,325	\$ 57,440	\$ 113,880	\$ 134,440	\$ 340,085
Buildings/Facilities	20,800	39,450	100,100	121,560	281,910
Business Systems	-	10	-	-	10
Outdoor Recreation	13,095	17,550	13,350	12,450	56,445
Vehicles, Vessels & Equipment	180	180	180	180	720
Other Assets	250	250	250	250	1,000
Transportation Services	\$ 166,734	\$ 390,888	\$ 409,605	\$ 397,555	\$ 1,364,782
Buildings/Facilities	2,200	27,900	66,650	89,500	186,250
Business Systems	1,870	2,400	1,140	500	5,910
Roads, Active Transportation & Bridges	120,453	173,502	202,228	210,040	706,223
Traffic & Streetlights	6,100	6,050	5,650	6,920	24,720
Vehicles, Vessels & Equipment	15,626	31,170	11,070	79,875	137,741
Other Assets	20,485	149,866	122,867	10,720	303,938
Grand Total	\$ 309,236	\$ 575,046	\$ 645,929	\$ 684,905	\$ 2,215,116

PRIORITIZING INVESTMENT

WHERE TO INVEST?

Limited Resources
+
Unlimited Requests

The Capital Prioritization Framework is an asset management tool which was implemented in the 2019/20 capital budget process. The purpose of this framework is to bring an improved level of transparency, and a consistent and objective evaluation process to the capital planning and budget deliberation process across the varied municipal service areas. While all project requests put forth have merit for the community, financial and other resource capacities are not unlimited, creating prioritization challenges by requiring trade-offs.

The framework is based on infrastructure evaluation criteria:

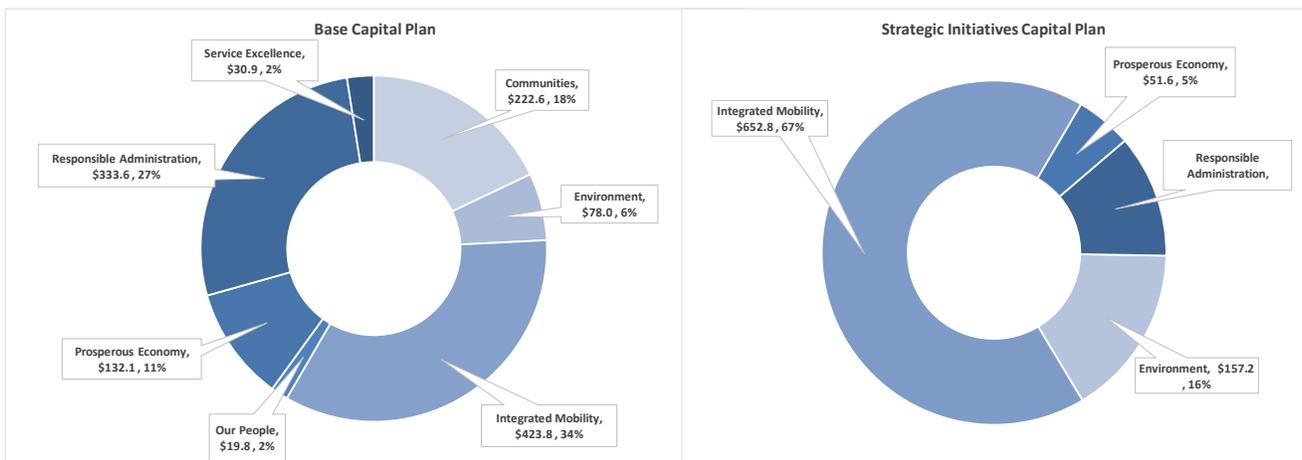
- Capacity to Deliver,
- Risk,
- Impact to Service, and
- Strategic Alignment to Council Priority Areas

The prioritization framework is meant to be an evolving model that responds to important issues faced by the Municipality and its residents. Work is underway to develop a new Social Equity lens to add to project evaluations. The Social Equity lens will be implemented with the 2025/26 capital budget process.

The prioritization framework ensures recommended projects provide the greatest value for the overall municipal long-term goals instead of immediate needs and individual project merit. Each capital project is evaluated using the framework’s criteria and presented for senior leadership’s deliberation at an overall corporate perspective, to make a more valued recommendation to Regional Council.

The Priority Area priority weightings approved during the October 2021 Capital Planning Framework Council session are represented in the total four-year capital plan in Figure 5.

Figure 5 – Four-Year Total Capital Plan by Priority Area (In Millions)



As we move to a longer-term defined capital plan, Council will be better positioned to view projects that include consideration for:

- An improved ability to deliver,
- Environmental resilience,
- Increased service reliability and flexibility,
- Strategic investments with partners,
- Those that are better sequenced and coordinated, and
- Capacity to meet future demand from planned growth.

At the same time that the Capital Prioritization Framework was implemented, HRM’s Regional Council directed that 70%-80% investment of the annual capital budget should fund Asset Renewal and 20%-30% should fund Growth. In October 2021, Council reaffirmed its commitment to these targets. Over the next year, this target will be re-evaluated in light of recently experienced growth and Regional Plan updated forecasts.

Asset Renewal

Proactive maintenance prevents:

- higher operating costs
- service disruption
- short asset life

Investment in existing infrastructure to restore its optimal operating condition and extend its serviceable life, which may include replacement of individual components as they wear or become obsolete, is categorized as an Asset Renewal project. Deferring recommended asset renewal projects usually creates increased operating costs, due to escalating deterioration, increases the risk to service disruption and safety, and results in larger capital costs when the project is rescheduled.

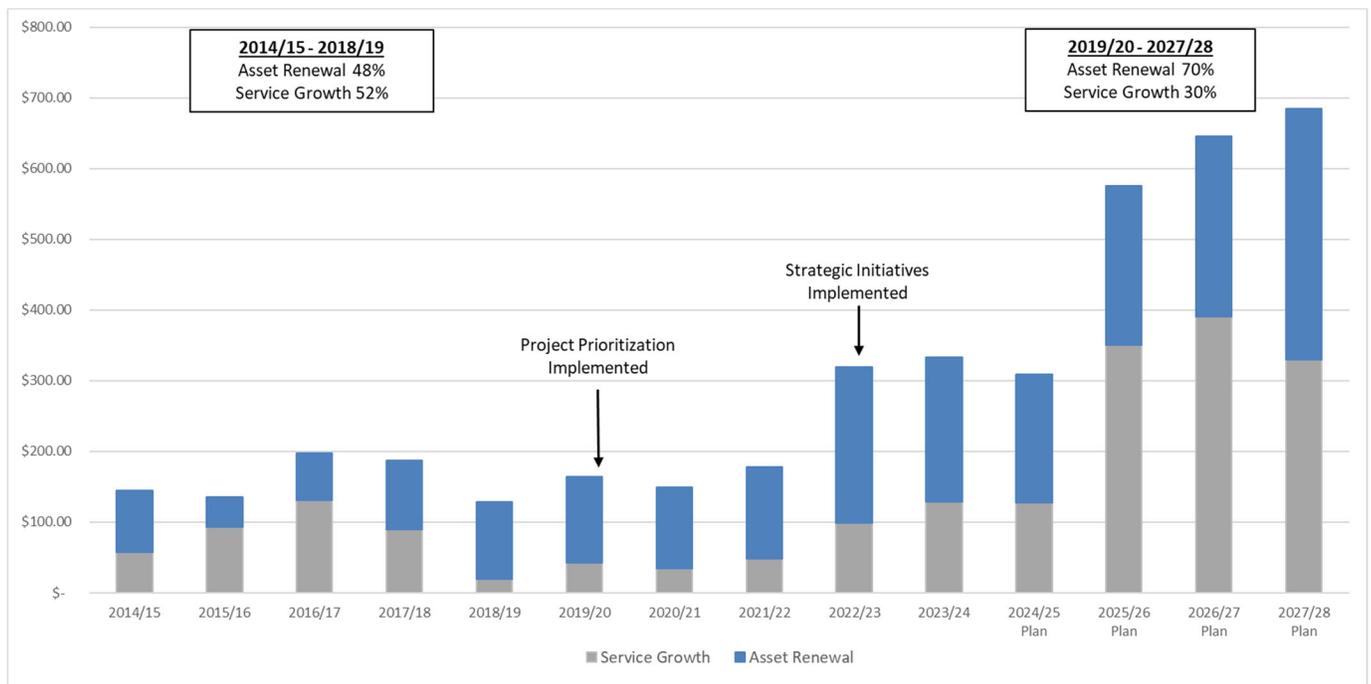
Service Growth

Service expansion/enhancement commits increased:

- annual operational costs
- future capital investment

Investment in new assets, plus those which significantly add to or enhance components of existing assets, to improve the quality of service provided and/or improve functionality is categorized as a Growth project. Investment in growth capital projects originates from Council direction to add new services or increase levels of existing services. New growth results in permanent annual increases to the operating budget as well as a commitment to increased future capital budgets.

Figure 6 – Asset Renewal versus Service Growth Investment



STRATEGIC INITIATIVES FOR GROWTH & RESILIENCE

While the Base Capital Program manages existing municipal service delivery standards and their incremental changes, the new Strategic Initiatives Capital Program lists the individual projects which are required to meet the goals of a key Council-approved Strategic Plan. The three key Strategic Plans in the 2024/25 Capital Plan are the HalifACT Climate Action Plan and the Integrated Mobility Plan, plus the signature projects identified in the 2014 “Strategic Capital Funding Strategy” Council report.

A Strategic Plan is initiated when there is a significant barrier or issue occurring in a municipal service; the plan aims to resolve the problem and improve service. Initiatives, or steps to resolution, may require policy or process changes, operational budget changes, or capital investment.

Base Program Projects

need stable, reliable long-term funding sources.

Strategic Projects

are one-time significant investments above regular municipal capacity requiring multiple years of planning.

Therefore, going forward the capital plan will be designed with better clarity for sustainable investments to reflect:

- **Base Program** = moderate asset renewal and growth expenditures which can be accommodated within existing capacity levels for funding and resources, and a stable commitment to asset condition targets to maintain service reliability.
- **Strategic Initiatives** = significant and complex asset renewal and growth expenditures, supporting key municipal strategies and likely transformative or city-building in nature, which will require a discernable increase to the tax rate to accommodate the large investment and additional resources required for implementation over multiple years.

Different from choosing to defer or cancel a project in the base capital program to assist with managing limited resource capacity or funding capacity, deciding to change timelines for strategic initiative projects only results in prolonging the Strategic Plan’s goal for service problem resolution. Delays, while possibly alleviating some short-term challenges, will likely result in a compounded and more costly state later since most projects involved in the action plan for a strategy are highly interdependent and sequenced.

When faced with a new Strategic Plan, it would be prudent to approve in principle only until the detailed scope and financial implications of its multiple actions are finalized. This would provide more control to Council over balancing the expectations for service resolution and improvement against a more sustainable implementation impact to the community.

Project budgets included in the Strategic Initiative Program represent the preliminary full cost of investing in the updated technology or infrastructure design. As these new assets are put into operation, any future rehabilitation or replacement will be funded from the Base Capital Program. If Council decided against implementing any portion of a key Strategic Plan requiring new design or technology of existing municipal infrastructure, the Base Capital Program would be reprioritized to accommodate the base asset.

Figure 7 – 2024/25 Ten-Year Strategic Initiatives Plan (In Thousands)

Strategic Initiatives	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29 - 2033/34	10-Yr Total
Cogswell Interchange Redevelopment	\$ 35,600	\$ 27,650	\$ 23,950	\$ -	\$ -	\$ -	\$ 51,600
Halifax Forum Redevelopment	2,500	-	5,000	40,000	47,000	15,500	107,500
HRP Headquarters	2,500	500	500	1,500	18,000	160,000	180,500
STRATEGIC INITIATIVE - HalifACT Climate Change Action Plan							
HalifACT - Climate Action Plan:							
HalifACT - Municipal Building Retrofits	10,700	6,000	20,000	19,596	19,596	82,798	147,990
HalifACT - Public Charging Infrastructure	1,800	2,200	500	500	500	1,500	5,200
HalifACT - Fleet Electrification	3,175	6,850	5,400	7,367	10,220	16,955	46,792
HalifACT - Shore Rd Resilience Improvements	340	435	3,966	-	-	-	4,401
HalifACT - Critical Infrastructure Projects	2,660	2,600	5,000	5,000	10,000	60,000	82,600
HalifACT - Small Projects Bundle	2,000	500	2,000	2,000	2,000	12,000	18,500
Electric Bus Procurement & Ragged Lake Transit Centre Expansion	40,687	-	-	-	-	-	-
STRATEGIC INITIATIVE - Integrated Mobility Plan (IMP)							
Burnside Transit Centre Eco-Rebuild - Design Phase							
IMP Land Acquisition	16,400	-	-	51,000	19,000	30,000	100,000
Major Strategic Multi Modal Corridor: Alderney Dr (Dundas St-Wyse Rd)	-	-	-	-	3,800	2,100	5,900
Major Strategic Multi Modal Corridor: Barrington St (North St-Spr. Garden Rd)	-	-	-	-	5,000	5,000	10,000
Major Strategic Multi Modal Corridor: Bayers Road	-	-	2,650	2,650	-	-	5,300
Major Strategic Multi Modal Corridor: Bedford Highway	-	-	-	-	-	33,550	33,550
Major Strategic Multi Modal Corridor: Dunbrack Street	-	-	-	-	-	7,900	7,900
Major Strategic Multi Modal Corridor: Dutch Village Rd	1,000	4,000	2,000	-	-	-	6,000
Major Strategic Multi Modal Corridor: Herring Cove Road	-	-	-	-	3,200	38,500	41,700
Major Strategic Multi Modal Corridor: Highway 7 - Magazine Hill	-	-	-	-	-	3,000	3,000
Major Strategic Multi Modal Corridor: Lower Water St (Morris St-Duke St)	-	-	-	-	-	15,000	15,000
Major Strategic Multi Modal Corridor: Portland Street	-	-	-	-	-	10,000	10,000
Major Strategic Multi Modal Corridor: Robie St & Young St	-	-	-	-	21,200	42,400	63,600
Major Strategic Multi Modal Corridor: Trunk 7 (Main St), Dartmouth	-	-	-	-	-	5,900	5,900
Major Strategic Multi Modal Corridor: Windmill Rd (Akerley Blvd-Wyse Rd)	-	-	-	-	-	10,000	10,000
Major Strategic Multi Modal Corridors: Studies and Design	640	1,650	2,000	2,000	1,000	4,000	10,650
Mill Cove Ferry Service - Design Phase	-	-	-	-	-	-	-
Windsor Street Exchange	1,900	-	32,292	30,500	24,208	10,000	97,000
ANTICIPATED STRATEGIC INITIATIVE PROJECTS (Not Yet Funded)							
Burnside Transit Centre Eco-Rebuild - Construction Phase							
Electric Bus Phase 2 (Ebus + chargers)	-	-	-	-	25,000	206,195	231,195
Expansion Buses (MFTP Phase 2)	-	-	10,250	-	3,440	14,795	28,485
Mill Cove Ferry Service - Construction Phase	5,000	11,000	140,000	115,000	-	-	266,000
Total Strategic Initiatives Program	\$ 145,242	\$ 63,385	\$ 275,508	\$ 337,113	\$ 298,164	\$ 972,093	\$ 1,946,263

The HalifACT Climate Action Plan strategic initiatives are on a critical timeline to meet Halifax’s 2030 targets of a 75% community-wide reduction in emissions, and a corporate target of net-zero municipal operations, with the ultimate objective of achieving net zero emissions for our municipality by 2050.

The projects are unique to other capital investments in that many of the initiatives will contribute to reducing and avoiding significant cost increases and therefore ultimately save financial capacity for other needs. The sooner activities are initiated, with both municipal infrastructure and for the wider community, significantly greater future costs related to climate change can be avoided.

Money spent to increase resilience and energy performance in infrastructure are also an investment into mitigating rising operational maintenance costs of our assets, insurance costs, and reducing emissions and preparing for climate impacts, all of which have countless social, economic, and environmental benefits.

FISCAL STRATEGY

The annual capital budget is funded by various sources, regularly including: annual municipal tax revenues (capital-from-operating), reserves, debt, annual federal Canada Community-Building Fund (formerly known as the Gas Tax Program), other federal infrastructure programs (such as the Investing in Canada Infrastructure Program (ICIP) which has Public Transit, Green Infrastructure and Community, Culture and Recreation streams), various one-time cost sharing agreements, and to a lesser degree, area rates, local improvement charges and pavement impact charges.

The move to extend the horizon for fully funded lifecycle infrastructure planning is based on the need for stability, confidence in service delivery to the community, and good fiscal management. This longer line-of-sight supports the ability for municipal staff levels to match both project needs and asset operational needs. It also provides the business industry with confidence and stability for predicting future work.

The Fiscal Strategy promotes recurring predictable and stable funding sources for the Base Capital Program, while one-time government funding programs, external partnership agreements, and increased debt leveraging are funding sources more suitable for the significantly larger and discrete Strategic Initiatives Program.

The Fiscal Framework presented at Budget Committee on January 28, 2022, approved a tax increase to fund a portion of the 10-year Strategic Initiatives Program. Many of these initiatives cannot be undertaken without external funding contributions and staff are pursuing available opportunities. It is important to note that due to application timing, there are many funding programs staff anticipate leveraging but will not be recommended to advance for implementation until and unless the applications are approved. These projects are listed in Figure 7 under “Anticipated Strategic Initiative Projects (Not Yet Funded)” with funding represented below in Figure 8 within the “Debt” and “Unapproved Cost Sharing Applications” amounts. When additional cost sharing opportunities are secured, the approved tax revenues will be leveraged against the remaining unfunded strategic projects budget.

Figure 8 – 2024/25 Total Capital Program Funding Plan (In Thousands)

Source of Funds	2024/25	2025/26	2026/27	2027/28	4-Yr Total
Capital from Operating	\$ 57,400	\$ 62,146	\$ 53,951	\$ 51,986	\$ 225,483
Debt	116,333	170,246	189,752	236,826	713,157
Canada Community Building Fund (Gas Tax)	25,900	26,000	26,000	26,000	103,900
Reserves	29,082	22,212	27,484	51,699	130,477
Confirmed Cost Sharing Agreements	22,805	44,175	25,390	36,276	128,647
Strategic Initiatives Debt	48,465	111,242	165,705	197,118	522,530
Unapproved Cost Sharing Agreements	9,250	139,025	157,647	85,000	390,922
Total Capital Funding Plan	\$ 309,236	\$ 575,046	\$ 645,929	\$ 684,905	\$ 2,215,116

2023/24 ASSET CONDITION REPORT

ASSET CONDITION 2023/2024 UPDATE

In order to best represent asset condition data, the 2023/24 update to this report will focus on the main asset challenges faced during the year rather than a full update of all the condition data and figures. The frequency in which condition data is collected is not high enough to significantly impact the results from year-to-year for most asset classes. Highlights from the year and minor updates will be presented on a cycle between major asset condition updates. The 2023/24 report will be a minor update report. The two main highlights in each section will include a comment on the effects from the past year's natural disasters on the asset inventory as well as a comment on general asset management updates within the asset group. See figure below for the 2022/23 asset condition data.

SUMMARY OF 2022/2023 ASSET CONDITION DATA

	Critical	Poor	Fair	Good	Very Good
Buildings & Facilities	-	15%	26%	23%	36%
Roads					
<i>Arterial</i>	-	12%	32%	55%	-
<i>Major Collector</i>	-	11%	31%	58%	-
<i>Minor Collector</i>	-	12%	27%	61%	-
<i>Local</i>	-	16%	22%	62%	-
Sidewalks					
<i>Concrete</i>	-	1%	6%	20%	74%
<i>Asphalt & Brick</i>	1%	16%	22%	42%	20%
Bridges <small>2020/21 data</small>					
<i>Road Bridges</i>	-	11%	41%	29%	20%
<i>Cost-Shared Bridges</i>	-	33%	57%	10%	-
<i>AT Bridges</i>	-	-	33%	47%	20%
Corporate Fleet					
<i>Corporate Fleet</i>	7%	18%	-	27%	48%
<i>Fire Apparatuses</i>	12%	24%	-	36%	28%
<i>Snow Plow</i>	22%	35%	-	14%	30%
Transit Fleet					
<i>40ft Diesel</i>	19%	-	41%	-	40%
<i>60ft Diesel</i>	94%	-	6%	-	-
<i>Para-Transit</i>	34%	-	17%	-	49%

*The Road asset class is the sole asset class for which Council-approved Level of Service targets exist. Work is underway through the Asset Management Community of Practice to develop draft level of service targets for the remaining asset classes.

BUILDINGS & FACILITIES

Facilities were mostly spared from significant damage due to this year's natural disasters. Only two facilities had moderate impact to their operations: the Bedford lawn bowling club and the Caledonia Road greenhouse. Repairs are already underway or have been completed for both assets since the damage occurred. There were also some other smaller maintenance activities required on other assets, but nothing notably impacting asset life.

Facility Design and Construction is currently working with consultants towards a preliminary draft of their asset management policy to be completed by end of fiscal year. Building condition assessments, continue to be completed on a need-to-be-done basis but work is underway to establish a cycle for all buildings to be complete.

The replacement value of all buildings owned by HRM is estimated at over \$1.1 billion. Over the last three fiscal years average annual funding for asset renewal was \$38 million. For the coming 24/25 fiscal year the renewal budget for Buildings and Facilities is \$54.2 million. With 4.9% of the replacement value being allocated to asset renewal, this puts HRM buildings slightly above the industry standard of 2% – 4% annually. It reflects the needs of an aging portfolio as well as the demands of new population growth within the municipality while demonstrating an on-going commitment to ensuring HRM buildings are safe and functional.

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

ROADS

HRM's road network was one of the most impacted assets by this year's natural disasters; there was much visual damage to the road network but also vast amounts of potential underground damage. Starting with the wildfires, there was minimal visual damage but the long-term effects to the road lifecycle are not properly valued. It is likely in the areas of intense burning that the heat from the fires would greatly decrease the roads integrity and lifecycle, further exasperated by the increase traffic and fire truck loads. The extent of this damage will emerge over the next few years.

The major damaging event this year for the road network was the flooding, with large amounts of significant visual damage to the shoulders and the roads. Most major issues have been repaired with the support of disaster relief funding. The remaining major work is being coordinated with procurement & planning as capital work. However, the most concerning issue with the road network is the unknown damages, starting with a very wet summer with poor drainage conditions, culminating with a major flooding event. There will certainly be a major impact of the general road network lifecycle as a result of this year. This will manifest most commonly as earlier signs of cracking and faster PQI (Pavement Quality Index) deterioration, putting an even larger strain on the available funding resources to address the issues.

The Streets Levels of Service [LOS] report is set to be updated and presented to council in early 2024. Staff are continuing to manage and integrate the 2022 Provincial Road Transfer and integrate the assets into HRM's inventory and management cycles. Very preliminary planning has also begun with the Asset Management Office for development of more strategic asset management documents in the coming years.

HRM has over 3,966 lane km of roads, including approximately 26 lane km of gravel roads. These gravel roads are excluded from the condition ratings. Over the last three fiscal years, average annual funding for asset renewal was \$37 million. For the coming 24/25 fiscal year the renewal budget for Roads is \$57.7 million. Roads are further divided into the sub classes of; Arterial, Major & Minor Collector, and Local. This divide helps better manage the road network by applying a more suitable management approach to each class rather than one blanket approach over the entire network.

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

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

SIDEWALKS

Like the road network, sidewalks were also impacted by this year's events. Due to the differences in resiliency and use of the assets it is expected that the impact won't be as severe as the one to the road network. But similarly, much of the impact will likely not be seen this year as there remains an unknown amount of hidden damage below the surface.

A new Level of Service report for Curb and Sidewalks is to be presented alongside the updated Streets report in early 2024. There is also planning to be done for the potential automation of condition data collection in the next years with the use of scanning technologies. This is a major step for data quality of the sidewalk network.

HRM has 976 km of sidewalks, over half of which are located on arterial or collector roads. Concrete sidewalks make up the majority of the network with a length of 940km. Over the last three fiscal years average annual funding for asset renewal was \$2 million. For the coming 24/25 fiscal year the renewal budget for Sidewalks is \$2 million. Concrete sidewalks are inspected and rated by staff every three years and a sidewalk deficiency rating is calculated and applied. Asphalt and Brick sidewalks are completed on a similar timeline by external consultants and given a rating based on their expertise.

BRIDGES

The July 2023 floods impacted HRM's bridges significantly. The bridges on Shore Drive, Flat Lake Drive, Colin's Road, Old Beaver Bank Road, and Windsor Drive were all closed due to damage while the bridge on Bedford Highway that is jointly owned with the province was closed until it could be properly inspected when the water levels receded. Emergency repairs were completed, and all bridges reopened by the beginning of October 2023. However, the service life of two of these bridges has been greatly reduced and they will likely need replacement in the next five years. A consultant was hired to inspect all bridges in the flood zone and additional minor repairs, or clean-up may be required once the reports have been finalized.

Level II inspections of 109 of HRM's bridges are being done in 2023 by external consultants. These inspections occur every three years and will be used to develop long-term plans for capital work and maintenance programs. The bridges that do not received a Level II inspection will be part of the internal Level I Inspection program, following a new procedure that will improve the safety for municipal inspectors and streamline how information is entered into Cityworks.

HRM partially or fully owns and maintains 140 bridges that are part of the road system. Of the 140 bridges; 100 are owned by HRM and 40 are cost-shared with the NS Department of Public Works or CN Rail. HRM also owns 15 pedestrian bridges known as Active Transportation [AT] Bridges. Over the last three fiscal years average annual funding for asset renewal was \$3 million. For the coming 24/25 fiscal year the renewal budget for Bridges is \$4 million. Bridges owned by HRM undergo inspection by external engineering consultants every three years. The portion of structures cost shared by HRM and NSDPW are also inspected. These inspections provide condition ratings each bridge as well as recommended preventive maintenance and rehabilitation.

The condition rating for the bridges have been divided into these three groups due to the differences in how they are funded. Bridges listed in poor condition are safe but are nearing the end of their service life and major rehabilitation/replacement planning is typically underway. Typically, HRM cost-shares the roadway surface, lighting, sidewalks, and barriers with NSDPW and CN. The larger proportion of bridges rated as "poor" is less concerning as these bridge elements are not main structural components. Note that data for CN cost shared bridges is not included.

CORPORATE FLEET

The HRM Corporate fleet lost one fire engine and two police cars as a result of the natural disasters this year. Additional vehicles incurred damages, but they are still a part of the inventory. Alternative procurement was used to find replacement vehicles for the lost vehicles on an expedited timeline. Reserve funds were approved to pay for these replacements.

The average age of the fleet continues to climb as replacements typically occur past the point of optimal financial replacement. HRM continues to collect Automatic Vehicle Location data from the fleet and is beginning to incorporate this data into reporting, planning and decision making.

The Corporate Fleet includes over 1,000 vehicles of various classes ranging from light vehicles to fire apparatuses. Over the last three fiscal years average annual funding for asset renewal was \$8.4 million. For the coming 24/25 fiscal year the renewal budget for Corporate Fleet is \$13.7 million plus \$10.5 million for fire apparatuses. The increased investment will begin to address the aging fleet. All fleet vehicles undergo yearly inspections as well as more frequent preventative maintenance cycles as required per vehicle model and operational usage. For this report the fire apparatuses and the snow plow classes are split out and presented separate from the overall fleet condition.

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

TRANSIT FLEET

The Halifax Transit Fleet had no significant impact on its assets due to the recent natural disasters.

Similar to Corporate Fleet, the average age of the Transit Fleet continues to worsen as it increases to 9 years old in 23/24. The first set of 60 Battery Electric Buses (BEBs) to be delivered to Ragged Lake Transit is anticipated to be fully operational in the 24/25 fiscal year.

The Halifax Transit's fleet includes over 400 buses of various length and class ranging from Para-Transit buses to 60 ft Articulated Diesel buses. Over the last three fiscal years average annual funding for asset renewal was \$8.5 million. For the coming 24/25 fiscal year the renewal budget for the existing Transit Fleet is \$4.3 million. Previously ordered electric buses are expected to be delivered during 24/25 as well. Buses undergo yearly inspections with each class of bus having its own set of lifecycle management activities and requirements. For this report only the three major classes of buses are presented: Para-Transit, 40 ft Diesel buses, and 60 ft Articulated Diesel Buses.

Condition ratings are not currently being used as a tool to manage these assets but using the asset age and estimated useful life a condition rating can be assigned. The figure above presents the condition of the 3 major classes of buses owned by HRM. It is noted that the useful life of each class of bus is different based on economic replacement point which is driven by large component replacement. It is important to replacement these assets at the end of their useful life to ensure a reduction in operating cost, while maintain a high level of service.

FERRIES

The most damaging events this year for the Ferries' asset was the storm surges. The vessels themselves did not receive any damage but many of the supporting assets such as the docks incurred some losses. It has been determined that the original design criteria for these supporting structures is not adequate for the changing and more intense weather conditions. Arrangements are being made to adapt the infrastructure to be more resilient towards higher storm surges and water levels. As for the current damages, a standing offer vendor has reviewed the damage and quoted for repairs.

Ferries and support assets continue to be under rigorous inspection and maintenance cycles to ensure safety. As the Halifax terminal ages and begins to deteriorate, it has been noted that the building may no longer meet its original design specification and may require a retrofit to continue to provide optimal service. Some initial investigations into this concern have already begun.

HRM owns and operates five passenger ferries which operate as a part of Metro Transit. Over the last three fiscal years average annual funding for asset renewal was \$527 thousand. For the coming 24/25 fiscal year the renewal budget for Ferries is \$1.4 million. Condition data is currently not being tracked, however all five passenger ferries were commissioned in 2014 or 2015 and are still in very good condition being that they are in the relatively early stages of their life cycle.

OUTDOOR RECREATION

Outdoor Recreation assets were not significantly affected by the events from this year as predicted, there were some tree losses as expected, but no tangible asset damage from fires. There was electrical damage from flooding in some sports fields, however these fields flood yearly, and the damages are expected under normal conditions during the spring & summer. Most of the minor damage associated with the flooding has been cleaned, and a strategy to deal with the electrical damage long term is being investigated. Also noted is that the general cleanup from the forest fires and tree replanting in burned areas is already underway and mostly completed.

This year 74% of assets (excluding playgrounds) have been reviewed under the new condition assessment program developed this year. Playgrounds are kept to different standard to meet regulations and are at over 90% assessment. There are plans to develop a multi-year capital plan that is based off new condition prioritization over the next couple years. Also, all the Outdoor Recreation assets and associated inspections are now managed within the Cityworks work maintenance management system.

HRM's Outdoor Recreation assets within Parks include playgrounds, ball diamonds, sport fields, sport courts, trails, and skate parks. Over the last three fiscal years outdoor recreation will average annual funding for asset renewal was \$7.7 million. For the coming 24/25 fiscal year the renewal budget for Outdoor Recreation is \$7.0 million.

Buildings / Facilities

Buildings/Facilities

Page #	Project Name	Project #	2024/25 Project				
			Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
B1	Accessibility - HRM Facilities	CB190006	\$ 1,005,000	\$ 250,000	\$ 525,000	\$ 700,000	\$ 700,000
B2	Alderney Gate Library Renos	CB210004	175,000	-	1,000,000	2,000,000	2,000,000
B3	Alderney Gate Recapitalization	CB190007	1,500,000	500,000	1,250,000	2,000,000	600,000
B4	Bedford Library Replacement	CB190002	500,000	500,000	-	10,000,000	5,000,000
B5	Beechville Lakeside Timberlea Recreation Centre Recap	CB210021	11,950,000	9,500,000	9,000,000	-	-
B6	Building Recap Future-Parks & Rec	CB000048	-	-	-	1,500,000	3,100,000
B7	Burnside Composting Facility Repairs	CW190005	240,000	-	-	-	-
B8	Burnside Transit Centre Eco-Rebuild	CB230025	20,340,000	-	20,000,000	60,000,000	85,000,000
B9	Captain William Spry Library Renos	CB190005	-	-	-	2,000,000	3,000,000
B10	Captain William Spry Renovations	CB000023	1,230,000	-	3,000,000	2,000,000	-
B11	Citadel Community Centre	Build2	-	-	-	1,000,000	4,000,000
B12	Cobequid Transit Terminal Refresh	Transit6	-	-	150,000	-	-
B13	Cole Harbour Place	CB000045	950,000	250,000	-	-	-
B14	Cole Harbour Recreation Renovations	Build 22	1,050,000	1,050,000	-	-	-
B15	Community Recreation Facilities Recap	CB210019	1,000,000	-	750,000	750,000	500,000
B16	Composting/Anaerobic Digestion (AD) Plant	CW190003	330,000	100,000	-	-	-
B17	Corporate Accommodations	CB190011	4,363,000	3,000,000	1,700,000	2,000,000	1,000,000
B18	Demolition of 1940 Gottingen Street	CB230026	200,000	-	-	-	-
B19	East Dartmouth CC Renovation	CB220001	2,115,000	1,450,000	750,000	-	-
B20	Environmental Remediation/Bldg. Demo	CB190009	565,000	400,000	400,000	400,000	465,000
B21	Ferry Maintenance Facility	Transit1	-	-	-	-	550,000
B22	Ferry Terminal Pontoon Rehab	CM200002	1,000,000	1,000,000	400,000	600,000	500,000
B23	Fire Station 2 University Ave Recap	CB000052	3,650,000	1,000,000	-	-	-
B24	General Building Recapitalization	CB200006	2,900,000	2,250,000	1,000,000	1,000,000	1,200,000
B26	George Dixon Community Ctr Recap	CB200004	-	-	-	-	3,000,000
B27	Halifax 4 Pad Arena	CB200013	370,000	250,000	250,000	250,000	250,000
B28	Halifax City Hall/Grand Parade Restore	CB180003	100,000	-	-	3,500,000	2,000,000
B29	Halifax Common Pool Reconstruction	CB210020	2,180,000	-	-	-	-
B30	Halifax Forum Redevelopment	CB190013	2,250,000	-	5,000,000	40,000,000	47,000,000
B31	Halifax North Memorial Public Library	CB190003	4,860,000	-	-	13,000,000	15,000,000
B32	Halifax Regional Fire & Emergency Headquarters and Station 1	CB200014	25,150,000	12,000,000	12,000,000	-	-
B33	Heritage Facilities Recapitalization	CB220002	935,000	500,000	500,000	500,000	500,000
B34	HRFE Facility Improvements	CB000088	2,960,000	2,500,000	1,500,000	1,500,000	2,500,000
B35	HRM Depot Upgrades	CB200015	725,000	250,000	1,500,000	500,000	800,000
B36	Mackintosh Campus – Phase 2	CB220023	5,435,000	-	3,150,000	1,750,000	-
B37	Materials Recovery Facility Repairs	CW200002	730,000	720,000	230,000	230,000	240,000
B38	Metropark Upgrades	CB000073	400,000	150,000	150,000	500,000	150,000
B39	Multi-District Facilities-Upgrades	CB200001	3,400,000	500,000	2,000,000	2,000,000	1,160,000
B41	Mumford Transit Terminal Replacement	CB220004	126,000	100,000	500,000	1,000,000	-
B42	Needham Community Centre Recap	CB000009	-	-	-	4,000,000	15,000,000
B43	New Ferry Berthing Infrastructure	Transit21	-	-	-	-	3,000,000
B44	New Fire Training Facility	CB230028	250,000	250,000	-	2,500,000	2,500,000
B45	New Organics Facility	CB230027	8,370,000	2,905,000	8,370,000	8,370,000	8,610,000
B46	Operational & EMO Infrastructure Resiliency	CB240001	1,600,000	750,000	1,000,000	500,000	500,000
B47	Organic Facilities Decommissioning	CB230029	775,000	725,000	3,000,000	155,000	160,000
B48	Penhorn Transit Terminal Refresh	Transit7	-	-	150,000	-	-
B49	Police Headquarters	CB000022	500,000	500,000	500,000	1,500,000	18,000,000
B50	Prospect Rd Community Centre Upgrades	CB230030	325,000	-	-	-	-
B51	Ragged Lake Composting Recapitalization	CW000009	220,000	-	-	-	-
B52	RBC Centre	CB200007	335,000	200,000	200,000	200,000	150,000
B53	Regional Library Facility Upgrades	CB200009	1,600,000	600,000	900,000	1,000,000	1,000,000
B54	Regional Park Washrooms	CB200010	525,000	-	-	1,000,000	1,000,000
B55	Roof Recapitalization	CB200005	1,925,000	1,000,000	1,000,000	1,000,000	1,600,000
B56	Sackville Sports Stadium	CB000060	2,240,000	-	-	-	-
B57	Sackville Sports Stadium Revitalization	Build19	-	-	-	-	1,500,000
B58	Scotiabank Centre	CB200008	6,700,000	5,500,000	4,100,000	600,000	400,000
B59	Sheet Harbour Fire Station	CB210018	700,000	-	6,000,000	4,000,000	-
B60	Sheet Harbour Recreation Centre	CB000080	1,200,000	-	7,000,000	8,300,000	-
B61	Spryfield Lions Arena	Build16	-	-	500,000	5,000,000	18,000,000
B62	St. Mary's Boat Club	Build14	500,000	500,000	4,500,000	5,000,000	-
B63	Transit Facility Investment Strategy	CB000016	1,804,000	600,000	1,900,000	300,000	300,000
B64	Wanderers Grounds Bengal Lancers Arena	CB230031	200,000	-	-	-	-
B65	Wrights Cove Terminal	CR000007	366,000	350,000	1,500,000	2,500,000	-
Total Buildings/Facilities			\$ 134,819,000	\$ 52,100,000	\$ 107,325,000	\$ 196,605,000	\$ 251,935,000

2024/25 Capital Project

Capital Project #: CB190006
Capital Project Name: Accessibility - HRM Facilities
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Upgrade projects will include: access ramps, door operators, washroom upgrades at various facilities; HRM will be undertaking an audit of its assets to set a benchmark for the new Provincial Built Environment Standards being released.

Impact to Service

Improved access for all through a universal design approach to projects.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Accessibility & Inclusion Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 399,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 755,000	\$ 250,000	\$ 525,000	\$ 700,000	\$ 700,000
Funding:					
External Funding					
Reserve					
Capital from Operating		125,000	262,500	350,000	350,000
Debt		125,000	262,500	350,000	350,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	106,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 755,000

Work in Process Sub-Total \$ 755,000

Accessibility projects including: \$ 250,000

Work identified through audit reports

Adult change tables

Universal washroom Upgrades

Accessible outdoor matting

Scotiabank Centre Accessible Entrance modifications

2024/25 New Activities Sub-Total \$ 250,000

Total Work to be Completed in 2024/25 \$ 1,005,000

2024/25 Capital Project

Capital Project #: CB190007
Capital Project Name: Alderney Gate Recapitalization
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Recapitalization will focus on the building envelope and a refresh of common spaces to maintain the building in good repair and improve interior conditions for public, customers, staff and tenants.

Impact to Service

Work will maintain the asset in a state of good repair to ensure service delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 667,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,000,000	\$ 500,000	\$ 1,250,000	\$ 2,000,000	\$ 600,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	625,000	1,000,000	300,000
Debt		250,000	625,000	1,000,000	300,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 1,000,000

Work in Process Sub-Total \$ 1,000,000

State of good repair projects including: \$ 500,000

- Air handling units*
- Escalator replacement design*
- Security upgrades*
- Pedway glazing and curtain wall replacement*

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 1,500,000

2024/25 Capital Project

Capital Project #: CB210021 **Previous #:**
Capital Project Name: Beechville Lakeside Timberlea Recreation Centre Recap
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables
Redevelopment of the Lakeside Community Centre.

Impact to Service
The new asset will ensure program delivery to meet the needs of the community.

Strategic Plan
 Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Community Facility Master Plan 2*

Estimated Project Planning & Design Phase Timing **Start:** Jul-21 **End:** Dec-23
Estimated Project Execution Phase Timing **Start:** Nov-23 **End:** Sep-25
Estimated Asset Operational Date *Sep-25*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,450,000	\$ 9,500,000	\$ 9,000,000	\$ -	\$ -
Funding:					
External Funding		3,727,939	3,531,731		
Reserve					
Capital from Operating					
Debt		5,772,061	5,468,269		

Previously Approved Budget \$ 4,500,000
2024/25 - 2027/28 Budgets 18,500,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 23,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		378,000		
One-Time Operating Costs (Savings)		275,000		

Detailed 2024/25 Project Work Plan:

Complete design & award tender \$ 2,450,000

Work in Process Sub-Total \$ 2,450,000

Demolition of existing building and begin construction of new facility \$ 9,500,000

2024/25 New Activities Sub-Total \$ 9,500,000

Total Work to be Completed in 2024/25 \$ 11,950,000

2024/25 Capital Project

Capital Project #: CB000048
Capital Project Name: Building Recap Future-Parks & Rec
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

A mid-life retrofit recapitalization program for municipally owned recreation buildings, which addresses priority buildings to maintain the assets and improve service delivery.

Impact to Service

This project is the execution of years 3 to 10 of the recapitalization plan. Work will maintain the assets in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: 10-Year Recreation Facility Capital Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 3,100,000
Funding:					
External Funding					
Reserve					
Capital from Operating				750,000	1,550,000
Debt				750,000	1,550,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CW190005
Capital Project Name: Burnside Composting Facility Repairs
Executive Director: Brad Anguish

Previous #:

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Repairs to the Burnside Composting facility, located at 80 Gloria McCluskey Ave, to maintain operations until new composting facility is commissioned.

Impact to Service

The repairs enable the facility to be used until the new facility is in place, as there are limited options for processing organics generated in HRM.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Organic Waste Strategy

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 2,460,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,460,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Previous contractual items, repairs required until the new organics facility is completed \$ 240,000

Work in Process Sub-Total \$ 240,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 240,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CB230025 **Previous #:** Transit19
Capital Project Name: Burnside Transit Centre Eco-Rebuild
Executive Director: Dave Reage

Asset Category: Buildings/Facilities
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

This project includes a complete rebuild of the Burnside Transit Centre to replace this aging building with a new facility to accommodate sustainable fuel vehicles, and allow for growth.

Impact to Service

This project is essential for the significant transition to sustainable fuel sources. It will also enable service improvements and the growth of the transit system.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** Apr-23 **End:** Mar-25
Estimated Project Execution Phase Timing **Start:** Apr-24 **End:** Mar-30
Estimated Asset Operational Date Mar-30

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 20,340,000	\$ -	\$ 20,000,000	\$ 60,000,000	\$ 85,000,000
Funding:					
External Funding			20,000,000	60,000,000	85,000,000
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 20,840,000
2024/25 - 2027/28 Budgets 165,000,000
Estimated Remaining Budget Required 185,000,000
Total Estimated Project Cost \$ 370,840,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			125,000	
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
Burnside Transit Centre design and associated preparatory work \$ 20,340,000

2024/25 New Activities Sub-Total \$ 20,340,000

Total Work to be Completed in 2024/25 \$ 20,340,000

2024/25 Capital Project

Capital Project #: *Build2* **Previous #:**
Capital Project Name: *Citadel Community Centre*
Executive Director: *John MacPherson*

Asset Category: *Buildings/Facilities*
Service Area: *Recreation & Cultural Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

Service improvement with addition of elevator and second floor programming space.

Impact to Service

Renovation of the existing unfinished section of building will improve program delivery to meet the needs of the community.

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *Community Facility Master Plan 2*

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date *Ongoing*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 4,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating				1,000,000	4,000,000
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 5,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 5,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: *Transit6*
Capital Project Name: *Cobequid Transit Terminal Refresh*
Executive Director: *Dave Reage*

Previous #:

Asset Category: *Buildings/Facilities*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

This project will deliver a recapitalization of Cobequid Terminal in Sackville. It will improve customer safety and comfort by adding amenities provided at more recent transit terminals.

Impact to Service

This project will improve customer safety and comfort while waiting for the bus.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *Moving Forward Together Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-25* **End:** *Mar-26*
Estimated Project Execution Phase Timing **Start:** *Apr-28* **End:** *Mar-29*
Estimated Asset Operational Date *Dec-28*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			75,000		
Debt			75,000		

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	150,000
Estimated Remaining Budget Required	<u>1,700,000</u>
Total Estimated Project Cost	\$ 1,850,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CB000045
Capital Project Name: Cole Harbour Place
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Previous #:

Project Deliverables

This project includes the recapitalization of interior finishes to maintain the facility in a state of good repair. Future projects include changeroom upgrades and paving.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 349,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 700,000	\$ 250,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 700,000

Work in Process Sub-Total \$ 700,000

State of good repair projects \$ 250,000

2024/25 New Activities Sub-Total \$ 250,000

Total Work to be Completed in 2024/25 \$ 950,000

2024/25 Capital Project

Capital Project #: *Build 22*
Capital Project Name: *Cole Harbour Recreation Renovations*
Executive Director: *John W MacPherson*

Previous #:

Asset Category: *Buildings/Facilities*
Service Area: *Recreation & Cultural Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

Redevelopment of the area in Cole Harbour Place currently leased to Capital Health to serve as the new home for Cole Harbour Recreation.

Impact to Service

This renovation will allow the programming offered at the current Cole Harbour Recreation Facility to be offered at Cole Harbour Place after the expiration of the current lease.

Strategic Plan

Council/Administrative Priority Area: *Communities*
Strategy: *10-Year Recreation Facility Capital Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Jan-24* **End:** *May-24*
Estimated Project Execution Phase Timing **Start:** *Jun-24* **End:** *Dec-24*
Estimated Asset Operational Date *Jan-25*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 1,050,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		1,050,000			

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 1,050,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 1,050,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Renovation at Cole Harbour Place for Cole Harbour Recreation including:</i>	<u>\$ 1,050,000</u>
<i> Design services</i>	
<i> Construction</i>	
<i> External project management services</i>	
 2024/25 New Activities Sub-Total	 <u>\$ 1,050,000</u>
 Total Work to be Completed in 2024/25	 <u>\$ 1,050,000</u>

2024/25 Capital Project

Capital Project #: CB210019 **Previous #:**
Capital Project Name: Community Recreation Facilities Recap
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

A multi-year recapitalization of HRM community recreation facilities that do not have discrete accounts. Due to the age of many of the facilities, improvements to the major building systems are required to continue to provide service to the residents of HRM.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
 Strategy: 10-Year Recreation Facility Capital Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 115,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,000,000	\$ -	\$ 750,000	\$ 750,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating			750,000	750,000	500,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 1,000,000

Work in Process Sub-Total \$ 1,000,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 1,000,000

2024/25 Capital Project

Capital Project #: CB190011 **Previous #:**
Capital Project Name: Corporate Accommodations
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Multi-year plan to renovate and revitalize HRM's core administration spaces, focusing on maximizing utility of owned assets and achieving an overall space reduction target of 20%.

Impact to Service

HRM will gain: long term operational cost savings through space reduction; improved accessibility, inclusivity and ergonomics of office spaces and furniture; renewal of municipal assets through renovation of owned space; and operational efficiencies through co-location of business units.

Strategic Plan

Council/Administrative Priority Area: Our People
Strategy: Corporate Accommodations Plan/Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,871,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,363,000	\$ 3,000,000	\$ 1,700,000	\$ 2,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,500,000	850,000	1,000,000	500,000
Debt		1,500,000	850,000	1,000,000	500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	196,500			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Public Works design \$ 50,000
Parks & Recreation renovation 713,000
Human Resources refresh 375,000
Small projects to support organizational changes and growth 225,000

Work in Process Sub-Total \$ 1,363,000

Public Works renovation \$ 2,630,000
Corporate Accommodations Master Plan Update 250,000
Small projects to support organizational changes and growth 120,000

2024/25 New Activities Sub-Total \$ 3,000,000

Total Work to be Completed in 2024/25 \$ 4,363,000

2024/25 Capital Project

Capital Project #: CB230026 **Previous #:** Build17
Capital Project Name: Demolition of 1940 Gottingen Street
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Demolition of 1940 Gottingen St (former Red Cross building) which was identified through the Administrative Order 50 (AO50) process, the disposal of surplus real property.

Impact to Service

Demolition minimizes ongoing operating costs of surplus facilities. Delays the handover of the property as per the land sale agreement.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Multi Year Financial Strategy

Estimated Project Planning & Design Phase Timing **Start:** Nov-22 **End:** Mar-23
Estimated Project Execution Phase Timing **Start:** Mar-23 **End:** May-24
Estimated Asset Operational Date May-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 2,500,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of site remediation \$ 200,000

Work in Process Sub-Total \$ 200,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 200,000

2024/25 Capital Project

Capital Project #: CB190009 **Previous #:**
Capital Project Name: Environmental Remediation/Bldg. Demo
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Demolition of facilities identified through the Administrative Order 50 (AO50) process, the disposal of surplus real property. Scope includes the removal and remediation of underground storage tanks.

Impact to Service

Demolition minimizes ongoing operating costs of surplus facilities.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
 Strategy: Multi Year Financial Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 290,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 165,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 465,000
Funding:					
External Funding					
Reserve					
Capital from Operating		400,000	400,000	400,000	465,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 165,000

Work in Process Sub-Total \$ 165,000

Demolition projects as identified through the AO50 process \$ 400,000

2024/25 New Activities Sub-Total \$ 400,000

Total Work to be Completed in 2024/25 \$ 565,000

2024/25 Capital Project

Capital Project #: *Transit1* **Previous #:**
Capital Project Name: *Ferry Maintenance Facility*
Executive Director: *Dave Reage*

Asset Category: *Buildings/Facilities*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

Routine maintenance on the Halifax Transit harbour ferries takes place in two leased locations. This project will involve siting, designing, and building a facility to maintain these important assets.

Impact to Service

It is important that Halifax Transit has facilities in place to properly maintain the Halifax Transit harbour ferries. Without routine maintenance, it is possible that service could be disrupted.

Strategic Plan

Council/Administrative Priority Area: *Service Excellence*
Strategy: *Moving Forward Together Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-27* **End:** *Apr-28*
Estimated Project Execution Phase Timing **Start:** *Apr-28* **End:** *Dec-28*
Estimated Asset Operational Date *Apr-29*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					550,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	550,000
Estimated Remaining Budget Required	2,500,000
Total Estimated Project Cost	<u>\$ 3,050,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CM200002
Capital Project Name: Ferry Terminal Pontoon Rehab
Executive Director: Dave Reage

Previous #:

Asset Category: Buildings/Facilities
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Planned maintenance of the pontoons at all three ferry terminals will continue to ensure they remain in a state of good repair. Corrective maintenance activities include steelwork, electrical work, coatings, repairs to the cathodic protection system, and safety improvements.

Impact to Service

Proper ramp and pontoon maintenance ensures safe, secure and reliable ferry service.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Moving Forward Together Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 103,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 1,000,000	\$ 400,000	\$ 600,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,000,000	400,000	600,000	500,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Alderney Ferry Terminal - Ramp window and supporting steel structures major renewal</i>	\$ 1,000,000

2024/25 New Activities Sub-Total	\$ 1,000,000
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Total Work to be Completed in 2024/25	\$ 1,000,000
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2024/25 Capital Project

Capital Project #: CB000052 **Previous #:**
Capital Project Name: Fire Station 2 University Ave Recap
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal

Project Outcomes:
Project Deliverables
Recapitalization of Fire Station #2 exterior and redevelopment of the second floor living quarters.

Impact to Service
Work will maintain the asset in a state of good repair to ensure service delivery.

Strategic Plan
 Council/Administrative Priority Area: Responsible Administration
 Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-20 **End:** Dec-23
Estimated Project Execution Phase Timing **Start:** Jan-24 **End:** May-25
Estimated Asset Operational Date *Ongoing*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,650,000	\$ 1,000,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		1,000,000			

Previously Approved Budget \$ 3,500,000
2024/25 - 2027/28 Budgets 1,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 4,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of design phase & tender construction \$ 2,650,000

Work in Process Sub-Total \$ 2,650,000

Construction at Fire Station #2 \$ 1,000,000

2024/25 New Activities Sub-Total \$ 1,000,000

Total Work to be Completed in 2024/25 \$ 3,650,000

2024/25 Capital Project

Capital Project #: CB200006 **Previous #:** CB000090
Capital Project Name: General Building Recapitalization
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This account addresses general building recapitalization of HRM facilities.

Impact to Service

Work will maintain the assets in a state of good repair to ensure program/service delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
 Strategy: 25 Year Facilities Recapitalization Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 502,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 650,000	\$ 2,250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,200,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,125,000	500,000	500,000	600,000
Debt		1,125,000	500,000	500,000	600,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 650,000

Work in Process Sub-Total \$ 650,000
Refer to attached work plan \$ 2,250,000

2024/25 New Activities Sub-Total \$ 2,250,000

Total Work to be Completed in 2024/25 \$ 2,900,000

Detailed Project Work Plan

Project Name: General Building Recapitalization	Project # CB200006
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Completion of prior year's projects	\$ 650,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ 650,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
2024/25 project list including:	\$ 2,250,000
Ventilation improvements	
Paving	
Consulting	
Dartmouth Ferry Terminal exterior state of good repair work	
Halifax Regional Police study update and state of good repair work	
Halifax City Hall state of good repair work	
TOTAL ESTIMATE NEW PROJECTS	\$ 2,250,000
TOTAL 2024/25 WORKPLAN	\$ 2,900,000

2024/25 Capital Project

Capital Project #: CB200004 **Previous #:**
Capital Project Name: George Dixon Community Ctr Recap
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables
State of good repair improvements to the facility in order to meet the recreation needs of the community.

Impact to Service
Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan
 Council/Administrative Priority Area: Responsible Administration
 Strategy: 25 Year Facilities Recapitalization Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-27 **End:** Dec-27
Estimated Project Execution Phase Timing **Start:** Jan-27 **End:** Aug-28
Estimated Asset Operational Date Ongoing

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					1,500,000
Debt					1,500,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	3,000,000
Estimated Remaining Budget Required	9,000,000
Total Estimated Project Cost	\$ 12,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CB200013 **Previous #:**
Capital Project Name: Halifax 4 Pad Arena
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

State of good repair to maintain the asset and any equipment associated with this asset.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Long Term Arena Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 74,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 120,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Funding:					
External Funding					
Reserve		250,000	250,000	250,000	250,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 120,000

Work in Process Sub-Total

\$ 120,000

Building update projects as identified by building management, as per the contract

\$ 250,000

2024/25 New Activities Sub-Total

\$ 250,000

Total Work to be Completed in 2024/25

\$ 370,000

2024/25 Capital Project

Capital Project #: CB180003
Capital Project Name: Halifax City Hall/Grand Parade Restore
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

State of good repair recapitalization at City Hall and Grand Parade

Impact to Service

Work will maintain the asset in a state of good repair to ensure service delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 43,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 100,000	\$ -	\$ -	\$ 3,500,000	\$ 2,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating				1,750,000	1,000,000
Debt				1,750,000	1,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Planning is underway and work is scheduled to begin in 2024/25 \$ 100,000

Work in Process Sub-Total \$ 100,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 100,000

2024/25 Capital Project

Capital Project #: CB210020 **Previous #:**
Capital Project Name: Halifax Common Pool Reconstruction
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Replacement of the existing swimming pool/wading pool/spray pad and playground.

Impact to Service

The new asset will ensure program delivery to meet the needs of the community.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Halifax Common Master Plan

Estimated Project Planning & Design Phase Timing **Start:** Jul-20 **End:** Jun-21
Estimated Project Execution Phase Timing **Start:** Jul-21 **End:** Oct-24
Estimated Asset Operational Date **Start:** Jul-23

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,180,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 18,762,135
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 18,762,135

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	50,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of construction phase including: \$ 2,180,000
 Playground
 Soil remediation

Work in Process Sub-Total \$ 2,180,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 2,180,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CB190013 **Previous #:**
Capital Project Name: Halifax Forum Redevelopment
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables
Redevelopment of the Halifax Forum.

Impact to Service
The Halifax Forum is nearing the end of its useful life and redeveloping the space will allow for continued service delivery and improved functionality and accessibility for the community.

Strategic Plan
 Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Long Term Arena Strategy*

Estimated Project Planning & Design Phase Timing **Start:** Apr-23 **End:** Apr-25
Estimated Project Execution Phase Timing **Start:** Apr-25 **End:** Aug-29
Estimated Asset Operational Date *Sep-29*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,250,000	\$ -	\$ 5,000,000	\$ 40,000,000	\$ 47,000,000
Funding:					
External Funding					
Reserve			5,000,000	40,000,000	47,000,000
Capital from Operating					
Debt					

Previously Approved Budget \$ 2,900,000
2024/25 - 2027/28 Budgets 92,000,000
Estimated Remaining Budget Required 15,500,000
Total Estimated Project Cost \$ 110,400,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Planning phase for Forum redevelopment \$ 2,250,000

Work in Process Sub-Total \$ 2,250,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 2,250,000

2024/25 Capital Project

Capital Project #: CB190003
Capital Project Name: Halifax North Memorial Public Library
Executive Director: Asa Kachan

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

The interior of this branch will be replanned to create a contemporary library that is flexible to meet future needs of the community.

Impact to Service

Currently, the facility does not meet the evolving needs of the community and this renovation will provide additional program space, additional space for library materials and improve the Facility Condition Index.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Library Facilities Master Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-24 **End:** Jul-25
Estimated Project Execution Phase Timing **Start:** Oct-25 **End:** Oct-27
Estimated Asset Operational Date Nov-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 4,860,000	\$ -	\$ -	\$ 13,000,000	\$ 15,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt				13,000,000	15,000,000

Previously Approved Budget \$ 6,500,000
2024/25 - 2027/28 Budgets 28,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 34,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Planning is underway and design services RFP to be issued \$ 4,860,000
Construction is scheduled to begin in 2025/26

Work in Process Sub-Total \$ 4,860,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 4,860,000

2024/25 Capital Project

Capital Project #: CB200014 **Previous #:** CB000065
Capital Project Name: Halifax Regional Fire & Emergency Headquarters and Station 1
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Construction of a new fire station in Bedford and construction of a Halifax Regional Fire & Emergency (HRFE) combined Headquarters (HQ), Logistics, and Fire Prevention operations.

Impact to Service

The relocation of this station will improve operational response times in a rapidly growing service area.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-21 **End:** Dec-23
Estimated Project Execution Phase Timing **Start:** Jan-24 **End:** Mar-26
Estimated Asset Operational Date **Start:** Mar-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 13,150,000	\$ 12,000,000	\$ 12,000,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		12,000,000	12,000,000		

Previously Approved Budget \$ 16,359,592
2024/25 - 2027/28 Budgets 24,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 40,359,592

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

<i>Finalize tender package, issue and award</i>	\$ 13,150,000
Work in Process Sub-Total	
	<u>\$ 13,150,000</u>
<i>Construction</i>	<u>\$ 12,000,000</u>
2024/25 New Activities Sub-Total	
	<u>\$ 12,000,000</u>
Total Work to be Completed in 2024/25	
	<u>\$ 25,150,000</u>

2024/25 Capital Project

Capital Project #: CB220002 **Previous #:**
Capital Project Name: Heritage Facilities Recapitalization
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

A multi-year recapitalization of HRM heritage facilities that do not have discrete accounts. Due to the age of many of the facilities, they require improvements to the major building systems to continue to provide services to the residents of HRM.

Impact to Service

Work will maintain the assets in a state of good repair to ensure service delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: 25 Year Facilities Recapitalization Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 435,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	250,000	250,000	250,000
Debt		250,000	250,000	250,000	250,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 435,000

Work in Process Sub-Total \$ 435,000

State of good repair work at HRM heritage properties including: \$ 500,000

Fleming Cottage
Scott Manor House
Horticultural Hall

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 935,000

2024/25 Capital Project

Capital Project #: CB000088 **Previous #:** CB000057
Capital Project Name: HRFE Facility Improvements
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project includes upgrades to 63 locations for functional improvements, health and safety, and indoor air quality. Scope includes fire specific infrastructure: exhaust extraction systems, protective clothing decontamination equipment, hand tool cleaning equipment, etc.

Impact to Service

Improved working conditions and response times.

Strategic Plan

Council/Administrative Priority Area: *Our People*
 Strategy: *HRFE (Halifax Regional Fire & Emergency)*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 380,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 460,000	\$ 2,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,750,000	1,050,000	1,050,000	1,750,000
Debt		750,000	450,000	450,000	750,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	16,500			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 460,000

Work in Process Sub-Total \$ 460,000

State of good repair projects, including: \$ 2,500,000

Commercial washers and dryers to clean bunker gear

Decontamination sinks

Generator replacements for multiple stations

Structural repairs at Station 19

2024/25 New Activities Sub-Total \$ 2,500,000

Total Work to be Completed in 2024/25 \$ 2,960,000

2024/25 Capital Project

Capital Project #: CB200015 **Previous #:**
Capital Project Name: HRM Depot Upgrades
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

State of good repair recapitalization for HRM depots to accommodate administration, storage and service/repair to improve and maintain municipal assets.

Impact to Service

Work will maintain the assets in a state of good repair to ensure service delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 433,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 475,000	\$ 250,000	\$ 1,500,000	\$ 500,000	\$ 800,000
Funding:					
External Funding					
Reserve					
Capital from Operating		125,000	750,000	250,000	400,000
Debt		125,000	750,000	250,000	400,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 475,000

Work in Process Sub-Total \$ 475,000

State of good repair projects including: \$ 250,000

Thornhill Drive
Turner Drive
Bell Rd
Cowie Hill

2024/25 New Activities Sub-Total \$ 250,000

Total Work to be Completed in 2024/25 \$ 725,000

2024/25 Capital Project

Capital Project #: CW200002
Capital Project Name: Materials Recovery Facility Repairs
Executive Director: Brad Anguish

Previous #:

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Repairs and upgrades to the Materials Recovery Facility, located at 20 Horseshoe Lake Dr, including processing equipment, fire detection unit, baler refits, conveyor repairs, compactor refit, as well as repairs to the roofing system and other required repairs.

Impact to Service

Ensure the facility operates efficiently and the products are marketable.

Strategic Plan

Council/Administrative Priority Area: *Environment*
 Strategy: *Waste Resource Strategy Review*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 359,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 10,000	\$ 720,000	\$ 230,000	\$ 230,000	\$ 240,000
Funding:					
External Funding					
Reserve		720,000	230,000	230,000	240,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Fire detection system \$ 160,000

Work in Process Sub-Total \$ 160,000

Baler and compactor refits \$ 265,000

Various repairs, including roof, electrical, conveyors and concrete repairs 305,000

2024/25 New Activities Sub-Total \$ 570,000

Total Work to be Completed in 2024/25 \$ 730,000

2024/25 Capital Project

Capital Project #: CB000073 **Previous #:**
Capital Project Name: Metropark Upgrades
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Recapitalization of the Metropark structure. Revenue from the parkade funds the Building Recapitalization and Replacement Reserve (Q541), which in turn funds the recapitalization work.

Impact to Service

Work will maintain the asset in a state of good repair to ensure service delivery and revenue. Recapitalization of the HRM owned facility was recommended by the operator, Hardman Group Limited.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Regional Parking Strategy*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 84,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 250,000	\$ 150,000	\$ 150,000	\$ 500,000	\$ 150,000
Funding:					
External Funding					
Reserve		150,000	150,000	500,000	150,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Building update projects as identified by building management, as per the contract \$ 250,000

Work in Process Sub-Total \$ 250,000

Building update projects as identified by building management, as per the contract \$ 150,000

2024/25 New Activities Sub-Total \$ 150,000

Total Work to be Completed in 2024/25 \$ 400,000

2024/25 Capital Project

Capital Project #: CB200001
Capital Project Name: Multi-District Facilities-Upgrades
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Multi-year recapitalization program of HRM Multi-District Facilities (MDF's) to maintain a state of good repair.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,009,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,900,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000	\$ 1,160,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	1,000,000	1,000,000	580,000
Debt		250,000	1,000,000	1,000,000	580,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 2,900,000

Work in Process Sub-Total \$ 2,900,000

Refer to attached work plan \$ 500,000

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 3,400,000

Detailed Project Work Plan

Project Name: Multi-District Facilities-Upgrades	Project # CB200001
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Completion of prior year's projects	Various	\$ 2,900,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$ 2,900,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
State of good repair at the following locations:		\$ 500,000
Alderney Landing	5	
Canada Games Centre	12	
Centennial Arena	10	
Centennial Pool	7	
Halifax Forum	8	
Eastern Shore Community Arena	2	
Spryfield Arena	11	
St. Margaret's Centre	13	
Zatzman Sportsplex	5	
The final project list will be developed from the requests of each of these locations.		
TOTAL ESTIMATE NEW PROJECTS		\$ 500,000
TOTAL 2024/25 WORKPLAN		\$ 3,400,000

2024/25 Capital Project

Capital Project #: CB220004
Capital Project Name: Mumford Transit Terminal Replacement
Executive Director: Dave Reage

Previous #:

Asset Category: Buildings/Facilities
Service Area: Transportation Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

This project will deliver an interim redesign of the existing Mumford Terminal to increase terminal capacity and improve customer safety and comfort. A comprehensive redevelopment of this terminal aligned with development will take place in a subsequent year.

Impact to Service

This project will see a significantly improved passenger experience at Mumford Terminal, and also will increase operational safety and efficiency.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Moving Forward Together Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-27 **End:** Mar-28
Estimated Project Execution Phase Timing **Start:** Apr-29 **End:** Mar-30
Estimated Asset Operational Date Jun-30

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 26,000	\$ 100,000	\$ 500,000	\$ 1,000,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		100,000	500,000	1,000,000	

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	1,600,000
Estimated Remaining Budget Required	14,000,000
Total Estimated Project Cost	\$ 15,600,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

<i>Interim solution functional design</i>	\$ 26,000
Work in Process Sub-Total	<u>\$ 26,000</u>
<i>Interim solution detailed design</i>	\$ 100,000
2024/25 New Activities Sub-Total	<u>\$ 100,000</u>
Total Work to be Completed in 2024/25	\$ 126,000

2024/25 Capital Project

Capital Project #: CB000009
Capital Project Name: Needham Community Centre Recap
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Redevelopment of the Needham Community Centre, as recommended in the Peninsula Recreation Review (2011).

Impact to Service

The new asset will ensure program delivery to meet the needs of the community.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Community Facility Master Plan 2

Estimated Project Planning & Design Phase Timing **Start:** Apr-26 **End:** Sep-27
Estimated Project Execution Phase Timing **Start:** Oct-27 **End:** Apr-29
Estimated Asset Operational Date **Start:** Apr-29

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 15,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt				4,000,000	15,000,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	19,000,000
Estimated Remaining Budget Required	27,800,000
Total Estimated Project Cost	\$ 46,800,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CB230028 **Previous #:** Build12
Capital Project Name: New Fire Training Facility
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables
Construction of fire training facility

Impact to Service
Improved collaboration and operating cost reductions through consolidating various Halifax Regional Fire & Emergency (HRFE) functions at strategic location.

Strategic Plan
 Council/Administrative Priority Area: Communities
 Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-24 **End:** Aug-26
Estimated Project Execution Phase Timing **Start:** Sep-26 **End:** Oct-27
Estimated Asset Operational Date **Start:** Oct-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 250,000	\$ -	\$ 2,500,000	\$ 2,500,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		250,000		2,500,000	2,500,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	5,250,000
Estimated Remaining Budget Required	20,000,000
Total Estimated Project Cost	\$ 25,250,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Functional planning</i>	\$ 250,000
<i>Site selection</i>	
<i>Design RFP</i>	
2024/25 New Activities Sub-Total	\$ 250,000
Total Work to be Completed in 2024/25	\$ 250,000

2024/25 Capital Project

Capital Project #: CB230027 **Previous #:** SW5
Capital Project Name: New Organics Facility
Executive Director: Brad Anguish

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Growth
Program Outcomes:

Project Deliverables

Provide capital funding for the new composting facility, including equipment lifecycle repair costs.

Impact to Service

To ensure HRM has access to a reliable, well maintained facility for the processing of HRM organics for 25 years commencing Summer 2024.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Organic Waste Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 5,465,000	\$ 2,905,000	\$ 8,370,000	\$ 8,370,000	\$ 8,610,000
Funding:					
External Funding					
Reserve					
Capital from Operating		2,905,000	8,370,000	8,370,000	8,610,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Capital payments and lifecycle payments</i>		\$ 8,370,000
2024/25 New Activities Sub-Total		\$ 8,370,000
Total Work to be Completed in 2024/25		\$ 8,370,000

2024/25 Capital Project

Capital Project #: CB240001 **Previous #:** CB200002
Capital Project Name: Operational & EMO Infrastructure Resiliency
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Supply critical infrastructure at strategic spots throughout HRM with backup power.

Impact to Service

This account will provide a safe functional space for residents during power outages by filling the gaps in service areas and manage state of good repair of current critical infrastructure.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Business Continuity Plan/Emergency Preparedness Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 850,000	\$ 750,000	\$ 1,000,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		750,000	1,000,000	500,000	500,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	15,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 850,000

Work in Process Sub-Total

\$ 850,000

Strategic Projects as identified by EMO and FMO, including:

\$ 750,000

Generator design and Upgrade at the Halifax Central Library

Generator design for fuel pump and scale at the Mackintosh site

2024/25 New Activities Sub-Total

\$ 750,000

Total Work to be Completed in 2024/25

\$ 1,600,000

2024/25 Capital Project

Capital Project #: CB230029 **Previous #:** SW2
Capital Project Name: Organic Facilities Decommissioning
Executive Director: Brad Anguish

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Prepare decommissioning plan, closure and decommissioning of both existing composting facilities, at end of useful life, followed by site works, possible demolition of the buildings and landscaping of the area. Includes long term environmental monitoring program.

Impact to Service

New composting facility (CW190003) to be commissioned in 2024, existing composting facilities to be decommissioned appropriately. No impact to service delivery.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Organic Waste Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 50,000	\$ 725,000	\$ 3,000,000	\$ 155,000	\$ 160,000
Funding:					
External Funding					
Reserve		725,000	3,000,000	155,000	160,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Development of decommissioning tender documents \$ 50,000

Work in Process Sub-Total \$ 50,000

Development of decommissioning tender documents \$ 255,000

Standby maintenance costs and long-term monitoring 470,000

2024/25 New Activities Sub-Total \$ 725,000

Total Work to be Completed in 2024/25 \$ 775,000

2024/25 Capital Project

Capital Project #: *Transit7* **Previous #:**
Capital Project Name: *Penhorn Transit Terminal Refresh*
Executive Director: *Dave Reage*

Asset Category: *Buildings/Facilities*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

This project will deliver a recapitalization of Penhorn Terminal in Dartmouth. It will improve customer safety and comfort by adding amenities provided at more recent transit terminals.

Impact to Service

This project will improve customer safety and comfort while waiting for the bus.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *Moving Forward Together Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-25* **End:** *Mar-26*
Estimated Project Execution Phase Timing **Start:** *Apr-28* **End:** *Mar-29*
Estimated Asset Operational Date *Jun-29*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			75,000		
Debt			75,000		

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	150,000
Estimated Remaining Budget Required	<u>1,700,000</u>
Total Estimated Project Cost	\$ <u>1,850,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CB000022 **Previous #:**
Capital Project Name: Police Headquarters
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables
Replacement of Halifax Regional Police facilities to meet operational needs.

Impact to Service
Improved delivery of police services.

Strategic Plan
 Council/Administrative Priority Area: Responsible Administration
 Strategy: 25 Year Facilities Recapitalization Plan

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date Apr-31

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 500,000	\$ 500,000	\$ 1,500,000	\$ 18,000,000
Funding:					
External Funding					
Reserve		500,000	500,000	1,500,000	18,000,000
Capital from Operating					
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 20,500,000
Estimated Remaining Budget Required 160,000,000
Total Estimated Project Cost \$ 180,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
Begin functional planning and site selection process \$ 500,000

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 500,000

2024/25 Capital Project

Capital Project #: CB230030 **Previous #:** SW3
Capital Project Name: Prospect Rd Community Centre Upgrades
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Upgrades to the Prospect Road Community Centre as part of the \$1 million Community Integration Fund. Desired upgrades to be selected based on community consultation.

Impact to Service

Additional recreational amenities for the surrounding community.

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *Organic Waste Strategy*

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 325,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 325,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

State of good repair including: \$ 325,000
Work plan as identified by Building Management

Work in Process Sub-Total \$ 325,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 325,000

2024/25 Capital Project

Capital Project #: CW000009 **Previous #:**
Capital Project Name: Ragged Lake Composting Recapitalization
Executive Director: Brad Anguish

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Repairs and upgrades to the Ragged Lake Composting facility, located at 61 Evergreen Place, to maintain operations until new composting facility is commissioned.

Impact to Service

The repairs enable the facility to be used until the new facility is in place as there are limited options for processing organics generated in HRM.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Organic Waste Strategy

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 220,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 1,580,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 1,580,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Previous contractual items, repairs required until the new organics facility is completed. \$ 220,000

Work in Process Sub-Total \$ 220,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 220,000

2024/25 Capital Project

Capital Project #: CB200007 **Previous #:**
Capital Project Name: RBC Centre
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

State of good repair to maintain the asset and any equipment associated with this asset.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Long Term Arena Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 95,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 135,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 150,000
Funding:					
External Funding					
Reserve		200,000	200,000	200,000	150,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 135,000

Work in Process Sub-Total

\$ 135,000

Building update projects as identified by building management, as per the contract

\$ 200,000

2024/25 New Activities Sub-Total

\$ 200,000

Total Work to be Completed in 2024/25

\$ 335,000

2024/25 Capital Project

Capital Project #: CB200009 **Previous #:**
Capital Project Name: Regional Library Facility Upgrades
Executive Director: Asa Kachan

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

State of good repair improvements to mechanical systems, building materials/finishes, improvements in functional planning, furniture/shelving and creation of outdoor libraries at multiple branches.

Impact to Service

To achieve the efficiencies of the service review, functional improvements will be necessary in the branches. Recapitalization of existing mechanical/electrical systems is needed for equipment that has exceeded their service life.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
 Strategy: Library Facilities Master Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 413,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,000,000	\$ 600,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		600,000	900,000	1,000,000	1,000,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	50,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 1,000,000

Work in Process Sub-Total

\$ 1,000,000
State of good repair of existing facilities; projects will be based on the building condition assessments. \$ 600,000

2024/25 New Activities Sub-Total

\$ 600,000

Total Work to be Completed in 2024/25

\$ 1,600,000

2024/25 Capital Project

Capital Project #: CB200010
Capital Project Name: Regional Park Washrooms
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Construction of universal washroom facilities in HRM parks. Parks and Recreation's Washroom and Drinking Fountain Strategy will be used to assist in prioritizing future work plans.

Impact to Service

Increased level of service with the addition of new universal washroom buildings.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Regional Parks Washroom Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 994,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 525,000	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt				1,000,000	1,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	24,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 525,000

Work in Process Sub-Total \$ 525,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 525,000

2024/25 Capital Project

Capital Project #: CB200005
Capital Project Name: Roof Recapitalization
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Previous #:

Project Deliverables

State of good repair roof recapitalization projects based on the short, medium and long term plans identified through the HRM re-roofing program.

Impact to Service

Work will maintain the assets in a state of good repair to ensure program/service delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 293,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 925,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,600,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		1,000,000	1,000,000	1,000,000	1,600,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects \$ 925,000

Work in Process Sub-Total

24/25 roof packages; final project list will be developed from roof studies \$ 1,000,000

2024/25 New Activities Sub-Total

\$ 1,000,000

Total Work to be Completed in 2024/25

\$ 1,925,000

2024/25 Capital Project

Capital Project #: CB000060
Capital Project Name: Sackville Sports Stadium
Executive Director: John MacPherson

Previous #:

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Sackville Sports Stadium was constructed in the 1980s and has undergone recent renovations including interior refresh, roof replacement and mechanical upgrades.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 17,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,240,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

State of good repair projects \$ 2,240,000

Work in Process Sub-Total \$ 2,240,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 2,240,000

2024/25 Capital Project

Capital Project #: CB200008 **Previous #:** CB000028
Capital Project Name: Scotiabank Centre
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Ongoing capital requirements and enhancements of the Scotiabank Centre. Upgrades are expected to attract more events and improve customer satisfaction to generate revenue for the facility.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 911,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,200,000	\$ 5,500,000	\$ 4,100,000	\$ 600,000	\$ 400,000
Funding:					
External Funding					
Reserve		600,000	600,000	600,000	400,000
Capital from Operating					
Debt		4,900,000	3,500,000		

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Completion of prior year's projects including: \$ 1,200,000
Portion of ice plant and air conditioning system

Work in Process Sub-Total \$ 1,200,000

State of good repair work including: \$ 600,000

Carmichael Street loading bay concrete repairs
Concourse floor repair and repainting
Exterior door replacements
Arena performance audio replacement, distributed audio, and mass notification system 4,400,000
Ice plant and air conditioning system replacement contingency 500,000

2024/25 New Activities Sub-Total \$ 5,500,000

Total Work to be Completed in 2024/25 \$ 6,700,000

2024/25 Capital Project

Capital Project #: *Build16* **Previous #:**
Capital Project Name: *Spryfield Lions Arena*
Executive Director: *John MacPherson*

Asset Category: *Buildings/Facilities*
Service Area: *Recreation & Cultural Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables
Redevelopment of the Spryfield Lions Arena.

Impact to Service
The new asset will ensure program delivery to meet the needs of the community.

Strategic Plan
 Council/Administrative Priority Area: *Communities*
 Strategy: *25 Year Facilities Recapitalization Plan*

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date *Sep-27*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 500,000	\$ 5,000,000	\$ 18,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt			500,000	5,000,000	18,000,000

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 23,500,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 23,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: *Build14* **Previous #:**
Capital Project Name: *St. Mary's Boat Club*
Executive Director: *John MacPherson*

Asset Category: *Buildings/Facilities*
Service Area: *Recreation & Cultural Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

State of good repair improvements to the facility in order to meet the recreation needs of the community, as outlined in the Regional Council report dated August 23, 2022 (Item 15.1.3).

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *25 Year Facilities Recapitalization Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-24* **End:** *Apr-25*
Estimated Project Execution Phase Timing **Start:** *Apr-25* **End:** *Apr-27*
Estimated Asset Operational Date *Apr-27*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 500,000	\$ 4,500,000	\$ 5,000,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		500,000	4,500,000	5,000,000	

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 10,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 10,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)		50,000		

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	<u>\$ -</u>
<i>Issue design RFP</i>		\$ 500,000
	2024/25 New Activities Sub-Total	<u>\$ 500,000</u>
	Total Work to be Completed in 2024/25	<u>\$ 500,000</u>

2024/25 Capital Project

Capital Project #: CB000016 **Previous #:**
Capital Project Name: Transit Facility Investment Strategy
Executive Director: Dave Reage

Asset Category: Buildings/Facilities
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

A Transit Facility Investment Strategy was completed in 2019 to inform the strategic and long term investment in Halifax Transit infrastructure. Improvements were prioritized based on required maintenance, improved customer service, expansion, and accessibility.

Impact to Service

Investment in Halifax Transit passenger facilities is important to provide safe, comfortable, and reliable transit service.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Moving Forward Together Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 285,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,204,000	\$ 600,000	\$ 1,900,000	\$ 300,000	\$ 300,000
Funding:					
External Funding					
Reserve					
Capital from Operating		300,000	950,000	150,000	150,000
Debt		300,000	950,000	150,000	150,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Various surface repairs (asphalt/concrete) \$ 200,000
Signage 154,000
Pontoon repairs 850,000

Work in Process Sub-Total \$ 1,204,000

Various surface repairs (asphalt/concrete) \$ 350,000
Woodside - Phase 3 design 100,000
Alderney Ferry ramp egress 150,000

2024/25 New Activities Sub-Total \$ 600,000

Total Work to be Completed in 2024/25 \$ 1,804,000

2024/25 Capital Project

Capital Project #: CB230031 **Previous #:** Build7
Capital Project Name: Wanderers Grounds Bengal Lancers Arena
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

State of good repair improvements to the facility in order to meet the recreation needs of the community.

Impact to Service

Work will maintain the asset in a state of good repair to ensure program delivery. This facility is leased by others but HRM owns it and is responsible for capital expenditures

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: 25 Year Facilities Recapitalization Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-23 **End:** May-23
Estimated Project Execution Phase Timing **Start:** Jun-23 **End:** Mar-24
Estimated Asset Operational Date **Start:** Apr-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 400,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 400,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	2,500			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

State of good repair of facility \$ 200,000

Work in Process Sub-Total \$ 200,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 200,000

2024/25 Capital Project

Capital Project #: *CR000007* **Previous #:**
Capital Project Name: *Wrights Cove Terminal*
Executive Director: *Dave Reage*

Asset Category: *Buildings/Facilities*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

This project will see the detailed design and construction of the Wrights Cove Terminal in Burnside.

Impact to Service

This terminal will provide improved connections for individuals travelling between Sackville, Dartmouth, and Burnside. It will also improve passenger comfort and overall network efficiency.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Moving Forward Together Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-24* **End:** *Mar-25*
Estimated Project Execution Phase Timing **Start:** *Apr-25* **End:** *Mar-27*
Estimated Asset Operational Date *Mar-27*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 16,000	\$ 350,000	\$ 1,500,000	\$ 2,500,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		350,000	1,500,000	2,500,000	

Previously Approved Budget \$ 244,500
2024/25 - 2027/28 Budgets 4,350,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 4,594,500

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			40,000	
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	<u>\$ -</u>
<i>Planning and design</i>		\$ 366,000
2024/25 New Activities Sub-Total		<u>\$ 366,000</u>
Total Work to be Completed in 2024/25		<u>\$ 366,000</u>

Business Systems

Business Systems

Page #	Project Name	Project #	2024/25 Project				
			Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
C1	Application Recapitalization	CI190009	\$ 536,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
C2	Business Intelligence Program	CI190010	459,000	300,000	300,000	300,000	300,000
C3	Business Performance Management Tool	BT30	-	-	430,000	-	-
C4	Corporate Cashiering	BT36	450,000	-	-	-	-
C5	Corporate Scheduling	CI210019	3,872,000	2,900,000	-	-	-
C6	Council Chamber Technology Refresh	BT35	500,000	500,000	-	-	-
C7	CRM Software Replacement	CI990020	650,000	-	500,000	1,450,000	-
C8	Cyber Security	CI200005	445,000	250,000	225,000	225,000	225,000
C9	Cyber Security Program (AG Recommendations)	BT33	2,630,000	2,630,000	1,430,000	-	-
C10	Digital Services	CI000001	420,000	275,000	250,000	250,000	250,000
C11	E-Agenda Software	CI220001	250,000	-	-	-	-
C12	Enterprise Content & Records Mgmt.	CI990018	746,000	-	-	-	-
C13	Finance & HR Business Foundations	CI200002	8,925,000	-	1,000,000	-	-
C14	Fixed Route Planning, Scheduling, & Operations	CM210013	996,000	-	-	-	-
C15	Fleet Management Solution	BT01	1,270,000	1,270,000	2,400,000	1,140,000	-
C16	GIS Service Management	CI230002	135,000	100,000	100,000	100,000	100,000
C17	HRFE AVL Devices	CI190004	105,000	-	-	-	-
C18	HRFE Dispatch Systems	CI990027	274,000	-	-	-	-
C19	HRFE FDM Review/Enhance	CI210012	200,000	-	-	-	-
C20	HRFE Intelligent Dispatching	CI190005	-	-	990,000	638,000	-
C21	HRFE Mobile Data Terminal (MDT) Refresh	BT34	575,000	575,000	-	-	-
C22	HRFE Personal Accountability	BT07	-	-	-	300,000	-
C23	HRFE Service Request	BT09	-	-	-	300,000	-
C24	HRFE Station Alerting	CI210013	1,559,000	1,410,000	300,000	-	-
C25	HRFE/HRP CAD to EMS Integration	BT08	-	-	-	586,000	-
C26	HRM Enterprise Service Management	BT32	300,000	300,000	260,000	-	-
C27	HRP Digital Communications Intercept Systems Upgrade	CI210017	-	-	-	580,000	-
C28	HRP Interview Room Recording System	CI210018	-	-	-	295,000	-
C29	HRP Intranet Refresh	CI220002	-	-	-	-	438,000
C30	HRP Records Mgmt. Optimization	CI990023	739,000	-	100,000	-	-
C31	HRP Security Monitoring Video Surveillance	CI210016	26,000	-	20,000	225,000	25,000
C32	IT Business Tools	CI200004	633,000	300,000	500,000	500,000	500,000
C33	IT Infrastructure Recap	CI200003	850,000	600,000	500,000	500,000	500,000
C34	IT Service Management	CI200001	336,000	100,000	100,000	100,000	100,000
C35	Municipal Archives	CI210015	375,000	175,000	-	-	-
C36	Onboard GPS Based Transit Priority	Transit3	-	-	-	-	500,000
C37	Paratransit Technology	CM210012	79,000	-	-	-	-
C38	Parking Technology	CI990031	367,000	-	-	-	-
C39	Permitting, Licensing, Compliance (PLC)	CI990013	88,000	-	-	-	-
C40	Public Appointment Tool	BT11	-	-	200,000	-	-
C41	Public Wi-Fi	CI000021	143,000	-	-	-	-
C42	Recreation Software Transition Project	CI230001	1,708,000	-	10,000	-	-
C44	Road Disruption Management Solution	CI190008	479,000	200,000	-	-	-
C45	Salt Scale Solution	CI230003	400,000	-	-	-	-
C46	Telus Elements Transition Project	BT03	675,000	675,000	-	-	-
C47	Transit Fare Management	CM210011	1,816,000	400,000	-	-	-
Total Business Systems			\$ 34,011,000	\$ 13,160,000	\$ 9,815,000	\$ 7,689,000	\$ 3,138,000

2024/25 Capital Project

Capital Project #: C190009 **Previous #:**
Capital Project Name: Application Recapitalization
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Implementing best practices in lifecycle management of Information Technology (IT) application assets. This project consolidates regular maintenance, upgrading, automation tools, and continuous improvement activities related to HRM's 180+ IT Applications.

Impact to Service

Maintenance, management and continuous improvement through enhancements of IT applications is crucial for full realization of benefits. It also enables HRM business units to leverage technology that better supports business processes as well as customer service.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: ICT Strategic Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 336,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Funding:					
External Funding					
Reserve					
Capital from Operating		200,000	200,000	200,000	200,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Procure professional technical services to support planned application upgrades. \$ 70,000
Implement Testing Case Tracking Tool for application testing. 160,000
Procure professional services for Fleet Focus application role security cleanup. 66,000
Versaterm interface development. 40,000

Work in Process Sub-Total \$ 336,000

Procure professional project management services for application implementations and upgrades. \$ 200,000

2024/25 New Activities Sub-Total \$ 200,000

Total Work to be Completed in 2024/25 \$ 536,000

2024/25 Capital Project

Capital Project #: C190010
Capital Project Name: Business Intelligence Program
Executive Director: David Thorpe

Previous #:

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

Project Deliverables

Deliver improved analytical capabilities in support of evidence-based decision making, introduce machine learning and artificial intelligence. Key areas include Open Data, corporate benchmarking initiatives, key performance indicators, data applications, and growing analytics capabilities.

Impact to Service

Capabilities allow for improved collection and access to information, more knowledge to improve business outcomes for staff, benefitting our citizens. Allows staff to describe what happened, diagnose why, and help predict what will happen next. Enables automation and process improvement.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Business Intelligence Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 209,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 159,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Funding:					
External Funding					
Reserve					
Capital from Operating		300,000	300,000	300,000	300,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	220,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Expand the data available in the corporate Data Warehouse \$ 25,000
Enhance capability to enable corporate self-serve reporting and analytics 64,000
Migration of reporting platform from Business Objects to Power BI 20,000

Work in Process Sub-Total

\$ 109,000

Enhance services to support corporate reporting and analytics growth \$ 205,000
Deliver projects through Student Co-op Program to grow Business Intelligence & Analytics capabilities 95,000
Implement Business Intelligence Strategy - Phase I 50,000

2024/25 New Activities Sub-Total

\$ 350,000

Total Work to be Completed in 2024/25

\$ 459,000

2024/25 Capital Project

Capital Project #: *BT30* **Previous #:**
Capital Project Name: *Business Performance Management Tool*
Executive Director: *David Thorpe*

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

Project Deliverables

Installation and configuration of a centralized planning and performance measurement system that would improve information gathering, improve timeliness of reports, and reduce administrative overhead.

Impact to Service

Enable HRM to better manage its business activities by connecting financial, strategic, and operational metrics to support implementation of strategic plans. Leading to better, more timely information to improve business processes and decision making.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *ICT Strategic Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-25* **End:** *Oct-25*
Estimated Project Execution Phase Timing **Start:** *Nov-25* **End:** *Mar-26*
Estimated Asset Operational Date *Apr-26*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 430,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			430,000		
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 430,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 430,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: BT36 **Previous #:** CI200002
Capital Project Name: Corporate Cashiering
Executive Director: David Thorpe

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

Project Deliverables

The Corporate Cashiering project will involve the de-coupling (separating) of the Teller cashiering solution from the Planning and Development POSSE solution.

Impact to Service

The Corporate Cashiering project will resolve many of the cashiering challenges related to operation support while also providing an enterprise platform designed to support future cashiering requirements for new systems and solutions.

Strategic Plan

Council/Administrative Priority Area:
Strategy:

Estimated Project Planning & Design Phase Timing **Start:** May-24 **End:** Jul-24
Estimated Project Execution Phase Timing **Start:** Aug-24 **End:** Dec-24
Estimated Asset Operational Date Jan-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 450,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ -

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	66,540	2,662	2,768	2,879
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Corporate Cashiering Project:</i>	<u>\$ 450,000</u>
Complete preliminary project planning activities	
Procurement vendor implementation services	
Procure professional project delivery management services	
Complete detailed planning, design and configuration activities	
Complete project implementation and delivery activities	
2024/25 New Activities Sub-Total	<u>\$ 450,000</u>
Total Work to be Completed in 2024/25	<u>\$ 450,000</u>

2024/25 Capital Project

Capital Project #: CI210019 **Previous #:**
Capital Project Name: Corporate Scheduling
Executive Director: David Thorpe

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

Project Deliverables

Implement Advanced Scheduling and Time Reporting solution that will support the Municipality in their effort to streamline activities and, where possible, align with industry best practices.

Impact to Service

Implementation of the Corporate Scheduling solution will be a benefit to many of the Municipality's business units. The solution will promote equitable staffing, decrease union grievances, and replace cumbersome processes with more efficient ones.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: ICT Strategic Plan

Estimated Project Planning & Design Phase Timing **Start:** Jan-23 **End:** Nov-23
Estimated Project Execution Phase Timing **Start:** Dec-23 **End:** Mar-25
Estimated Asset Operational Date Mar-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 972,000	\$ 2,900,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve		2,000,000			
Capital from Operating		900,000			
Debt					

Previously Approved Budget \$ 2,740,000
2024/25 - 2027/28 Budgets 2,900,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 5,640,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	230,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Development/configuration of corporate scheduling application \$ 775,000

Work in Process Sub-Total \$ 775,000

Complete development/configuration of solution application \$ 3,097,000

Plan and execute business change management and communications activities

Plan and execute application testing.

Complete planning and execution of training activities

Deploy application

2024/25 New Activities Sub-Total \$ 3,097,000

Total Work to be Completed in 2024/25 \$ 3,872,000

2024/25 Capital Project

Capital Project #: BT35
Capital Project Name: Council Chamber Technology Refresh
Executive Director: David Thorpe

Previous #:

Asset Category: Business Systems
Service Area: General Government
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Replace hardware contained within Council Chambers and overall project coordination including possible relocation of Council during installation.

Impact to Service

Council Chambers technology enables the audio and video capabilities required by our Regional Council. This includes being seen and heard, online streaming, voting, speakers list and overall management of meetings which take place in the Chambers.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Digital Strategy

Estimated Project Planning & Design Phase Timing **Start:** Apr-24 **End:** May-24
Estimated Project Execution Phase Timing **Start:** Jun-24 **End:** Sep-24
Estimated Asset Operational Date Sep-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		500,000			
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	500,000
Estimated Remaining Budget Required	
Total Estimated Project Cost	<u>\$ 500,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	200,000	10,000		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Council Chamber Technology Refresh activities:</i>	\$ 500,000
<i>Procure hardware, software and vendor implementer services</i>	
<i>Procure professional project delivery services (Project manager & Business analyst)</i>	
<i>Implement technology refresh</i>	
2024/25 New Activities Sub-Total	<u>\$ 500,000</u>
Total Work to be Completed in 2024/25	<u>\$ 500,000</u>

2024/25 Capital Project

Capital Project #: CI990020 **Previous #:**
Capital Project Name: CRM Software Replacement
Executive Director: David Thorpe

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

Project Deliverables

Halifax requires a new Customer Relationship Management (CRM) solution to replace its existing CRM which is integrated as part of the existing Hansen technology. The Corporate CRM project is a multi-year initiative with multiple implementation phases.

Impact to Service

The new CRM is a modern solution that will provide Halifax's customers with an ability to easily access answers and services they need, when, where, and how they choose.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Customer Relationship Management Strategy

Estimated Project Planning & Design Phase Timing **Start:** Apr-24 **End:** Sep-24
Estimated Project Execution Phase Timing **Start:** Oct-24 **End:** Dec-26
Estimated Asset Operational Date **Start:** Jan-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 650,000	\$ -	\$ 500,000	\$ 1,450,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			500,000	1,450,000	
Debt					

Previously Approved Budget \$ 929,000
2024/25 - 2027/28 Budgets 1,950,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,879,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Planning for Assessment/Fit Gap. \$ 100,000
Remaining funds for planned project activities are being allocated to future fiscal periods. 550,000

Work in Process Sub-Total \$ 650,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 650,000

2024/25 Capital Project

Capital Project #: CI200005 **Previous #:**
Capital Project Name: Cyber Security
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Cybersecurity protection of critical systems and digital assets to prevent cyber security attacks that result in financial, reputational and legal consequences.

Impact to Service

Cybersecurity protection to minimize the impact of cyber security attacks. Allowing for the continued operations of HRM's systems.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *ICT Strategic Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 408,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 195,000	\$ 250,000	\$ 225,000	\$ 225,000	\$ 225,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	225,000	225,000	225,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	46,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Implement EDR/XDR Services (Managed Detection and Response). \$ 195,000

Work in Process Sub-Total \$ 195,000

Fortinet FortiMail FML-400F Network Security/Firewall Appliance Fortinet / FortiMail Office365 API \$ 150,000

Integration Service

Vulnerability Management - Pen test 50,000

Incident Management Consultation - Incident response table top exercise 50,000

2024/25 New Activities Sub-Total \$ 250,000

Total Work to be Completed in 2024/25 \$ 445,000

2024/25 Capital Project

Capital Project #: BT33 **Previous #:**
Capital Project Name: *Cyber Security Program (AG Recommendations)*
Executive Director: *David Thorpe*

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

Project Deliverables

Deliver multiple projects to fulfill Auditor General's recommendations including new technology and required policies and procedures.

Impact to Service

This project encompasses the work required to fulfill the accepted recommendations from the Auditor General's Audit.

Strategic Plan

Council/Administrative Priority Area:
 Strategy: *Cyber Security Framework*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-24* **End:** *Jul-24*
Estimated Project Execution Phase Timing **Start:** *Aug-24* **End:** *Mar-26*
Estimated Asset Operational Date *Apr-26*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 2,630,000	\$ 1,430,000	\$ -	\$ -
Funding:					
External Funding					
Reserve		2,000,000			
Capital from Operating		630,000	1,430,000		
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 4,060,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 4,060,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		190,000		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Cyber Security Program (AG Recommendations):</i>	<u>\$ 2,630,000</u>
<i> Procure professional services and provision IT backfill resources for implementation and delivery</i>	
<i> Procure and implement solution software and hardware</i>	
<i> Continue project planning and support implementation activities</i>	
<i> Procure Incident Response retainer</i>	
2024/25 New Activities Sub-Total	<u>\$ 2,630,000</u>
Total Work to be Completed in 2024/25	<u>\$ 2,630,000</u>

2024/25 Capital Project

Capital Project #: *CI000001* **Previous #:**
Capital Project Name: *Digital Services*
Executive Director: *David Thorpe*

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

Project Deliverables

The Digital Services program delivers and enhances the quality and quantity of online services to the municipality's citizens, businesses, and other customers providing a better user experience.

Impact to Service

The Digital Services program provides and maintains trusted digital solutions that enable customers to access the municipality's digital service offerings in a convenient, user-friendly, innovative, and streamlined manner.

Strategic Plan

Council/Administrative Priority Area: *Service Excellence*
Strategy: *Digital Strategy*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 80,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 145,000	\$ 275,000	\$ 250,000	\$ 250,000	\$ 250,000
Funding:					
External Funding					
Reserve					
Capital from Operating		275,000	250,000	250,000	250,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	120,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Enhancements for user interface / user experience on halifax.ca \$ 50,000
Deliver new Noise Bylaw subscription service 45,000
Enhancements to Drupal platform - halifax.ca 50,000

Work in Process Sub-Total

\$ 145,000
Enhancements for user interface / user experience on halifax.ca \$ 80,000
Implement accessibility improvements to halifax.ca 50,000
Implement new targeted online services 100,000
Enhancements to security and architecture on halifax.ca 45,000

2024/25 New Activities Sub-Total

\$ 275,000

Total Work to be Completed in 2024/25

\$ 420,000

2024/25 Capital Project

Capital Project #: CI220001 **Previous #:**
Capital Project Name: E-Agenda Software
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: General Government
Project Type: Growth
Project Outcomes:

Project Deliverables

The Municipal Clerk's Office is seeking a new technology tool to facilitate the creation and management of e-Agendas for Council, Community Council, Standing Committee and Board and Committee meetings.

Impact to Service

A modern and user-orientated software tool is requested to help streamline the current processes for the creation and management of the agenda process and facilitate the continued use of e-Agenda packages only by Mayor, Councillors and committee members.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRM's Plan on a Page

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 250,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 250,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	108,562			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Procurement of professional services resources for project implementation \$ 20,000
Procurement of technology solution 80,000

Work in Process Sub-Total \$ 100,000
Continue project Implementation activities \$ 150,000

2024/25 New Activities Sub-Total \$ 150,000

Total Work to be Completed in 2024/25 \$ 250,000

2024/25 Capital Project

Capital Project #: CI990018 **Previous #:**
Capital Project Name: Enterprise Content & Records Mgmt.
Executive Director: David Thorpe

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

Project Deliverables

This phase of the project will establish a foundational program for an Enterprise Content and Records Management (ECRM) solution, with the delivery of a new HRM Intranet, new project and business document sites using SharePoint technology.

Impact to Service

The solution will improve the management of documents and information, improve information sharing (internal/external), automate the records management process, and improve security.

Strategic Plan

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

Estimated Project Planning & Design Phase Timing **Start:** Apr-21 **End:** Jun-23
Estimated Project Execution Phase Timing **Start:** Mar-22 **End:** Nov-24
Estimated Asset Operational Date Dec-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 746,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 2,908,703
 2024/25 - 2027/28 Budgets
 Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,908,703

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	188,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Continue technical architecture and solution design \$ 746,000
Confirm change management, communications and training activities
Implement records management activities with business units
Implement new corporate intranet solution
Implement new Sharepoint sites for business units
Work in Process Sub-Total \$ 746,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 746,000

2024/25 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

Implementation of an SAP platform that supports a wide range of business capabilities and transformational business process improvements for key Human Resources (HR) and Finance services.

Impact to Service

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.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: ICT Strategic Plan

Estimated Project Planning & Design Phase Timing **Start:** Nov-23 **End:** Nov-24
Estimated Project Execution Phase Timing **Start:** Nov-24 **End:** Jan-26
Estimated Asset Operational Date Feb-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 8,925,000	\$ -	\$ 1,000,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt			1,000,000		

Previously Approved Budget \$ 38,700,490
2024/25 - 2027/28 Budgets 1,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 39,700,490

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	300,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Plan and Design \$ 2,000,000

Work in Process Sub-Total \$ 2,000,000

Implement Learning Management, Recruiting, Onboarding Modules and Case Management integration: \$ 2,900,000

Plan and execute business change management and communications activities

Develop/configure HR application solution

Planning and development of application training

Planning for user acceptance testing activities

Prepare and issue RFP for professional project management services 4,025,000

2024/25 New Activities Sub-Total \$ 6,925,000

Total Work to be Completed in 2024/25 \$ 8,925,000

2024/25 Capital Project

Capital Project #: CM210013 **Previous #:** CM180005
Capital Project Name: Fixed Route Planning, Scheduling, & Operations
Executive Director: Dave Reage

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Halifax Transit's Fixed Route Planning, Scheduling, & Operations project will replace the existing scheduling solution in use at Halifax Transit. The existing scheduling solution is extremely dated and does not integrate well with other technology solutions in use at Halifax Transit.

Impact to Service

The new scheduling solution will increase the efficiency of Halifax Transit's conventional service and provide improved integration with Halifax Transit's existing technology solutions.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Halifax Transit Technology Roadmap

Estimated Project Planning & Design Phase Timing **Start:** Mar-18 **End:** Jan-23
Estimated Project Execution Phase Timing **Start:** Feb-22 **End:** Aug-23
Estimated Asset Operational Date **Start:** May-23

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 996,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 3,306,380
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 3,306,380

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	180,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Fixed Route Planning, Scheduling, & Operations (Phase 1 implementation) \$ 996,000

Work in Process Sub-Total \$ 996,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 996,000

2024/25 Capital Project

Capital Project #: BT01 **Previous #:**
Capital Project Name: Fleet Management Solution
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Project deliverables include a phased implementation approach that will include an enhanced set of Fleet Management functionalities and capabilities.

Impact to Service

HRM manages the full lifecycle of its fleet vehicles, that deliver various services to the municipality. Impacted service areas include Fleet, Transit, Procurement and the Finance Asset Management Office (AMO). The proposed project will implement a Fleet Management replacement technology solution.

Strategic Plan

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

Estimated Project Planning & Design Phase Timing **Start:** Apr-24 **End:** Jun-25
Estimated Project Execution Phase Timing **Start:** Jul-25 **End:** Nov-26
Estimated Asset Operational Date Nov-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 1,270,000	\$ 2,400,000	\$ 1,140,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		1,270,000	2,400,000	1,140,000	
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 4,810,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 4,810,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	209,700			
One-Time Operating Costs (Savings)	54,000	54,000		

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Fleet Management Solution Project:</i>	<u>\$ 1,270,000</u>
<i> Project initiation and preliminary planning, activities</i>	
<i> Procurement and implementation of technologies</i>	
<i> Detailed project planning and design (phase 1)</i>	
 2024/25 New Activities Sub-Total	 <u>\$ 1,270,000</u>
 Total Work to be Completed in 2024/25	 <u>\$ 1,270,000</u>

2024/25 Capital Project

Capital Project #: CI230002 **Previous #:** BT32
Capital Project Name: GIS Service Management
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Implementing best practices in lifecycle management of Information Technology (IT) application assets. This project consolidates regular maintenance, upgrading, automation tools, and continuous improvement activities related to HRM's GIS Solutions environment.

Impact to Service

Maintenance, management and continuous improvement through enhancements of GIS solutions is crucial for full realization of benefits. It also enables HRM business units to leverage technology that better supports business processes as well as customer service.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: ICT Strategic Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 35,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Funding:					
External Funding					
Reserve					
Capital from Operating		200,000	200,000	200,000	200,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Implementation of Year 1 GIS Strategy. \$ 35,000

Work in Process Sub-Total \$ 35,000

Emergency resource support. \$ 20,000

Implementation of GIS Strategic Road Map Year 2 activities. 80,000

2024/25 New Activities Sub-Total \$ 100,000

Total Work to be Completed in 2024/25 \$ 135,000

2024/25 Capital Project

Capital Project #: CI210012
Capital Project Name: HRFE FDM Review/Enhance
Executive Director: David Thorpe

Previous #:

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Enhance the records management system to align to requirements and corporate policies. A phased approach to improve information in each module. Modernization of data collection and storage to reduce costs, safeguard privacy and improve customer service.

Impact to Service

Improve efficiency and quality of the information tracked and managed in the Halifax Regional Fire and Emergency (HRFE) records management system.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** May-15 **End:** Mar-24
Estimated Project Execution Phase Timing **Start:** May-15 **End:** Mar-25
Estimated Asset Operational Date Mar-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 250,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 250,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	20,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Project initiation and preliminary planning activities. \$ 200,000

Work in Process Sub-Total \$ 200,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 200,000

2024/25 Capital Project

Capital Project #: C190005 **Previous #:**
Capital Project Name: HRFE Intelligent Dispatching
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Growth
Project Outcomes:

Project Deliverables

This project will provide the ability to dispatch Fire apparatuses by closest available unit with the required capabilities.

Impact to Service

Nearest fire trucks will be dispatched to emergency, reducing response times and enhancing public safety. Firefighter safety will be enhanced by displaying vehicle locations in the Computer Automated Dispatch system.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-26 **End:** Aug-26
Estimated Project Execution Phase Timing **Start:** Sep-26 **End:** Dec-27
Estimated Asset Operational Date Jan-28

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 990,000	\$ 638,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			990,000	638,000	
Debt					

Previously Approved Budget \$ 125,000
2024/25 - 2027/28 Budgets 1,628,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 1,753,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: BT34 **Previous #:**
Capital Project Name: HRFE Mobile Data Terminal (MDT) Refresh
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:
Project Deliverables
Replacement and subsequent implementation of ~95 Mobile Data Terminals (MDTs) and supporting hardware and software in HRFE fleet vehicles, training facilities or HQ.

Impact to Service
Without properly functioning and updated MDTs, there is significant risk to HRFE's ability to respond to emergencies effectively and efficiently.

Strategic Plan
 Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *HRFE (Halifax Regional Fire & Emergency)*

Estimated Project Planning & Design Phase Timing **Start:** Jan-24 **End:** Mar-24
Estimated Project Execution Phase Timing **Start:** Apr-24 **End:** Jul-24
Estimated Asset Operational Date Aug-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 575,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		575,000			
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	575,000
Estimated Remaining Budget Required	
Total Estimated Project Cost	<u>\$ 575,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		100,000		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Project Activities:</i>	<u>\$ 575,000</u>
Complete project planning activities	
Procure hardware technology	
Procure professional project management services	
Complete project implementation activities	
2024/25 New Activities Sub-Total	<u>\$ 575,000</u>
Total Work to be Completed in 2024/25	<u>\$ 575,000</u>

2024/25 Capital Project

Capital Project #: BT07
Capital Project Name: HRFE Personal Accountability
Executive Director: David Thorpe

Previous #:

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Implement tools, processes and technologies to improve the tracking of personnel at fires and emergency incidents. Career members are assigned to specific apparatus, currently there is no efficient method to track volunteer firefighters responding, arriving or attending incidents.

Impact to Service

Very difficult to track the response of more than 50% of the service. Cannot accurately track Effective Firefighting Force, or response from our volunteer component. Will also allow standardized approach to accountability management across responding organizations.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-26 **End:** Jun-26
Estimated Project Execution Phase Timing **Start:** Jul-26 **End:** Mar-27
Estimated Asset Operational Date Apr-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating				300,000	
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	300,000
Estimated Remaining Budget Required	
Total Estimated Project Cost	<u>\$ 300,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CI210013 **Previous #:**
Capital Project Name: HRFE Station Alerting
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Project deliverables include the development, installation, testing, verification and implementation of a fire station alerting system for 29 fire stations in the Halifax Regional Municipality.

Impact to Service

The system will enable faster dispatching of firefighters, improved clarity of critical emergency information, accurate record-keeping of our dispatch times, and enhanced emergency response time target reporting to Regional Council. This will enhance public safety.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Jul-21 **End:** Dec-23
Estimated Project Execution Phase Timing **Start:** Jan-24 **End:** Mar-25
Estimated Asset Operational Date Jun-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 149,000	\$ 1,410,000	\$ 300,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		1,410,000	300,000		
Debt					

Previously Approved Budget \$ 1,625,000
2024/25 - 2027/28 Budgets 1,710,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 3,335,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	58,133	56,730		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Procurement of professional services for technology deployment:
Business Analyst/TRA/IES 79,000
Installation costs 70,000

Work in Process Sub-Total \$ 149,000

Core hardware station installation and peripherals - Phase 2 \$ 1,296,000
Resourcing change management/business analyst/IES 108,000
Additional project costs 6,000

2024/25 New Activities Sub-Total \$ 1,410,000

Total Work to be Completed in 2024/25 \$ 1,559,000

2024/25 Capital Project

Capital Project #: BT08
Capital Project Name: HRFE/HRP CAD to EMS Integration
Executive Director: David Thorpe

Previous #:

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Project deliverables include technological integration between the Computer Automated Dispatching (CAD) system used by HRM (Police and Fire) and the Province of Nova Scotia Emergency Health Services.

Impact to Service

Will result in nearly instantaneous sharing of information between Fire, Police and Emergency Health Services Nova Scotia. This will improve location accuracy, reduce response times for all agencies and provide emergency responders with detailed information about the emergency.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** Apr-26 **End:** Jun-26
Estimated Project Execution Phase Timing **Start:** Jul-26 **End:** Mar-27
Estimated Asset Operational Date Apr-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 586,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating				586,000	
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	586,000
Estimated Remaining Budget Required	
Total Estimated Project Cost	<u>\$ 586,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: BT32
Capital Project Name: HRM Enterprise Service Management
Executive Director: David Thorpe

Previous #:

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

Project Type:
Project Outcomes:

Project Deliverables

Using an established platform (ServiceNow), apply security to divide and secure various data sources between business units, and build request forms, workflow, and overall process to automate processes currently being executed manually.

Impact to Service

Enables business units to access an established HRM platform, leveraging a common approach, for business unit service request application needs.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Customer Service Strategy

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 300,000	\$ 260,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		300,000	260,000		
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 560,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 560,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	195,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Project Activities:</i>		\$ 300,000
<i>Procure solution implementer services (KPMG)</i>		
<i>Procure professional project delivery services (senior business analyst)</i>		
<i>Implement ~3 business unit service request solutions</i>		
2024/25 New Activities Sub-Total	\$ 300,000	
Total Work to be Completed in 2024/25	\$ 300,000	

2024/25 Capital Project

Capital Project #: CI210018
Capital Project Name: HRP Interview Room Recording System
Executive Director: Donald Maclean

Previous #:

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

To provide interview rooms with updated hardware and software.

Impact to Service

Video/audio interviewing capabilities to ensure necessary continuity for investigative operations and disclosure requirements.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRP Technology Roadmap

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date Jan-22

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ 295,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating				295,000	
Debt					

Previously Approved Budget	\$ 235,000
2024/25 - 2027/28 Budgets	295,000
Estimated Remaining Budget Required	369,000
Total Estimated Project Cost	<u>\$ 899,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			3,800	
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CI220002 **Previous #:** HRP5
Capital Project Name: HRP Intranet Refresh
Executive Director: Donald Maclean

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Re-design the existing HRP Intranet using current technology to support operations, communications and employee engagement.

Impact to Service

A responsive intranet to serve HRP employees, providing a searchable document or content management system that brings together all business documents, policies and information to a central point for transactional processes and access to key systems and applications.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRP Technology Roadmap

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date Jan-23

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 438,000
Funding:					
External Funding					
Reserve					
Capital from Operating					438,000
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 438,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 438,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CI210016 **Previous #:**
Capital Project Name: HRP Security Monitoring Video Surveillance
Executive Director: Donald Maclean

Asset Category: Business Systems
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Standardize all cameras and audio recordings to IP and digital based in HRP facilities.

Impact to Service

An upgraded video recording solution supporting regulatory requirements, safety and security of HRP facilities.

Strategic Plan

Council/Administrative Priority Area: *Service Excellence*
 Strategy: *HRP Technology Roadmap*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-21* **End:** *May-21*
Estimated Project Execution Phase Timing **Start:** *Jun-21* **End:** *Aug-21*
Estimated Asset Operational Date *Sep-21*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 26,000	\$ -	\$ 20,000	\$ 225,000	\$ 25,000
Funding:					
External Funding					
Reserve					
Capital from Operating			20,000	225,000	25,000
Debt					

Previously Approved Budget	\$ 202,000
2024/25 - 2027/28 Budgets	270,000
Estimated Remaining Budget Required	310,000
Total Estimated Project Cost	\$ 782,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			600	
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Deployment of cameras to 2 East division locations</i>	\$ 26,000

2024/25 New Activities Sub-Total	\$ 26,000
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Total Work to be Completed in 2024/25	\$ 26,000
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2024/25 Capital Project

Capital Project #: CI200004 **Previous #:** CI990004
Capital Project Name: IT Business Tools
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Information Technology's (IT) Business Tools ongoing program, is used for strategic planning activities as well as for the delivery and implementation of smaller business technology initiatives, in support of business objectives and services to citizens.

Impact to Service

Improve IT and corporate strategic planning initiatives including addressing business transformation needs, emerging technology innovations and resource management.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Customer Service Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 161,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 333,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		300,000	500,000	500,000	500,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	12,600			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Procure corporate workplace management project technology \$ 78,000
Procure professional services (resources) - workplace management delivery project 80,000
Complete small projects - Delivery 115,000

Work in Process Sub-Total

\$ 273,000
Prioritized opportunity assessments/business cases \$ 200,000
Small projects - Delivery 160,000

2024/25 New Activities Sub-Total

\$ 360,000

Total Work to be Completed in 2024/25

\$ 633,000

2024/25 Capital Project

Capital Project #: CI200003 **Previous #:**
Capital Project Name: IT Infrastructure Recap
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

The IT Infrastructure Recapitalization project is a year-over-year set of initiatives that allows for IT's infrastructure assets to be properly maintained, upgraded and when necessary, recapitalized.

Impact to Service

This project will ensure technology required to run the business of the municipality is highly available and the information contained therein is secure, through the IT assets lifecycle of initial and ongoing maintenance/upgrades.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: ICT Strategic Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 998,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 250,000	\$ 600,000	\$ 500,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating		600,000	500,000	500,000	500,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	37,100			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Begin replacement of backup storage repository \$ 250,000

Work in Process Sub-Total \$ 250,000

Continue replacement of backup storage repository \$ 250,000

Complete upgrades to targeted network infrastructure. 200,000

Secondary DC storage upgrades 150,000

2024/25 New Activities Sub-Total \$ 600,000

Total Work to be Completed in 2024/25 \$ 850,000

2024/25 Capital Project

Capital Project #: CI200001 **Previous #:**
Capital Project Name: IT Service Management
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This work represents ongoing maturity/automation/expansion of IT Service Management to better meet the ever increasing reliance of HRM services on technology.

Impact to Service

Improved ability to manage demand/control/support IT assets (technology and people) through process optimization and automation will ensure continued high availability of IT systems.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *ICT Strategic Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 45,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 236,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Funding:					
External Funding					
Reserve					
Capital from Operating		100,000	100,000	100,000	100,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Assess and improve IT physical asset management lifecycle processes and tracking</i>	\$ 200,000
<i>IT Support Process automation to increase efficiency and value</i>	136,000
2024/25 New Activities Sub-Total	\$ 336,000
Total Work to be Completed in 2024/25	\$ 336,000

2024/25 Capital Project

Capital Project #: CI210015 **Previous #:**
Capital Project Name: Municipal Archives
Executive Director: David Thorpe

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

Project Deliverables

The Municipal Archives requires a significant amount of long-term electronic storage (approximately 15 terabytes) and a digital preservation management system that will feed into its public access archival management system.

Impact to Service

A single source for location to store, preserve and manage archival digital information, will protect historical digital records and make them available to the public for historical research.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRM's Plan on a Page

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 200,000	\$ 175,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		175,000			
Debt					

Previously Approved Budget \$ 200,000
2024/25 - 2027/28 Budgets 175,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 375,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	236,270			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Create RFP \$ 50,000
Post and evaluate RFP 150,000

Work in Process Sub-Total \$ 200,000

Project planning activities - Develop planning documents \$ 175,000
Selection and procurement of technology
Complete project implementation activities
Complete project closeout activities

2024/25 New Activities Sub-Total \$ 175,000

Total Work to be Completed in 2024/25 \$ 375,000

2024/25 Capital Project

Capital Project #: *Transit3* **Previous #:**
Capital Project Name: *Onboard GPS Based Transit Priority*
Executive Director: *Dave Reage*

Asset Category: *Business Systems*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

This project will deliver a system which will help optimize travel times for transit vehicles using onboard computers which relay information to traffic signals.

Impact to Service

This project will increase the reliability of transit services, making it more competitive with private vehicles.

Strategic Plan

Council/Administrative Priority Area: *Service Excellence*
 Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date *Dec-28*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Funding:					
External Funding					
Reserve					
Capital from Operating					500,000
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	500,000
Estimated Remaining Budget Required	2,500,000
Total Estimated Project Cost	\$ 3,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CM210012 **Previous #:** CM180005
Capital Project Name: Paratransit Technology
Executive Director: Dave Reage

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Halifax Transit's Paratransit Technology project will introduce new technologies to improve the efficiency of the Access-A-Bus service. Mobile data terminals will be added to the Access-A-Bus fleet and new methods for passengers to book trips will be introduced.

Impact to Service

Mobile data terminals will allow Access-A-Bus Operations to update operator manifests in real time, drastically increasing efficiency. New methods to book trips will increase the accessibility to the Access-A-Bus service.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Halifax Transit Technology Roadmap

Estimated Project Planning & Design Phase Timing **Start:** Feb-19 **End:** Jun-23
Estimated Project Execution Phase Timing **Start:** Sep-19 **End:** Sep-23
Estimated Asset Operational Date **Nov-23**

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 79,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 808,874
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 808,874

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	25,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Paratransit phase 3 implementation \$ 79,000

Work in Process Sub-Total \$ 79,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 79,000

2024/25 Capital Project

Capital Project #: CI990031 **Previous #:**
Capital Project Name: Parking Technology
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Implement Mobile License Plate Recognition (LPR) to enable vehicle based automatic license plate recognition by municipal enforcement to efficiently address parking violations.

Impact to Service

The Mobile LPR system will integrate with the Parking Technology solution, streamlining how services are delivered in future.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Regional Parking Strategy

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 367,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 5,295,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 5,295,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	96,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Parking Technology Project - Phase 3: License Plate Recognition (LPR): \$ 367,000
Procurement, testing and implementation of LPR technology including car-mounted cameras and back-end system integration with existing technology

Work in Process Sub-Total \$ 367,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 367,000

2024/25 Capital Project

Capital Project #: CI990013 **Previous #:**
Capital Project Name: Permitting, Licensing, Compliance (PLC)
Executive Director: David Thorpe

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

Project Deliverables

PLC is being delivered in 3 releases. The new solution (application, business processes, mobile, customer portal access, etc.) will improve Permitting, Licensing, Land Management and Compliance services and/or functionality for staff, HRM's clients and general public.

Impact to Service

The PLC Solution will introduce online services (including payments), industry standard business processes, operating procedures and tools and techniques and increase information transparency by providing improved access and self-service capabilities.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Planning & Development Strategic Plan

Estimated Project Planning & Design Phase Timing **Start:** Aug-18 **End:** Aug-20
Estimated Project Execution Phase Timing **Start:** Nov-18 **End:** Mar-23
Estimated Asset Operational Date **Dec-20**

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 88,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 9,431,300
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 9,431,300

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	160,200			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Vendor work to complete remaining requests \$ 88,000

Work in Process Sub-Total \$ 88,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 88,000

2024/25 Capital Project

Capital Project #: *BT11* **Previous #:**
Capital Project Name: *Public Appointment Tool*
Executive Director: *David Thorpe*

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

Project Deliverables

The Municipal Clerk's Office is seeking a tool to track and manage the volunteers that make up the citizen boards and committees. The tool would help with the onboarding, performance management, and offboarding of these resources.

Impact to Service

A tool would eliminate the largely manual paper-based process of tracking and managing citizen volunteers (over 300 persons are appointed every 2-3 years).

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *HRM's Plan on a Page*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-25* **End:** *Aug-25*
Estimated Project Execution Phase Timing **Start:** *Sep-25* **End:** *Mar-26*
Estimated Asset Operational Date *Apr-26*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			200,000		
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 200,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 200,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: *CI000021* **Previous #:**
Capital Project Name: *Public Wi-Fi*
Executive Director: *David Thorpe*

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

Project Deliverables

Expansion of Wi-Fi access to provide public Wi-Fi in high traffic public areas of HRM.

Impact to Service

Expansion of public Wi-Fi in high traffic public areas of HRM will provide free Wi-Fi to HRM citizens and will enable them to leverage digital services in areas that are frequently visited within the city.

Strategic Plan

Council/Administrative Priority Area: *Communities*
Strategy: *Smart City Strategy & Roadmap*

Estimated Project Planning & Design Phase Timing **Start:** *Oct-20* **End:** *Feb-23*
Estimated Project Execution Phase Timing **Start:** *Nov-20* **End:** *Dec-24*
Estimated Asset Operational Date *Jan-25*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 143,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 779,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 779,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	50,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Evaluate and determine additional sites to install Public Wi-Fi \$ 143,000
Install and implement public Wi-Fi in identified sites

Work in Process Sub-Total \$ 143,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 143,000

2024/25 Capital Project

Capital Project #: CI230001 **Previous #:**
Capital Project Name: Recreation Software Transition Project
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Vendor support for HRM's current recreation solution will no longer be available in 2023. Parks & Recreation must transition to a new solution that will support services including program registration, membership management, facility scheduling, equipment loans and all supporting payment functions.

Impact to Service

The transition to a new application will continue to provide a consistent and centralized recreation management solution across all facility types and recreation assets while providing an improved online capability and consistent customer service.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Parks & Recreation Technology Roadmap

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,708,000	\$ -	\$ 10,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			10,000		
Debt					

Previously Approved Budget \$ 2,500,000
2024/25 - 2027/28 Budgets 10,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,510,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	215,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 1,708,000

Work in Process Sub-Total \$ 1,708,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 1,708,000

Detailed Project Work Plan

Project Name: Recreation Software Transition Project	Project # C1230001
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Recreation Software Transition Project:	\$ 1,360,000
Continue project planning activities	
Procure professional resource services - project implementation & delivery	
Procure and implement solution software & hardware	
Provision business unit backfill resources	
Complete Threat Risk Assessment (TRA)	
Configure and implement recreation solution	
Develop and deliver communication plans (internal & external)	
Supporting implementation activities	
Remaining funds will be allocated to fiscal 2025-26 project delivery activities	348,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ 1,708,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE NEW PROJECTS	\$ -
TOTAL 2024/25 WORKPLAN	\$ 1,708,000

2024/25 Capital Project

Capital Project #: C190008 **Previous #:**
Capital Project Name: Road Disruption Management Solution
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

The Road Disruption Management project will implement a map-based solution that enables the coordination of planned and unplanned road and lane closures and communicates responses including alternate routes and detours.

Impact to Service

Implementation of the solution will enable the Municipality to proactively manage/plan activities, resulting in more efficient use of time. The solution enables further integrations with other solutions and external parties (e.g. Nova Scotia Power, Halifax Water, etc.).

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Active Transportation Priorities Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-22 **End:** Jun-23
Estimated Project Execution Phase Timing **Start:** Jul-23 **End:** Feb-25
Estimated Asset Operational Date Mar-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 279,000	\$ 200,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		200,000			
Debt					

Previously Approved Budget \$ 547,000
2024/25 - 2027/28 Budgets 200,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 747,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	130,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Migration of Highway Pavement Management Application to Road & Highways \$ 79,000
Development and implementation of Public Works Road Disruption Management Processes 150,000
Initiate planning for 10-year capital planning application 50,000

Work in Process Sub-Total \$ 279,000
Development and Implementation of 10 year Capital Planning Application. \$ 200,000

2024/25 New Activities Sub-Total \$ 200,000

Total Work to be Completed in 2024/25 \$ 479,000

2024/25 Capital Project

Capital Project #: CI230003 **Previous #:** BT35
Capital Project Name: Salt Scale Solution
Executive Director: Jerry Blackwood

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

Project Deliverables

Installation of IT software and hardware to automate the salt scales at the two Public Works depots. Includes additional expenses for the inclusion of a backup system (such as generator, loader scales).

Impact to Service

Not contracting scale attendants annually results in an approximate savings of \$300,000 annually.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy:

Estimated Project Planning & Design Phase Timing **Start:** *May-23* **End:** *Jan-24*
Estimated Project Execution Phase Timing **Start:** *Feb-24* **End:** *Sep-24*
Estimated Asset Operational Date *Nov-24*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ -
 2024/25 - 2027/28 Budgets
 Estimated Remaining Budget Required _____
Total Estimated Project Cost \$ -

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	-292,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Implementation & backup equipment \$ 400,000

Work in Process Sub-Total \$ 400,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 400,000

2024/25 Capital Project

Capital Project #: BT03 **Previous #:**
Capital Project Name: Telus Elements Transition Project
Executive Director: David Thorpe

Asset Category: Business Systems
Service Area:
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

The current Elements Telephony solution, used by 311 Customer Contact Center, IT Service Desk and Human Resources, will be transitioning to a new telephony solution due to a requirement by the vendor to move all customers off the current hosted system starting this year.

Impact to Service

The 311 Customer Contact Center, the IT Service Desk and Human Resources (HR) all use the current Telus Elements solution to manage and route calls and to provide timely and consistent information for the Public (311) and for employees (Service Desk & HR). This service provides phone & email access.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
 Strategy:

Estimated Project Planning & Design Phase Timing **Start:** Jun-23 **End:** Apr-24
Estimated Project Execution Phase Timing **Start:** May-24 **End:** May-25
Estimated Asset Operational Date **Start:** Nov-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 675,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		675,000			
Debt					

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	675,000
Estimated Remaining Budget Required	
Total Estimated Project Cost	\$ 675,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	35,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Continue project planning and initiation activities:</i>	\$ 675,000
<i>Configuration work with vendor</i>	
<i>Change management and communications work (311, Service Desk, HR and Elections)</i>	
<i>Training preparation and delivery (311, Service Desk, HR, Elections)</i>	
<i>User acceptance testing (311, Service Desk, HR, Elections)</i>	
<i>Go live preparation and post go live support (multiple implementations)</i>	
2024/25 New Activities Sub-Total	<u>\$ 675,000</u>
Total Work to be Completed in 2024/25	\$ 675,000

2024/25 Capital Project

Capital Project #: CM210011 **Previous #:** CM180005
Capital Project Name: Transit Fare Management
Executive Director: Dave Reage

Asset Category: Business Systems
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Halifax Transit's Fare Management project will introduce various new fare payment technologies to the entire Halifax Transit fleet providing Halifax Transit's ridership with new methods to pay fares.

Impact to Service

Alternative fare payment options, such as a mobile application, smart cards, and open payment, will increase service accessibility by allowing Halifax Transit's ridership to choose which fare payment method to use.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Halifax Transit Technology Roadmap

Estimated Project Planning & Design Phase Timing **Start:** Apr-22 **End:** Mar-23
Estimated Project Execution Phase Timing **Start:** Oct-22 **End:** Oct-24
Estimated Asset Operational Date **Dec-24**

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,416,000	\$ 400,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		400,000			
Debt					

Previously Approved Budget \$ 2,121,430
2024/25 - 2027/28 Budgets 400,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,521,430

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	55,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Fare management - Phase 2 (onboard validators) \$ 800,000
Fare management - Phase 3/4 planning 100,000
Fare management - Phase 3/4 implementation 516,000

Work in Process Sub-Total \$ 1,416,000

Phase 1 CAD/AVL Integration \$ 400,000

2024/25 New Activities Sub-Total \$ 400,000

Total Work to be Completed in 2024/25 \$ 1,816,000

Outdoor Recreation

Outdoor Recreation

Page #	Project Name	Project #	2024/25 Project				
			Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
	<i>Outdoor Sport Facilities</i>						
D1	Lockview High School Park All Weather Field	Parks 1	\$ 3,000,000	\$ 3,000,000	\$ 1,900,000	\$ -	\$ -
	<i>Subtotal - Outdoor Sport Facilities</i>		<i>3,000,000</i>	<i>3,000,000</i>	<i>1,900,000</i>	<i>-</i>	<i>-</i>
	<i>Parks</i>						
D2	Cemetery Upgrades	CP000020	1,450,000	950,000	600,000	600,000	200,000
D3	Dartmouth Waterfront Open Spaces Plan	Parks 2	150,000	150,000	-	-	-
D4	District 11 Community Integration Fund	CW200001	25,000	-	300,000	-	-
D5	Halifax Common Upgrades	CP200002	235,000	200,000	2,000,000	1,000,000	1,000,000
D6	Park Development-New	CP210013	3,700,000	2,500,000	2,000,000	2,000,000	2,000,000
D8	Park Land Acquisition	CP200004	2,400,000	500,000	500,000	500,000	500,000
D10	Park Recapitalization	CP200001	9,385,000	5,385,000	6,000,000	6,000,000	6,000,000
D13	Peace and Friendship Park Improvements	CP000011	260,000	-	1,000,000	-	-
D14	Recreational Trails	CP190002	385,000	60,000	250,000	250,000	250,000
D15	Regional /Wilderness Park Development	CP000014	735,000	-	1,000,000	1,000,000	500,000
D16	Shoreline Improvements/Water Access	CP180002	960,000	350,000	2,000,000	2,000,000	2,000,000
	<i>Subtotal - Parks</i>		<i>19,685,000</i>	<i>10,095,000</i>	<i>15,650,000</i>	<i>13,350,000</i>	<i>12,450,000</i>
Total Outdoor Recreation			\$ 22,685,000	\$ 13,095,000	\$ 17,550,000	\$ 13,350,000	\$ 12,450,000

2024/25 Capital Project

Capital Project #: *Parks 1* **Previous #:**
Capital Project Name: *Lockview High School Park All Weather Field*
Executive Director: *Maggie MacDonald*

Asset Category: *Outdoor Sport Facilities*
Service Area: *Recreation & Cultural Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

The establishment of an all-weather field at Lockview High School Park, Fall River. Project may also include other facility, recreation and programming space components.

Impact to Service

This project will provide access to recreational opportunities for a longer duration during the playing season. This increased recreational activity within the community will be mutually beneficial for high school and community athletic programs, as well as general recreation.

Strategic Plan

Council/Administrative Priority Area: *Communities*
Strategy: *Community Facility Master Plan 2*

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

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 3,000,000	\$ 1,900,000	\$ -	\$ -
Funding:					
External Funding		2,310,000	1,503,000		
Reserve					
Capital from Operating					
Debt		690,000	397,000		

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 4,900,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 4,900,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		227,400		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
Lockview High School Park - All Weather Field \$ 3,000,000

2024/25 New Activities Sub-Total \$ 3,000,000

Total Work to be Completed in 2024/25 \$ 3,000,000

2024/25 Capital Project

Capital Project #: CP000020
Capital Project Name: Cemetery Upgrades
Executive Director: Maggie MacDonald

Previous #:

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This program includes the restoration of the historic perimeter fence at Camp Hill Cemetery. Sections of the fence are corroded and will be rehabilitated/replaced with a new fence, retaining as much of the original material as possible.

Impact to Service

Reduced maintenance cost.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Asset Lifecycle Management

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 383,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 500,000	\$ 950,000	\$ 600,000	\$ 600,000	\$ 200,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		950,000	600,000	600,000	200,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Camp Hill Cemetery - fence restoration phase 2 \$ 500,000

Work in Process Sub-Total

\$ 500,000

Camp Hill Cemetery - fence restoration phase 3

\$ 950,000

2024/25 New Activities Sub-Total

\$ 950,000

Total Work to be Completed in 2024/25

\$ 1,450,000

2024/25 Capital Project

Capital Project #: *Parks 2* **Previous #:**
Capital Project Name: *Dartmouth Waterfront Open Spaces Plan*
Executive Director: *Jacqueline Hamilton*

Asset Category: *Parks*
Service Area: *Recreation & Cultural Services*
Project Type: *Asset Renewal*
Project Outcomes:

Project Deliverables

To develop an Open Space Plan to guide the re-development of the Dartmouth Waterfront in partnership with key stakeholders that is connected, pedestrian focused, and that incorporates growth and development opportunities.

Impact to Service

Developing an Open Space Plan for the Dartmouth Waterfront will guide the redevelopment of the waterfront and will support local stakeholders (Alderney Landing Board, Port of Halifax, Downtown Dartmouth) in realizing their revitalization and expansion efforts.

Strategic Plan

Council/Administrative Priority Area: *Prosperous Economy*
Strategy: *HRM Charter*

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		150,000			
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 150,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 150,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
To hire a consultant to prepare a 30% (preliminary) open space plan \$ 150,000

2024/25 New Activities Sub-Total \$ 150,000
Total Work to be Completed in 2024/25 \$ 150,000

2024/25 Capital Project

Capital Project #: CW200001 **Previous #:**
Capital Project Name: District 11 Community Integration Fund
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Growth
Project Outcomes:

Project Deliverables

District 11 community upgrades as determined through community consultation.

Impact to Service

To be determined following community consultation.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Parks Master Plans

Estimated Project Planning & Design Phase Timing **Start:** Jan-24 **End:** Mar-25
Estimated Project Execution Phase Timing **Start:** Apr-25 **End:** Mar-26
Estimated Asset Operational Date **Start:** Apr-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 25,000	\$ -	\$ 300,000	\$ -	\$ -
Funding:					
External Funding					
Reserve			300,000		
Capital from Operating					
Debt					

Previously Approved Budget \$ 25,000
2024/25 - 2027/28 Budgets 300,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 325,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Community Consultation \$ 25,000

Work in Process Sub-Total \$ 25,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 25,000

2024/25 Capital Project

Capital Project #: CP200002 **Previous #:**
Capital Project Name: Halifax Common Upgrades
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This program includes the implementation of the proposed master plan recommendations.

Impact to Service

Reduced maintenance cost.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Halifax Common Master Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 35,000	\$ 200,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		100,000	1,000,000	500,000	500,000
Debt		100,000	1,000,000	500,000	500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Halifax Common – aquatic facility consulting fees \$ 35,000

Work in Process Sub-Total \$ 35,000

Halifax Central Common - skateboard park (design) \$ 200,000

2024/25 New Activities Sub-Total \$ 200,000

Total Work to be Completed in 2024/25 \$ 235,000

2024/25 Capital Project

Capital Project #: CP210013 **Previous #:**
Capital Project Name: Park Development-New
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Growth
Program Outcomes:

Project Deliverables

This program is dedicated to the development of parks and open spaces. Areas of focus include new playgrounds, playing fields, playing field lights, splash pads, sport courts, skateboard parks, pump tracks, shade structures, off-leash dog areas and green spaces.

Impact to Service

Addition of new developed parks and/or the addition of new park assets.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Parks Master Plans

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,297,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,200,000	\$ 2,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,250,000	1,000,000	1,000,000	1,000,000
Debt		1,250,000	1,000,000	1,000,000	1,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		219,650		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 1,200,000

Work in Process Sub-Total \$ 1,200,000
Refer to attached work plan \$ 2,500,000

2024/25 New Activities Sub-Total \$ 2,500,000

Total Work to be Completed in 2024/25 \$ 3,700,000

Detailed Project Work Plan

Project Name: Park Development - New	Project # CP210013
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Middle Musquodoboit Park - park development		\$ 600,000
McDonald Park - ball diamond lighting (design)		75,000
Park Road Park - park development		100,000
Glen Arbour Way Park - new playground (Glen Arbour Home Owners Assoc. \$25K)		85,000
Kastik Park - new tennis cours		270,000
Completion of previous approved projects		70,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$ 1,200,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Shearwater Flyer Park - new off leash dog area		\$ 500,000
Bisset Rehab Lands - park development phase 1 (design)		100,000
Northbrook Park - park development phase 3		520,000
Albro Lake Park - new playground		150,000
Point Pleasant Park - new playground		180,000
Beechville Lakeside Timberlea Recreation Park - new splash pad		600,000
Middle Musquodoboit Park - park development phase 2		450,000
TOTAL ESTIMATE NEW PROJECTS		\$ 2,500,000
TOTAL 2024/25 WORKPLAN		\$ 3,700,000

2024/25 Capital Project

Capital Project #: CP200004
Capital Project Name: Park Land Acquisition
Executive Director: Maggie MacDonald

Previous #:

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Acquisition of strategic parkland in support of the HRM's park system. This is an opportunity account to purchase parkland, as directed by Council or for minor strategic acquisitions pursuant to Regional Council's transaction policy. Includes initial improvement for public use.

Impact to Service

Acquisitions and improvements are largely those that have been identified within the Regional Plan and other strategic documents which have been developed through public consultation. Without these projects, Regional Council's direction for public use of parkland is not achieved.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Parks Master Plans

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 383,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,900,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve		500,000	500,000	500,000	500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 1,900,000

Refer to attached work plan

Work in Process Sub-Total
\$ 1,900,000
 \$ 500,000

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 2,400,000

Detailed Project Work Plan

Project Name: Park Land Acquisition	Project # CP200004
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$ -

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Current potential projects based on Council direction include:		\$ 500,000
Blue Mountain-Birch Cove Lakes and other regional parks outlined in the Regional Plan		
Other parkland opportunities		
Other strategic acquisitions as directed by Regional Council		
Minor strategic opportunity acquisitions that may be adjacent to or part of a system of existing parkland pursuant to the municipality's transaction policy		
Initial studies and infrastructure development for parkland that has been acquired by the municipality		
TOTAL ESTIMATE NEW PROJECTS		\$ 500,000
TOTAL 2024/25 WORKPLAN		\$ 500,000

2024/25 Capital Project

Capital Project #: CP200001
Capital Project Name: Park Recapitalization
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Previous #:

Project Deliverables

This program is dedicated to improving the quality of parks, open spaces and play experiences. Areas of focus include rehabilitation of existing park assets such as playgrounds, playing fields, sport courts, skateboard parks, pump tracks, bridges, shade structures and walkways.

Impact to Service

Increased maintenance costs and/or reduced service delivery (potential removal of asset from service due to condition assessment/safety concerns).

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 7,043,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 4,000,000	\$ 5,385,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Funding:					
External Funding					
Reserve		3,000,000	2,500,000	2,500,000	
Capital from Operating					
Debt		2,385,000	3,500,000	3,500,000	6,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 3,135,000

Work in Process Sub-Total \$ 3,135,000

Refer to attached work plan \$ 6,250,000

2024/25 New Activities Sub-Total \$ 6,250,000

Total Work to be Completed in 2024/25 \$ 9,385,000

Detailed Project Work Plan

Project Name: Park Recapitalization	Project # CP200001
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Lake Echo Community Centre Park - Park plan implementation - phase 1 design		\$ 50,000
Mount Edward Elementary School Park - Playing field rehabilitation - ball diamond		200,000
Eastern Passage Common Park Plan Implementation - phase 1 detailed design		50,000
Eastern Passage Common Park - skatepark replacement		700,000
Greely Court Park - playground replacement		100,000
Montague Estates Park - playground replacement		100,000
Cranberry Lake Park - walkway phase 1		100,000
Grassy Brook Park - bridge rehabilitations		100,000
South African War Memorial Fountain Rehabilitation - design only		50,000
Gorsebrook Park - playing field rehabilitation (design)		100,000
Roaches Pond Ball Diamond Park - parking lot / trail paving		160,000
Africville Park - walkway		120,000
Westwood Park - playground replacement		50,000
Duc D'anville School Park - playground replacement		300,000
Park West School Park - playground replacement		230,000
Beechville Lakeside Timberlea Recreation Park - sport court rehabilitation		300,000
Big Hubley Lake Drive Park - sport court rehabilitation		200,000
Bridge Rehabilitations - level 2 bridge inspections		100,000
Completion of previously approved projects		125,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$ 3,135,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Playground Replacement		\$ 2,600,000
Joseph Giles Elementary School Park		
Woodlawn Park		
(Temp) St. Joseph's Alexander McKay Elementary School		
Chebucto Road Park		
Merv Sullivan Park		
Chocolate Lake Park		
Ravenscraig Drive Park		
Westmount Elementary School Park		
Burton Ettinger School Park		
Castle Hill Park		
D J Butler Park		
Graves Oakley Memorial Park		
William King Elementary School Park		
Yeadon Green Park		
Cutter Drive Park		
Playing Field Rehabilitation		900,000
Cheviot Hills Park		
Cole Harbour Commons		
Gordon J Stevens Park (remove)		
West Dover Park (remove)		
Various Locations - playing field light repairs		
Sport Court Rehabilitations		1,600,000
Meaghers Grant Park		
Musquodoboit Rural High School Park		
Conrod Beach Road Park		
Admiral Westphal Elementary School Park		
Chocolate Lake Park		
Micmac Drive Park		
Uplands Park		

Project Name: Park Recapitalization	Project # CP200001
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Others

Eastern Passage Common - bike pump track rehabilitation	250,000
George Bissett Elementary School Park - walkway rehabilitation	100,000
Lawnsdale Drive Park - walkway rehabilitation (integrated with Public Works improvements)	50,000
Munroe Park - walkway rehabilitation (integrated with Public Works improvements)	100,000
Various Locations - dirt bike pump track rehabilitation	150,000
Various Locations - Consulting (material testing, surveys, geotechnical, archeological, feasibility assessments)	500,000

TOTAL ESTIMATE NEW PROJECTS	\$ 6,250,000
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TOTAL 2024/25 WORKPLAN	\$ 9,385,000
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2024/25 Capital Project

Capital Project #: CP000011 **Previous #:**
Capital Project Name: Peace and Friendship Park Improvements
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

Based on the July 21, 2020 approved "Report - Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History," this park will be the subject of a park design project that will include consultation, through 2024/25.

Impact to Service

Improved park aesthetics, accessibility and safety.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Parks Master Plans

Estimated Project Planning & Design Phase Timing **Start:** Mar-24 **End:** Mar-25
Estimated Project Execution Phase Timing **Start:** Apr-25 **End:** Mar-26
Estimated Asset Operational Date **Start:** Apr-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 260,000	\$ -	\$ 1,000,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			500,000		
Debt			500,000		

Previously Approved Budget \$ 337,000
2024/25 - 2027/28 Budgets 1,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 1,337,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Peace and Friendship Park - consultation and redesign \$ 200,000
Completion of previously approved projects 60,000

Work in Process Sub-Total \$ 260,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 260,000

2024/25 Capital Project

Capital Project #: CP190002 **Previous #:**
Capital Project Name: Recreational Trails
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Growth
Program Outcomes:

Project Deliverables

This program is for investments in recreational trails, trailhead improvements and supporting amenities; including community grants in accordance with Administrative Order Number 2020-011-ADM Respecting HRM's Grant Programs for Recreational Trails.

Impact to Service

Expansion of developed trails and trailhead amenities.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Community Facility Master Plan 2

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 357,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 325,000	\$ 60,000	\$ 250,000	\$ 250,000	\$ 250,000
Funding:					
External Funding					
Reserve					
Capital from Operating		60,000	250,000	250,000	250,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Recreational Trail Grant - Halifax Northwest Trails Association	\$ 50,000
Recreational Trail Grant - Woodens River Watershed Environmental Organization - The Bluff Wilderness Trail	15,000
Wyndham Drive Park - Westwood Hills Residents Association (new trail)	50,000
Completion of previous approved projects	210,000

Work in Process Sub-Total \$ 325,000

Recreational Trail Grant - Carrolls Corner Community Centre Park	\$ 5,000
Recreational Trail Grant - Acadia Recreation Club Society, Lower Sackville	55,000

2024/25 New Activities Sub-Total \$ 60,000

Total Work to be Completed in 2024/25 \$ 385,000

2024/25 Capital Project

Capital Project #: CP000014
Capital Project Name: Regional /Wilderness Park Development
Executive Director: Maggie MacDonald

Previous #:

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Growth
Program Outcomes:

Project Deliverables

This program is for the development of trails and amenities in regional/wilderness parks and supporting studies and plans.

Impact to Service

Lack of site amenities at regional/wilderness parks.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Parks Master Plans

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 342,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 735,000	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 500,000
Funding:					
External Funding					
Reserve			1,000,000	1,000,000	500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Blue Mountain-Birch Cove Lakes Regional Park - Parks Canada contributions \$ 700,000
Blue Mountain-Birch Cove Lakes Regional Park - Julius Blvd. Park trailhead parking lot (design) 35,000

Work in Process Sub-Total \$ 735,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 735,000

2024/25 Capital Project

Capital Project #: CP180002 **Previous #:**
Capital Project Name: Shoreline Improvements/Water Access
Executive Director: Maggie MacDonald

Asset Category: Parks
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This program includes shoreline improvements and rehabilitation of dams and water access infrastructure.

Impact to Service

Increased level of service and reduced maintenance cost.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Asset Lifecycle Management

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 218,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 610,000	\$ 350,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Funding:					
External Funding					
Reserve		350,000	2,000,000	2,000,000	2,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Africville - boat launch rehabilitation \$ 340,000
Point Pleasant Park - shoreline improvements (design) 200,000
Completion of previous approved projects 70,000

Work in Process Sub-Total

\$ 610,000
Point Pleasant Park - Shoreline Improvements (design) \$ 250,000
Sir Sandford Fleming Park - Shoreline Improvemets Phase 5 (design) 100,000

2024/25 New Activities Sub-Total

\$ 350,000

Total Work to be Completed in 2024/25

\$ 960,000

Roads, Active Transportation & Bridges

Roads, Active Transportation & Bridges

Page #	Project Name	Project #	2024/25 Project				
			Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
<i>Bridges</i>							
E1	Bridges	CR200003	\$ 8,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 5,700,000
	<i>Subtotal - Bridges</i>		<i>8,500,000</i>	<i>4,000,000</i>	<i>4,000,000</i>	<i>4,000,000</i>	<i>5,700,000</i>
<i>Roads & Active Transportation</i>							
E3	Active Transportation	CR200001	15,775,000	11,350,000	12,400,000	13,000,000	17,800,000
E6	Bedford West Road Oversizing	CTU01006	200,000	200,000	522,000	4,600,000	-
E7	Burnside Connection to Hwy 107	CT000013	10,780,000	2,780,000	4,000,000	-	-
E8	Bus Stop Accessibility/Improvements	CM190002	1,325,000	500,000	1,000,000	1,000,000	1,000,000
E9	Cogswell Interchange Redevelopment	CT000007	28,861,000	27,650,000	23,950,000	-	-
E10	Dartmouth Waterfront Emergency Access Route	Roads 5	200,000	200,000	2,450,000	8,700,000	1,000,000
E11	Downtown Dartmouth Infrastructure Renewal	CT190003	8,268,000	2,873,000	3,100,000	-	-
E12	Hartlen Street Connector	Mobility10	-	-	-	-	200,000
E13	IMP Land Acquisition	CT190009	19,810,000	-	-	51,000,000	19,000,000
E14	Major Strategic Multi Modal Corridor: Alderney Dr (Dundas	Mobility6	-	-	-	-	3,800,000
E15	Major Strategic Multi Modal Corridor: Barrington St (North-	Mobility8	-	-	-	-	5,000,000
E16	Major Strategic Multi Modal Corridor: Bayers Road	CT200002	598,000	-	2,650,000	2,650,000	-
E17	Major Strategic Multi Modal Corridor: Dutch Village Rd	CT200003	5,096,000	4,000,000	2,000,000	-	-
E18	Major Strategic Multi Modal Corridor: Herring Cove Road	CT190005	-	-	-	-	3,200,000
E19	Major Strategic Multi Modal Corridor: Robie St & Young St	CT200006	-	-	-	-	21,200,000
E20	Major Strategic Multi Modal Corridors - Studies and Design	CT220001	2,350,000	1,650,000	2,000,000	2,000,000	1,000,000
E22	Moving Forward Together Plan Implementation	CM180008	965,000	-	-	-	-
E23	New Paving Streets - HRM Roads	CR180006	-	-	-	-	1,500,000
E24	New Paving Subdivisions - Provincial Roads	CR210007	562,500	250,000	250,000	250,000	500,000
E26	Other Road Related Works	CR200004	3,780,000	1,000,000	2,500,000	2,500,000	3,000,000
E29	Port Wallace Roadway Oversizing	CT220002	676,000	-	3,118,000	2,973,000	15,627,000
E30	Railway Crossing Improvements	CT000015	211,000	-	-	-	-
E31	Rainnie/Brunswick Complete Streets	CR210010	237,000	-	-	-	-
E32	Rapid Transit Strategy Project Planning	CM000018	250,000	-	-	-	-
E33	Regional Centre AAA Bikeways	CR200007	8,780,000	3,245,000	13,500,000	11,000,000	13,700,000
E35	Rockcliffe Cres	Roads4	-	-	-	-	1,000,000
E36	Ross Road Realignment	CT000012	300,000	-	-	-	3,000,000
E37	Shearwater Connector	CT000016	51,000	-	-	-	-
E38	Sidewalk Renewals	CR200002	3,850,000	2,000,000	2,500,000	2,500,000	3,000,000
E40	Street Recapitalization	CR200006	77,135,000	57,705,000	58,920,000	64,205,000	64,205,000
E44	Streetscape Renewal	CT200007	101,000	50,000	50,000	50,000	50,000
E45	Streetscapes - Spring Garden Rd	CD000001	640,000	-	-	-	-
E46	Streetscaping	CT190001	1,537,000	700,000	-	-	-
E47	Subdivision Egress Roads	Roads 6	-	-	2,000,000	1,000,000	1,000,000
E48	Tactical Urbanism	CT200008	585,000	300,000	300,000	300,000	350,000
E49	Transit Priority Measures	CM000009	369,000	-	-	-	-
E50	Windsor Street Exchange	CT190010	5,300,000	-	32,292,000	30,500,000	24,208,000
	<i>Subtotal - Roads & Active Transportation</i>		<i>198,592,500</i>	<i>116,453,000</i>	<i>169,502,000</i>	<i>198,228,000</i>	<i>204,340,000</i>
Total Roads, Active Transportation & Bridges			\$ 207,092,500	\$ 120,453,000	\$ 173,502,000	\$ 202,228,000	\$ 210,040,000

2024/25 Capital Project

Capital Project #: CR200003 **Previous #:**
Capital Project Name: Bridges
Executive Director: Brad Anguish

Asset Category: Bridges
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

The Bridge program is developed from the work plan identified in the Triennial Level 2 Bridge Inspection Program. The Program outlines maintenance and capital work required in the short term (1-2 years), medium term (5 years) and long term (10 years).

Impact to Service

The condition of some bridge infrastructure will become critical, leading to potential safety risks, impacts to service, increased maintenance costs, and impacts to future capital budgets.

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 \$ 1,611,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 4,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 5,700,000
Funding:					
External Funding					
Reserve		1,500,000	1,000,000	2,000,000	2,000,000
Capital from Operating					
Debt		2,500,000	3,000,000	2,000,000	3,700,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 5,750,000

Refer to attached work plan **Work in Process Sub-Total**
\$ 5,750,000
\$ 2,750,000

2024/25 New Activities Sub-Total \$ 2,750,000

Total Work to be Completed in 2024/25 \$ 8,500,000

Detailed Project Work Plan

Project Name: Bridges	Project # CR200003
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Hornes Rd	3	
Hawthorne St Culverts (Detailed Design)	5	
Mackay Bridge Approaches Structure 12, Ramp F	8	
Mackay Bridge Approaches Structure 13, Ramp F	8	
Lucasville Bridge Construction	14	
Sackville Dr Bridge (Design)	15	
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$5,650,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Lake Major at Long Lake (Construction)	4	
Tower Rd (CN Bridge)	7	
Trail Overpass, Hammonds Plains Road Evaluation	13	
Miscellaneous Bridge Repairs / Designs / Inspections	Various	
TOTAL ESTIMATE NEW PROJECTS		\$2,850,000
TOTAL 2024/25 WORKPLAN		\$8,500,000

24/25 HalifACT Projects

Lockview Rd Culvert (Design)	1	-
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SUMMARY OF BUDGET BREAKDOWN

HRM 2024/25 Capital Budget	\$4,000,000
HRM - Projected Carry Forward from Previous Years	\$4,500,000
TOTAL BUDGET	\$8,500,000

Notes:

Bridges project list subject to change due to coordination with stakeholders.

2024/25 Capital Project

Capital Project #: CR200001 **Previous #:**
Capital Project Name: Active Transportation
Executive Director: Brad Anguish

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

Project Deliverables

Projects include new sidewalks, multi-use pathways and active transportation bridges (for walking, bicycling and other active transportation modes), multi-use pathways built and maintained by community associations, and on-road bicycling facilities.

Impact to Service

These projects support the implementation of the Integrated Mobility Plan and the Active Transportation Priorities Plan. Without funding, both plans (Council approved) would not be completed within specified timelines. This will result in safety risks to bicyclists/pedestrians.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Active Transportation Priorities Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 3,967,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 4,425,000	\$ 11,350,000	\$ 12,400,000	\$ 13,000,000	\$ 17,800,000
Funding:					
External Funding		2,382,000	3,890,000	4,380,000	5,694,000
Reserve					
Capital from Operating					
Debt		8,968,000	8,510,000	8,620,000	12,106,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	63,900	115,500	121,000	165,800
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 5,010,000

Work in Process Sub-Total
Refer to attached work plan \$ 5,010,000
\$ 10,765,000

2024/25 New Activities Sub-Total \$ 10,765,000

Total Work to be Completed in 2024/25 \$ 15,775,000

Detailed Project Work Plan

Project Name: Active Transportation	Project # CR200001
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APPROVED CARRY FORWARD PROJECTS

New Sidewalks

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Ilsley Ave	Ronald Smith	Burnside Transit Center	6	
St. Margaret's Bay Rd	Brentwood	Fitzgerald's Grocery	12	

New Multi-Use Pathways / Greenways / Connections

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
East Preston Greenway	1799 Trunk 7	24 Brooks	2	
AT Bridge Repairs			Various	

TOTAL ESTIMATE CARRY FORWARD PROJECTS

\$5,010,000

2024/2025 NEW PROJECTS

New Sidewalks

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Spring Ave	Mt Edward	Bella Vista	3	
Gregory Dr	Wildwood	Bridge	3	
Gregory Dr	Bridge	Flying Cloud	4	
Appian Way	Montebello	Civic 33	6	
Cowie Hill Rd	Walkway (Civic 237)	Peter Saulnier	9	
Evans Ave	Titus	Berts	10	
Evans Ave	Smart	Randall	10	
Oliver St	SMB	End	12	
St Margaret's Bay Rd	Lakeside Park	Oliver	12	
St Margaret's Bay Rd	Oliver	Transit Stop 6164	12	
Dickey Dr	Mcgee	Zinck (N)	15	
Stokil Dr	Armcrest	Transit Stop 8356	15	
Stokil Dr	Armcrest	Transit Stop 8353	15	
Miscellaneous Integration - Connections / Infill			Various	
Total Estimate New Sidewalk Projects				\$4,410,000

New Multi-Use Pathways / Greenways / Connections

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Forest Hills Trail Phase 2	Cole Harbour	Forest Hills Trail Head	4	
Akerley / Burnside Roundabout - Active Transportation			6	
Coburg Rd	Oxford	Conrose Park MUP	7	
Duke / Glendale Roundabouts - Active Transportation			15/16	
Total Estimate New Multi-Use Pathways / Greenways / Connections				\$4,700,000

New Community Association Grants AT Projects

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Atlantic View Trail Association - Vegetation Removal and Surface Renewal - Various sections			2	
Atlantic View Trail Association - Mandatory Bridge Inspections			2	
Atlantic View Trail - Install Amenities (Accessible Vault Toilet)			2	
Marine Riders Trail Association - Blueberry Run - Phase 2 Construction			2	
Musquodoboit Trailways Association - Trailway Recapitalization- Vegetation removal, Drainage, Resurfacing			2	
SATA Trails Society - Gaetz Brook Greenway- Design and Tendering Package - Embankment Erosion Control Mitigation			2	
SATA Trails Society - Gaetz Brook Greenway - Regulatory Safety Signage Installation			2	
Friends of First Lake - First Lake Greenway - Glen Slauenwhite Trail - Vegetation Removal, Surface Renewal, Safety Railings			15	
Active Transportation Emergency and Education Promotion Grants			Various	
Total Estimate New Community Association Grants AT Projects				\$655,000

Active Transportation General Projects

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
AT Amenities (e.g., Wayfinding, Bike Parking, Planters, Tactical Opportunities)			Various	
AT Education and Promotion			Various	
AT Miscellaneous Integration Opportunities			Various	
AT Planning, Design, Monitoring and Studies			Various	
AT Project Management			Various	
Land Acquisition			Various	
Total Estimate New Active Transportation General Projects				\$1,000,000

Project Name: Active Transportation	Project # CR200001
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TOTAL ESTIMATE NEW PROJECTS	\$10,765,000
TOTAL 2024/25 WORKPLAN	<u>\$15,775,000</u>
SUMMARY OF BUDGET BREAKDOWN	
HRM 2024/25 Capital Budget	\$ 8,968,000
HRM - Projected Carry Forward from Previous Years	\$3,325,000
ICIP Cost Share	\$2,382,000
ICIP Funding - Projected Carry Forward from Previous Years	\$1,100,000
TOTAL BUDGET	<u>\$ 15,775,000</u>

Notes:
Active Transportation project list subject to change due to coordination with stakeholders.

2024/25 Capital Project

Capital Project #: CTU01006
Capital Project Name: Bedford West Road Oversizing
Executive Director: Jacqueline Hamilton

Previous #:

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

Project Deliverables

Implementation of the Bedford West Transportation Master Plan. Projects include multi-modal upgrades and intersection improvements on Larry Uteck Blvd. and the construction of the Broad St. North roundabout in 2023 to align with the new school opening.

Impact to Service

Allows for planned growth as per Regional Plan. Has a positive impact on economic development and affordable housing.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy:

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 3,795,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 200,000	\$ 522,000	\$ 4,600,000	\$ -
Funding:					
External Funding			21,567	2,100,000	
Reserve					
Capital from Operating					
Debt		200,000	500,433	2,500,000	

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Preliminary design: Larry Uteck-Bluewater Road intersection</i>	\$ 200,000

2024/25 New Activities Sub-Total	\$ 200,000
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Total Work to be Completed in 2024/25	\$ 200,000
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2024/25 Capital Project

Capital Project #: CT000013 **Previous #:**
Capital Project Name: Burnside Connection to Hwy 107
Executive Director: John MacPherson

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

Project Deliverables

Cost Sharing with the Province for Phase 1 of the Provincial Highway 107 Extension. Phase 1 includes two interchanges providing access to Phase 13 and proposed Phase 14 Burnside for the continued supply and development of Industrial Lot inventory. Includes Active Transportation components.

Impact to Service

HRM continues to be challenged in maintaining a sufficient supply of market ready industrial lands to support economic growth and development opportunities.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Halifax Economic Growth Plan

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date Jan-24

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 8,000,000	\$ 2,780,000	\$ 4,000,000	\$ -	\$ -
Funding:					
External Funding		2,780,000	4,000,000		
Reserve					
Capital from Operating					
Debt		2,780,000	4,000,000		

Previously Approved Budget \$ 8,000,000
2024/25 - 2027/28 Budgets 6,780,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 14,780,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	11,300			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Funding was approved in 2022/23 to match the original construction schedule of the provincial construction of the Highway 107 Akerley interchange. Payments are tied to construction completion dates by the Province. Two of three payments under the construction agreement will be due April 1, 2024. \$ 8,000,000

Work in Process Sub-Total \$ 8,000,000

Additional funding required to complete the two of three scheduled payments. Final payment of \$4m is projected for April 1, 2025. \$ 2,780,000

2024/25 New Activities Sub-Total \$ 2,780,000

Total Work to be Completed in 2024/25 \$ 10,780,000

2024/25 Capital Project

Capital Project #: CM190002 **Previous #:**
Capital Project Name: Bus Stop Accessibility/Improvements
Executive Director: Dave Reage

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

Project Deliverables

Enhance the accessibility of transit stops and provide safe entry into the conventional transit system by installing, upgrading, and repairing concrete landing pads and other physical on-street changes to improve accessibility. It also includes new/replaced shelters and benches.

Impact to Service

The key benefit is increased accessibility of the transit system, and passenger safety and comfort while at bus stops.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 410,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 825,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	500,000	500,000	500,000
Debt		250,000	500,000	500,000	500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Installation of accessible bus stop pads and connecting sidewalk/pathway (multiple locations) \$ 825,000

Work in Process Sub-Total \$ 825,000

Installation of accessible bus stop pads and connecting sidewalk/pathway (multiple locations) \$ 350,000

Repair/replacement of existing concrete 75,000

Annual bus stop shelter program 75,000

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 1,325,000

2024/25 Capital Project

Capital Project #: *Roads 5* **Previous #:**
Capital Project Name: *Dartmouth Waterfront Emergency Access Route*
Executive Director: *Jacqueline Hamilton*

Asset Category: *Roads & Active Transportation*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

To support the HRM led development of an emergency access route and trail on the harbour side of the Dartmouth railway, within the study area identified in the Preliminary Trail Brief and Design Schematic (2021) – from Ochterloney Street to Atlantic Street.

Impact to Service

Developing the emergency access route will support continued development at King's Wharf, additional development along existing lands on the harbour side of the CN rail line, and will create a cohesive spine for future open space redevelopment.

Strategic Plan

Council/Administrative Priority Area: *Communities*
Strategy: *HRM Charter*

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 200,000	\$ 2,450,000	\$ 8,700,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		200,000	200,000		
Debt			2,250,000	8,700,000	1,000,000

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 12,350,000
Estimated Remaining Budget Required 2,200,000
Total Estimated Project Cost \$ 14,550,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

To hire a consultant to prepare a 30% (preliminary) design for Phase 2 of the emergency access route (King's Wharf Place to Atlantic Street) \$ 200,000

2024/25 New Activities Sub-Total \$ 200,000

Total Work to be Completed in 2024/25 \$ 200,000

2024/25 Capital Project

Capital Project #: CT190003 **Previous #:**
Capital Project Name: Downtown Dartmouth Infrastructure Renewal
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Partnering with Halifax Water, construction of Patuo'qn St from Alderney to Canal St, including a new crossing of the Shubie Canal, upgrades to the Portland-Alderney-Prince Albert intersection, a multi-use path and sidewalks, and further daylighting of Sawmill Creek including upgrades to Starr Park.

Impact to Service

The construction of a new road and bridge is required to provide secondary access to the Future Growth Node (identified in the Centre Plan) of Dartmouth Cove, and should spur development in this area, without putting the onus of a new road on any individual developer.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Centre Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-23 **End:** Mar-24
Estimated Project Execution Phase Timing **Start:** Apr-24 **End:** Mar-26
Estimated Asset Operational Date Mar-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 5,395,000	\$ 2,873,000	\$ 3,100,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		2,873,000	3,100,000		

Previously Approved Budget \$ 8,734,285
2024/25 - 2027/28 Budgets 5,973,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 14,707,285

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			10,600	
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	<u>\$ -</u>
<i>Remaining land acquisition</i>		\$ 4,000,000
<i>Construction to begin in 2024</i>		4,268,000
	2024/25 New Activities Sub-Total	<u>\$ 8,268,000</u>
	Total Work to be Completed in 2024/25	<u>\$ 8,268,000</u>

2024/25 Capital Project

Capital Project #: *Mobility10* **Previous #:**
Capital Project Name: *Hartlen Street Connector*
Executive Director: *Jacqueline Hamilton*

Asset Category: *Roads & Active Transportation*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

An extension of Hartlen Street between Main Street and Lakecrest Drive, including some streetscaping.

Impact to Service

The Dartmouth MPS Main Street Designation enables significant area density including parcels abutting the Hartlen St extension. Timely completion of design & construction may facilitate redevelopment of abutting properties and support access control on Main Street by enabling side street access.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-27* **End:** *Dec-27*
Estimated Project Execution Phase Timing **Start:** *Apr-28* **End:** *Nov-28*
Estimated Asset Operational Date *Dec-28*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					200,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	200,000
Estimated Remaining Budget Required	2,000,000
Total Estimated Project Cost	\$ 2,200,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Strategic Initiative

Capital Project #: *CT190009* **Previous #:**
Capital Project Name: *IMP Land Acquisition*
Executive Director: *Jacqueline Hamilton*

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

Project Deliverables

The Integrated Mobility Plan (IMP) provides an action plan for short-term and long-term requirements for the mobility network. Land acquisition is needed to secure corridors/sites for short-term and longer-term mobility projects in advance of the project itself being budgeted.

Impact to Service

In order to plan a connected and reliable transportation system, strategic land acquisition will be critical. This budget will be used for property assessments, appraisals, and acquisitions.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Integrated Mobility Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,451,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 19,810,000	\$ -	\$ -	\$ 51,000,000	\$ 19,000,000
Funding:					
External Funding					
Reserve				51,000,000	19,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Land acquisition - IMP strategic multi-modal corridors \$ 19,810,000

Work in Process Sub-Total \$ 19,810,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 19,810,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: *Mobility8* **Previous #:**
Capital Project Name: *Major Strategic Multi Modal Corridor: Barrington St (North-Spring Garden)*
Executive Director: *Jacqueline Hamilton*

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

Project Deliverables

Planning, design, and construction of multimodal upgrades to the Barrington Street Corridor in accordance with policy direction included in the Integrated Mobility Plan (2017) and the Rapid Transit Strategy (2020).

Impact to Service

Barrington Street is a critical BRT corridor identified in the Rapid Transit Strategy. This project is important in accomplishing the Integrated Mobility Plan and HalifACT 2050 goals of a more sustainable transportation system with at least 30% of all trips made by transit or active transportation.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-20* **End:** *Dec-25*
Estimated Project Execution Phase Timing **Start:** *Apr-26* **End:** *Dec-26*
Estimated Asset Operational Date *Jan-27*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
Funding:					
External Funding					
Reserve					5,000,000
Capital from Operating					
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 5,000,000
Estimated Remaining Budget Required 5,000,000
Total Estimated Project Cost \$ 10,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT200002 **Previous #:**
Capital Project Name: Major Strategic Multi Modal Corridor: Bayers Road
Executive Director: Jacqueline Hamilton

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

Project Deliverables

This project will see the implementation of the Bayers Rd Transit Priority Corridor as identified in the IMP, MFTP, & RTS. Phase One (Romans Ave. to Connaught Ave.) is now complete. Phase Two will extend the transit priority corridor from Connaught Avenue to Windsor Street.

Impact to Service

Bayers Road is a critical BRT corridor identified in the Rapid Transit Strategy. This project is important in accomplishing the Regional Plan's and HalifACT 2050 goals of a more sustainable transportation system with at least 30% of all trips by transit or active transportation.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-18 **End:** Dec-24
Estimated Project Execution Phase Timing **Start:** Apr-20 **End:** Dec-25
Estimated Asset Operational Date **Nov-23**

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 598,000	\$ -	\$ 2,650,000	\$ 2,650,000	\$ -
Funding:					
External Funding					
Reserve			2,650,000	2,650,000	
Capital from Operating					
Debt					

Previously Approved Budget \$ 8,354,269
2024/25 - 2027/28 Budgets 5,300,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 13,654,269

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Design and land acquisition support \$ 598,000

Work in Process Sub-Total \$ 598,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 598,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT200003 **Previous #:**
Capital Project Name: Major Strategic Multi Modal Corridor: Dutch Village Rd
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Street upgrades including new sidewalk, curb, & protected bicycle lanes (both sides), on-street parallel parking, trees, curb extensions, interpretative panels, plantings, seating, bike racks (Action 69 in the IMP).

Impact to Service

Improved pedestrian access to local shops, services & transit. Pedestrian safety improvements (sidewalk both sides; reduced crossing distances.). Improved bicycle access to Chain of Lakes Trail & Peninsula. Aesthetic improvements to emerging mixed use retail/ commercial 'main street'.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-20 **End:** Jan-24
Estimated Project Execution Phase Timing **Start:** Apr-24 **End:** Oct-25
Estimated Asset Operational Date Nov-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,096,000	\$ 4,000,000	\$ 2,000,000	\$ -	\$ -
Funding:					
External Funding		2,920,000	1,460,000		
Reserve		1,080,000	540,000		
Capital from Operating					
Debt					

Previously Approved Budget \$ 1,300,000
2024/25 - 2027/28 Budgets 6,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 7,300,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	19,299	51,580		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	<u>\$ -</u>
<i>Construction</i>		\$ 4,500,000
<i>Contract administration & miscellaneous</i>		596,000
	2024/25 New Activities Sub-Total	<u>\$ 5,096,000</u>
	Total Work to be Completed in 2024/25	<u>\$ 5,096,000</u>

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT190005 **Previous #:**
Capital Project Name: Major Strategic Multi Modal Corridor: Herring Cove Road
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Planning, design, and construction of multimodal upgrades to the Herring Cove Corridor in accordance with policy direction included in the Integrated Mobility Plan (2017) and the Rapid Transit Strategy (2020).

Impact to Service

Herring Cove is a critical BRT corridor identified in the Rapid Transit Strategy. This project is important to accomplishing the Integrated Mobility Plan and HalifACT 2050 goals of a more sustainable transportation system with at least 30% of all trips made by transit or active transportation.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Estimated Project Planning & Design Phase Timing **Start:** Sep-19 **End:** Apr-29
Estimated Project Execution Phase Timing **Start:** Apr-25 **End:** Dec-31
Estimated Asset Operational Date Jan-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 3,200,000
Funding:					
External Funding					1,168,000
Reserve					2,032,000
Capital from Operating					
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 3,200,000
Estimated Remaining Budget Required 38,500,000
Total Estimated Project Cost \$ 41,700,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT200006 **Previous #:**
Capital Project Name: Major Strategic Multi Modal Corridor: Robie St & Young St
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Planning, design, and construction of multimodal upgrades to the Robie Street / Young Street Corridor in accordance with policy direction included in the Integrated Mobility Plan (2017) and the Rapid Transit Strategy (2020).

Impact to Service

Robie Street and Young Street are critical BRT corridors identified in the Rapid Transit Strategy. This project is important in accomplishing the Regional Plan's and HalifACT 2050 goals of a more sustainable transportation system with at least 30% of all trips by transit or active transportation.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Estimated Project Planning & Design Phase Timing **Start:** Apr-18 **End:** Dec-30
Estimated Project Execution Phase Timing **Start:** Apr-19 **End:** Dec-31
Estimated Asset Operational Date Jan-20

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 21,200,000
Funding:					
External Funding					
Reserve					21,200,000
Capital from Operating					
Debt					

Previously Approved Budget \$ 1,974,469
2024/25 - 2027/28 Budgets 21,200,000
Estimated Remaining Budget Required 42,400,000
Total Estimated Project Cost \$ 65,574,469

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT220001 **Previous #:** Mobility 13
Capital Project Name: Major Strategic Multi Modal Corridors - Studies and Design
Executive Director: Jacqueline Hamilton

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

Project Deliverables

The Integrated Mobility Plan actions the completion of functional plans for strategic corridors to identify preferred multi-modal configurations. These plans inform ROW acquisition needs and are an important step toward integration of improvements with future recapitalization work.

Impact to Service

Key multi-modal corridors have been identified in the Integrated Mobility Plan and Rapid Transit Strategy. Service delivery along these corridors will change as infrastructure is added to better accommodate multi-modal mobility (e.g. Bus Rapid Transit, active transportation).

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 700,000	\$ 1,650,000	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000
Funding:					
External Funding		1,204,500	1,460,000	1,460,000	730,000
Reserve		445,500	540,000	540,000	270,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 700,000

Work in Process Sub-Total
Refer to attached work plan \$ 700,000
\$ 1,650,000

2024/25 New Activities Sub-Total \$ 1,650,000

Total Work to be Completed in 2024/25 \$ 2,350,000

Detailed Project Work Plan

Project Name: Major Strategic Multi-Modal Corridors - Studies & Design	Project # CT220001
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Functional design: Windmill Rd	\$150,000
Functional design: Trunk 7 (Main St - Forest Hills Parkway to Ross Rd)	\$150,000
Preliminary design: Herring Cove Road (Glenora Ave to Greystone St)	\$250,000
Detailed design: Herring Cove Road (Armdale Roundabout to Cowie Hill Rd)	\$75,000
Detailed design: Brunswick Street	\$75,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$700,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Functional design: Larry Uteck Blvd	\$200,000
Preliminary design: Bedford Highway (Kearney Lake Rd to Hammonds Plains Rd)	\$350,000
Preliminary design: Portland Street (Hwy 111 to Portland Hills)	\$350,000
Detailed design: Herring Cove Road (Cowie Hill Rd to Old Sambro Rd)	\$100,000
Preliminary design: Windmill Rd (Akerley Blvd to Victoria Rd)	\$250,000
Preliminary design: Robie Street (Cunard St to Inglis St)	\$250,000
Detailed design: Robie St / Young St (Windsor St to Almon St)	\$150,000
TOTAL ESTIMATE NEW PROJECTS	\$1,650,000

TOTAL 2024/25 WORKPLAN	\$2,350,000
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2024/25 Capital Project

Capital Project #: CM180008 **Previous #:**
Capital Project Name: Moving Forward Together Plan Implementation
Executive Director: Dave Reage

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

Project Deliverables

This project is for the implementation of the Moving Forward Together Plan (MFTP). This is a multi-year project which reflects the implementation of the redesigned transit network. This project includes purchasing additional buses, as well as on-street improvements, primarily for accessibility.

Impact to Service

This project would increase or enhance service delivery as per the Moving Forward Together Plan.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Moving Forward Together Plan

Estimated Project Planning & Design Phase Timing **Start:** Dec-20 **End:** Mar-21
Estimated Project Execution Phase Timing **Start:** Mar-21 **End:** Nov-23
Estimated Asset Operational Date **Start:** Nov-23

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 965,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 29,832,300
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 29,832,300

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Installation of accessible bus stop infrastructure in new service areas \$ 865,000
Miscellaneous costs associated with the launch of redesigned routes (ie. signage) 100,000

Work in Process Sub-Total \$ 965,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 965,000

2024/25 Capital Project

Capital Project #: CR180006
Capital Project Name: New Paving Streets - HRM Roads
Executive Director: Brad Anguish

Previous #:

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

Project Deliverables

This program applies to the paving of HRM owned and maintained gravel roads. Pursuant to the new process approved by Council in 2017, residents will incur a local improvement charge of 1/3 of the total construction cost, while HRM will fund the remaining 2/3.

Impact to Service

The paving of these roads improves rideability and reduces short term maintenance costs in regards to street repair. Potential impacts include increased short term maintenance costs, reduction in level of service and potential safety risks.

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 \$ 59,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Funding:					
External Funding					500,000
Reserve					
Capital from Operating					
Debt					1,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CR210007
Capital Project Name: New Paving Subdivisions - Provincial Roads
Executive Director: Brad Anguish

Previous #:

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

Project Deliverables

This program supports the paving of residential gravel roads within HRM but owned and maintained by the Province. The program is funded as follows: 50% by the Province, 33.33% by the residents through a local improvement charge and the remaining 16.67% by HRM.

Impact to Service

The Province generally provides yearly funding for the Cost Shared Program for Paving of Subdivision (I Class) Streets (Aid to Municipality Program). These streets are owned and maintained by the Province.

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 \$ 298,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 312,500	\$ 250,000	\$ 250,000	\$ 250,000	\$ 500,000
Funding:					
External Funding		166,667	166,667	166,667	333,333
Reserve					
Capital from Operating					
Debt		83,333	83,333	83,333	166,667

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Refer to attached work plan</i>		\$ 562,500
	2024/25 New Activities Sub-Total	\$ 562,500
	Total Work to be Completed in 2024/25	\$ 562,500

Detailed Project Work Plan

Project Name: New Paving Subdivisions - Provincial Roads	Project # CR210007
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2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>FROM</i>	<i>TO</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Loriann Dr	Trunk 7	End	2	
Shelly Cres	Lakehill	Jct Shelly	2	

TOTAL ESTIMATE NEW PROJECTS	\$1,125,000
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TOTAL 2024/25 WORKPLAN	\$1,125,000
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SUMMARY OF BUDGET BREAKDOWN

HRM 2024/25 Capital Budget	\$83,333
HRM - Projected carry forward from previous years	\$104,167
2024/25 Local Improvement Charge*	\$166,667
Local Improvement Charge - Projected carry forward from previous years	\$208,333
HRM BUDGET	\$562,500

2024/25 Provincial Funding (Aid to Municipalities)**	\$250,000
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Provincial Funding (Aid to Municipalities) - Projected carry forward from previous years**	\$312,500
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PROVINCIAL BUDGET	\$562,500
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TOTAL PROJECT BUDGET	\$1,125,000
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Notes:

* The Province completes the work and charges HRM 50% of the total construction costs. HRM recovers 33.33% of the cost through the LIC program. HRM budgets for its share plus the amount collected through the LIC program.

** Requires approval of funding from Nova Scotia Department of Public Works (NSPW).

2024/25 Capital Project

Capital Project #: CR200004 **Previous #:**
Capital Project Name: Other Road Related Works
Executive Director: Brad Anguish

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

Project Deliverables

Funding for a variety of areas including installing new and upgrading existing guiderails, retaining walls, upgrading of walkways, and conducting technical studies / assessments / designs / surveys for Capital projects.

Impact to Service

The overall condition of walkways, guiderail, and retaining walls 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.

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 \$ 1,462,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,780,000	\$ 1,000,000	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating		500,000	1,250,000	1,250,000	1,500,000
Debt		500,000	1,250,000	1,250,000	1,500,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	1,100			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 2,555,000

Work in Process Sub-Total
Refer to attached work plan \$ 2,555,000
\$ 1,225,000

2024/25 New Activities Sub-Total \$ 1,225,000

Total Work to be Completed in 2024/25 \$ 3,780,000

Detailed Project Work Plan

Project Name: Other Road Related Works	Project # CR200004
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APPROVED CARRY FORWARD PROJECTS

Guiderails

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
1293 Waverley Rd	1	
Ingram Dr - Between Civic 65 and 71	1	
Iris Ave at Herring Cove Rd	11	

Retaining Walls

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
1298 - 1322 Waverley Rd	1	
127 Crichton Ave	5	
39 Church St (Design)	5	
26 Maple St (Design / Construction)	5	
Wall Inventory and Level 1 Inspections	Various	

Walkways

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
15 Bayswater Rd to 82 Regal Rd	3	
18 Bayswater Rd to Lake	3	
Sea King Dr to Emmanuel Dr	5	
46 Langevin Dr to Glendale Dr	15	

TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$2,555,000
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2024/2025 NEW PROJECTS

Guiderails

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Breezy Ln / Kings Way	2	
633 Bissett Rd	4	
158 Cheery Brook Rd	4	
333 Windmill Rd	6	
13 Shipyard Rd	13	
23 Dickey Dr	15	
16 Locke St	16	
11 Union St	16	
Miscellaneous Guiderail Repair	Various	

Total Estimate Guiderails		\$415,000
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Retaining Walls

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Rock Slope Maintenance	Various	

Total Estimate Retaining Walls		\$335,000
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Walkways

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Roblea to Stephen Cross	3	
Gregory Dr (School to End of HMA)	4	
58 Boling Green Cres to 54A Atwood Cres	4	
9 Bowser Ave to 82 Charlottetown Way	6	
1668 Riverside Dr / Gertrude School Park to Nordic Cres Park	15	
201 Stokil Dr to 59 Oakhill Dr	15	
Stone Terr to Camden St	16	
Miscellaneous Walkway Repairs	Various	

Total Estimate Walkways		\$475,000
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TOTAL ESTIMATE NEW PROJECTS		\$1,225,000
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TOTAL 2024/25 WORKPLAN		\$3,780,000
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Project Name: Other Road Related Works	Project # CR200004
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SUMMARY OF BUDGET BREAKDOWN

HRM 2024/25 Capital Budget	\$1,000,000
HRM - Projected Carry Forward from Previous Years	\$2,780,000
TOTAL BUDGET	<u>\$3,780,000</u>

Notes:

Other Road Related Works project list subject to change due to coordination with stakeholders.

2024/25 Capital Project

Capital Project #: CT220002 **Previous #:** Traffic 3
Capital Project Name: Port Wallace Roadway Oversizing
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Port Wallace is identified in the Regional Plan as a potential future growth area. In 2010, Regional Council directed that a planning process for the area be undertaken to identify service boundaries, prepare a community design, & determine servicing needs.

Impact to Service

Allows for planned growth as per Regional Plan. Has a positive impact on economic development and affordable housing.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Halifax Economic Growth Plan

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date Jan-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 676,000	\$ -	\$ 3,118,000	\$ 2,973,000	\$ 15,627,000
Funding:					
External Funding			1,432,945	1,486,481	12,857,160
Reserve					
Capital from Operating					
Debt			1,685,055	1,486,519	2,769,840

Previously Approved Budget \$ 700,000
2024/25 - 2027/28 Budgets 21,718,000
Estimated Remaining Budget Required 7,461,000
Total Estimated Project Cost \$ 29,879,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Waverley Road intersection upgrades, trail bridge \$ 676,000

Work in Process Sub-Total \$ 676,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 676,000

2024/25 Capital Project

Capital Project #: CT000015
Capital Project Name: Railway Crossing Improvements
Executive Director: Brad Anguish

Previous #:

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

Project Deliverables

This project involves the installation, modification, upgrade and maintenance of infrastructure at at-grade railway crossings to ensure all at-grade railway crossings within HRM's jurisdiction are compliant with national regulations.

Impact to Service

Work undertaken as part of this project will ensure all at-grade railway crossings have the necessary infrastructure in place and are in the appropriate condition to ensure the safety of the public when travelling in these areas.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Road Safety Framework

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 13,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 211,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Cost sharing requirements for railway grade crossing improvements completed by CN</i>	\$ 211,000

2024/25 New Activities Sub-Total	\$ 211,000
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Total Work to be Completed in 2024/25	\$ 211,000
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2024/25 Capital Project

Capital Project #: CR210010 **Previous #:**
Capital Project Name: Rainnie/Brunswick Complete Streets
Executive Director: Jacqueline Hamilton

Asset Category: Roads & Active Transportation
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:
Project Deliverables
Permanent reconstruction of Brunswick Street AAA bikeway and streetscaping between Doyle Street and Cogswell Street.

Impact to Service
This project will result in permanent multi-modal improvements and infrastructure upgrades to support moving people more efficiently in the municipality. Including Street Recapitalization, Active Transportation, Streetscaping and utility undergrounding.

Strategic Plan
 Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Regional Centre Streetscaping Administrative Order*

Estimated Project Planning & Design Phase Timing **Start:** Oct-24 **End:** Oct-27
Estimated Project Execution Phase Timing **Start:** Apr-28 **End:** Nov-28
Estimated Asset Operational Date Dec-28

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 237,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 250,000
 2024/25 - 2027/28 Budgets
 Estimated Remaining Budget Required 3,800,000
Total Estimated Project Cost **\$ 4,050,000**

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
Integration of permanent features (e.g. soil cells, ornamental lights) with tactical project \$ 237,000

2024/25 New Activities Sub-Total **\$ 237,000**

Total Work to be Completed in 2024/25 **\$ 237,000**

2024/25 Capital Project

Capital Project #: CM000018 **Previous #:**
Capital Project Name: Rapid Transit Strategy Project Planning
Executive Director: Dave Reage
Asset Category: Roads & Active Transportation
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

This project includes planning studies and preparatory work for higher order transit services as approved in the Rapid Transit Strategy (Bus Rapid Transit and new ferry services).

Impact to Service

Proceeding with this project would have a significant positive impact on sustainable transportation choices for the municipality.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** Apr-20 **End:** Mar-26
Estimated Project Execution Phase Timing **Start:** Apr-23 **End:** Mar-28
Estimated Asset Operational Date *Varies*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 725,000
 2024/25 - 2027/28 Budgets
 Estimated Remaining Budget Required
Total Estimated Project Cost \$ 725,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Various studies/analysis/design work/land acquisition costs \$ 165,000
Resources to prepare funding applications and complete preliminary studies 85,000

Work in Process Sub-Total \$ 250,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 250,000

2024/25 Capital Project

Capital Project #: CR200007
Capital Project Name: Regional Centre AAA Bikeways
Executive Director: Brad Anguish

Previous #:

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

Project Deliverables

As per Action Item 72 in the Integrated Mobility Plan, this project includes the implementation of the All Ages and Abilities (AAA) Bicycle Facilities in the Regional Centre, including the Macdonald Bridge Bikeway Connectors.

Impact to Service

These projects support the implementation of the Integrated Mobility Plan and the Active Transportation Priorities Plan. Without funding, both plans (Council approved) would not be completed within specified timelines. This will result in safety risks to bicyclists.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 3,236,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 5,535,000	\$ 3,245,000	\$ 13,500,000	\$ 11,000,000	\$ 13,700,000
Funding:					
External Funding		2,693,350	5,331,800		
Reserve					
Capital from Operating					
Debt		551,650	8,168,200	11,000,000	13,700,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	134,300	257,000	320,700	257,100
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 6,265,000

Work in Process Sub-Total \$ 6,265,000

Refer to attached work plan \$ 2,515,000

2024/25 New Activities Sub-Total \$ 2,515,000

Total Work to be Completed in 2024/25 \$ 8,780,000

Detailed Project Work Plan

Project Name: Regional Centre AAA Bikeways	Project # CR200007
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APPROVED CARRY FORWARD PROJECTS

Bicycle Facilities				
<i>PROJECT/LOCATION</i>	<i>FROM</i>	<i>TO</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Dartmouth Harbourfront Trail	Parker	Old Ferry	5	
Almon St	Windsor	Gottingen	8	
North End Local Street Bikeway	Duffus	Young	8	
TOTAL ESTIMATE CARRY FORWARD PROJECTS				\$6,265,000

2024/2025 NEW PROJECTS

Bicycle Facilities				
<i>PROJECT/LOCATION</i>	<i>FROM</i>	<i>TO</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Brunswick St Bikeway			7	
Liverpool Street Local Street Bikeway			9	
Capital Upgrades to Existing Facilities			Various	
Education and Promotion			Various	
Miscellaneous Integration Opportunities			Various	
Planning, Design , Studies, Monitoring			Various	
Project Management Consultant				
TOTAL ESTIMATE NEW PROJECTS				\$2,515,000

TOTAL 2024/25 WORKPLAN	\$8,780,000
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SUMMARY OF BUDGET BREAKDOWN

HRM 2024/25 Capital Budget	\$551,650
HRM - Projected Carry Forward from Previous Years	\$940,950
PTIF Funding	\$2,693,350
PTIF Funding - Projected Carry Forward from Previous Years	\$4,594,050
TOTAL BUDGET	\$8,780,000

Notes:

Regional Centre AAA Bikeways project list subject to change due to coordination with stakeholders.

2024/25 Capital Project

Capital Project #: CT000012 **Previous #:**
Capital Project Name: Ross Road Realignment
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Realignment of Ross Road to create a fourth leg to the existing signalized intersection of Lake Major Road and Trunk 7 / Main Street. Costs will be shared with a developer and the funds identified in this account are an estimate of HRM's expected contribution.

Impact to Service

Project responds to safety and operational issues of the intersection of Ross Road and Trunk 7 resulting from high speeds on Trunk 7 and the proximity of the intersection to another major signalized intersection at Lake Major Road.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Halifax Economic Growth Plan

Estimated Project Planning & Design Phase Timing **Start:** Nov-22 **End:** Nov-23
Estimated Project Execution Phase Timing **Start:** May-27 **End:** Nov-27
Estimated Asset Operational Date Jan-28

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 300,000	\$ -	\$ -	\$ -	\$ 3,000,000
Funding:					
External Funding					600,000
Reserve					
Capital from Operating					
Debt					2,400,000

Previously Approved Budget \$ 300,000
2024/25 - 2027/28 Budgets 3,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 3,300,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Land surveying and property acquisition \$ 300,000

Work in Process Sub-Total \$ 300,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 300,000

2024/25 Capital Project

Capital Project #: CT000016 **Previous #:**
Capital Project Name: Shearwater Connector
Executive Director: Jacqueline Hamilton

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

Project Deliverables

This proposed roadway runs between Baker Drive and Caldwell Road, primarily through lands owned by the Department of National Defense. Deliverables include design and construction of a roadway connection with parallel multi-use pathway.

Impact to Service

The Regional Plan (2014) identified the Shearwater Connector due to the lack of capacity on Portland Street. All projects in the Regional Plan (Table 4.1) are subject to review as per the policy direction in the Integrated Mobility Plan.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy:

Estimated Project Planning & Design Phase Timing **Start:** *Apr-24* **End:** *Mar-25*
Estimated Project Execution Phase Timing **Start:** *Apr-27* **End:** *Dec-28*
Estimated Asset Operational Date *Jan-29*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 51,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 100,000
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required 26,800,000
Total Estimated Project Cost \$ 26,900,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Design support \$ 51,000

Work in Process Sub-Total \$ 51,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 51,000

2024/25 Capital Project

Capital Project #: CR200002 **Previous #:**
Capital Project Name: Sidewalk Renewals
Executive Director: Brad Anguish

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

Project Deliverables

Existing sidewalks are rated on a three year cycle to identify defective slabs. Sidewalk Renewal Projects are selected based on the percentage of defective slabs and integration opportunities with other road related projects. May include some curb renewal.

Impact to Service

The overall condition of the sidewalk 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.

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 \$ 1,284,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,850,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000
Funding:					
External Funding					
Reserve		1,000,000	1,000,000	1,000,000	1,300,000
Capital from Operating					
Debt		1,000,000	1,500,000	1,500,000	1,700,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 1,500,000

Work in Process Sub-Total \$ 1,500,000

Refer to attached work plan \$ 2,350,000

2024/25 New Activities Sub-Total \$ 2,350,000

Total Work to be Completed in 2024/25 \$ 3,850,000

Detailed Project Work Plan

Project Name: Sidewalk Renewals	Project # CR200002
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>FROM</i>	<i>TO</i>	<i>DIRECTION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Albro Lake Rd	Victoria	Catherine	N	6	
Carlton St	Spring Garden	End (Cemetery)	E	7	
Isleville St	Merkel	Merkel	E	8	
Isleville St	Columbus	Columbus	E	8	
Isleville St	Young	Hennessey	W	8	
Kempt Rd	Stairs	Stanley	E	8	
Parker St	Windsor	Welsford	E	8	
Vienna St	Dublin	Oxford	S	8	
Abbott St	Ashburn	Stanford	S	9	
Abbott St	Ashburn	Joseph Howe	N	9	
Lexington Ave	Joseph Howe	Morningside	W	9	
Murdoch Ave	Royal Pine	Somerset	S	9	
Vienna St	Oxford	Connolly	S	9	
Vienna St	Swaine	Connolly	S	9	
TOTAL ESTIMATE CARRY FORWARD PROJECTS					\$1,500,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>FROM</i>	<i>TO</i>	<i>DIRECTION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Caldwell Rd	Cow Bay	Sea Breeze	W	3	
Spring Ave	Christopher	Belle Vista	S	3	
Gregory Dr	School	End of Asphalt	S	3	
Raymond St	First	Plymouth	N	6	
Pincrest Dr	Brule	Crystal	E	6	
Davison St	West	Garrick	W	8	
Dublin St	Seaforth	North	W	8	
Claymore Ave	Thornhill	Tartan	N	11	
Stokil Dr	2022 Limit	Sampson	N	15	
Sidewalk Integration / Repair Opportunities				Various	
Sidewalk Condition Data Collection				Various	
TOTAL ESTIMATE NEW PROJECTS					\$2,350,000
TOTAL 2024/25 WORKPLAN					\$3,850,000

SUMMARY OF BUDGET BREAKDOWN

HRM 2024/25 Capital Budget	\$2,000,000
HRM - Projected Carry Forward from Previous Years	\$1,850,000
TOTAL BUDGET	\$3,850,000

Notes:

Sidewalk Renewals project list subject to change due to coordination with stakeholders.

2024/25 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.

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 \$ 29,144,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 19,430,000	\$ 57,705,000	\$ 58,920,000	\$ 64,205,000	\$ 64,205,000
Funding:					
External Funding		5,785,000			
Reserve		18,400,000	13,500,000	14,500,000	20,700,000
Capital from Operating					
Debt		33,520,000	45,420,000	49,705,000	43,505,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	1,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 15,450,000

Work in Process Sub-Total \$ 15,450,000
Refer to attached work plan \$ 61,685,000

2024/25 New Activities Sub-Total \$ 61,685,000

Total Work to be Completed in 2024/25 \$ 77,135,000

Detailed Project Work Plan

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

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Arthur Joseph Dr (Includes Integrated Traffic Calming)	Fall River	End	1	
Doherty Dr (Includes Integrated Traffic Calming)	Trunk 7	Lillian	2	
Michelle Dr (Includes Integrated Traffic Calming)	Doherty	Civic 43	2	
Sea King Dr (Includes Integrated Traffic Calming)	Ernest	Lancaster	5	
Albro Lake Rd (Includes Integrated Traffic Calming)	Pincrest	Ernest	6	
Charlotte Dr	Brigadoon	Jayden	6	
Jayden Dr	Elwin	Cul De Sac	6	
Ilsey Ave	Ronald Smith	Cul De Sac	6	
Ronald Smith Ave	Burnside	Ilsey	6	
Lemarchant St (Traffic Calming Reinstatement)	Watt	Coburg	7	
Isleville St	Young	Duffus	8	
Vienna St	Dublin	Oxford	8	
Vienna St	Oxford	Swaine	9	
Langevin Dr	Skyridge	Skyridge	15	
Cracksealing			Various	
TOTAL ESTIMATE CARRY FORWARD PROJECTS				\$ 15,450,000

2024/2025 NEW PROJECTS

PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Archibald Dr (Includes Integrated Traffic Calming)	High	Tamarack	1	
Howe Ave (Traffic Calming Reinstatement)	Trunk 2	Coach	1	
Highway 207	Bridge	Mineville	2	
Caldwell Rd (Integrated Traffic Calming)	Cow Bay	Shore Rd	3	
Roblea Dr	Spring	Stephen Cross	3	
Spring Ave	Mt Edward	Belle Vista	3	
Gregory Dr (Traffic Calming Reinstatement)	Wildwood	Bridge	3	
Gregory Dr (Traffic Calming Reinstatement)	Bridge	Flying Cloud	4	
Boling Green Cres	Colby	Colby	4	
Dustan St	Rodney	Prince Arthur	5	
Orion Crt	Mt Hope	Civic 25	5	
Thistle St (Includes Integrated traffic Calming)	Crichton	Beech	5	
Appian Way (Includes Integrated Traffic Calming)	Montebello	Walkway (Civic 33)	6	
Avery Ave (Includes Integrated Traffic Calming)	Bowser	End	6	
Bowser Ave (Includes Integrated Traffic Calming)	Lawson	Oakwood	6	
Pincrest Dr (Includes Integrated Traffic Calming)	Crystal	Brule	6	
Raymond St (Includes Integrated Traffic Calming)	Plymouth	First	6	
Walker St (Includes Integrated Traffic Calming)	Fourth	First	6	
Bauer St (Includes Integrated Traffic Calming)	Cogswell	Cornwallis	7	
Coburg Rd	Oxford	End	7	
Falkland St (Includes Integrated Traffic Calming)	Gottigen	Bauer	7	
South St	Oxford	Lemarchant	7	
Victoria Dr	Bland	Tower	7	
Davison St	West	Charles	8	
Liverpool St (Includes Traffic Calming Reinstatement)	Windsor	Oxford	8	
Brook St (Includes Integrated Traffic Calming)	Crown	Downs	9	
Cowie Hill Rd (Includes Integrated Traffic Calming)	Peter Saulnier	Civic 237	9	
Peter Saulnier Dr	Dunbrack	Cowie Hill	9	
Dawn St	Evans	End	10	
Evans Ave (Includes Integrated Traffic Calming)	Randall	Lacewood	10	
Claymore Ave	Thornhill	Tartan	11	
Greystone Dr (Includes Integrated Traffic Calming)	Herring Cove	Regan	11	
Balsam St	Oliver	Hamilton	12	
Hamilton St	Oliver	Balsam	12	
Oliver St	SMB	End	12	
Hubleys Rd (Includes Integrated Traffic Calming)	East End	West End	13	
Sackville Dr	Margeson	Fenerty	14	
Dickey Dr (Includes Integrated Traffic Calming)	Zinck	Mcgee	15	
Stokil Dr	Civic 291	Sampson	15	
Locke St	Bedford Hwy	End	16	

Project Name: Street Recapitalization				Project # CR200006
Stone Terr	Dartmouth	End	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				
High Speed Data Collection				
Survey / Design Equipment for Capital Projects				
Survey Work Related to Record Drawings				
TOTAL ESTIMATE NEW PROJECTS				\$ 61,685,000

TOTAL 2024/25 WORKPLAN **\$ 77,135,000**

SUMMARY OF BUDGET BREAKDOWN	
HRM 2024/25 Capital Budget	\$ 51,920,000
HRM - Projected Carry Forward from Previous Years	\$ 19,430,000
HW Cost Share	\$ 5,785,000
TOTAL BUDGET	\$ 77,135,000

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

2025/2026 Proposed Projects				
PROJECT/LOCATION	FROM	TO	DISTRICT	ESTIMATE
Anthony Ave	Collins	Carlheath	1	
Carlheath Dr	Lawrence	End (Collins)	1	
Collins Dr	Trunk 2	Carlheath	1	
Lawrence Pl	Jeffrey	End	1	
Thomas St	William	Beech Hill	2	
Lucien Dr	Mt Edward	Owen	3	
Spring Ave	Bella Vista	Portland	3	
Caldwell Road	Hampton Green	Deerbrooke	4	
Sirius Cres	Poplar	Poplar	4	
Birchwood Terr	Lorraine	Lawnsdale	5	
Lorraine St	Woodland	Birchwood	5	
Prince Arthur	Pleasant	Portland	5	
Farrell St	Victoria	Windmill	6	
Orkney Dr	Gourok	End	6	
Pinecrest Dr	Crystal	Albro Lake	6	
Raymond St (includes Integrated Traffic Calming)	Lakecrest	First	6	
Walker St (Includes Integrated Traffic Calming)	Fourth	First	6	
Lakecrest	Raymond	Walker	6	
Henry St	Coburg	University	7	
Oxford St	Quinpool	Coburg	7	
Southwood Dr	Young	Tower	7	
Duffus St	Barrington	Novalea	8	
Isleville St	Bloomfield	Young	8	
Lawrence St	Windsor	Harvard	8	
Sebastian St	Isleville	Robie	8	
Brook St	Downs	Arlington	9	
Purcells Cove	Herring Cove	TBD	9	
Flint St	Adelaide	Main	10	
Dawn St	Evans	End	10	
Main Ave	Hillcrest	Dunbrack	10	
Skeena St	Adelaide	Main	10	
Susie Lake Cres	Chain Lake	Horseshoe Lake	12	
Merganser Ave	Grebe	End	13	
Pinetree Cres	Kingsway	Northwood	13	
Rafting Dr	Millwood	Fringe	14	
Rhodora Dr	Wilson Lake	Rosemary	14	
Dickey Dr (Includes Integrated Traffic Calming)	Zinck	Zinck	15	
Alder Cres	Riverside	Balsam	15	
Parmac Dr	Dickey	End	15	
Winsloe Dr	Alder	End	15	

Project Name:				Project #
Street Recapitalization				CR200006
Oakmount Dr	Bedford Hwy			16
Pine Street	First	Cliff		16
Rosewood Ct	Oakmount	End		16
Shore Ave	Bedford Hwy	End		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				
TOTAL 2025/26 WORKPLAN				\$ 58,920,000

Notes:

2025/2026 Street Recapitalization project list subject to change due to coordination with stakeholders.

2024/25 Capital Project

Capital Project #: CT200007
Capital Project Name: Streetscape Renewal
Executive Director: Jacqueline Hamilton

Previous #:

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

Project Deliverables

A number of older streetscape projects are showing signs of wear and settlement. Their upkeep falls outside of routine operations to address immediate hazards in the right of way.

Impact to Service

Extends the life of projects intended to beautify urban streets; addresses deferred maintenance or repairs unsympathetic to original design. Enables timely repair / replacement of special features if damaged.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Regional Centre Streetscaping Administrative Order

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 51,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Funding:					
External Funding					
Reserve					
Capital from Operating		50,000	50,000	50,000	50,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Repair/ replace various streetscape assets \$ 51,000

Work in Process Sub-Total \$ 51,000

Repair/ replace various streetscape assets \$ 50,000

2024/25 New Activities Sub-Total \$ 50,000

Total Work to be Completed in 2024/25 \$ 101,000

2024/25 Capital Project

Capital Project #: CD000001 **Previous #:**
Capital Project Name: Streetscapes - Spring Garden Rd
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Major streetscaping of Spring Garden Road between Queen Street and South Park Street includes: burial of overhead wires, widened sidewalks / narrowed roadway; side street curb extensions, high quality new streetlights, pavers, street furnishings, and more.

Impact to Service

Project will support economic vitality of a major commercial street, enhance social opportunities for local residents, attract visitors, improve transit reliability, enhance the pedestrian realm, increase urban tree canopy, and improve resilience to severe weather.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Regional Centre Streetscaping Administrative Order

Estimated Project Planning & Design Phase Timing **Start:** May-18 **End:** Oct-21
Estimated Project Execution Phase Timing **Start:** Apr-21 **End:** Jun-23
Estimated Asset Operational Date **Dec-23**

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 640,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Previously Approved Budget \$ 13,967,652
2024/25 - 2027/28 Budgets
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 13,967,652

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	2,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -
\$ 640,000
Additional work related to large stand-alone projects like this is sometimes needed after project completion to address issues that may arise with respect to design and maintenance of various elements. Remaining funds in the project account may support the timely resolution of any issues that arise during the project's commissioning phase.

2024/25 New Activities Sub-Total \$ 640,000

Total Work to be Completed in 2024/25 \$ 640,000

2024/25 Capital Project

Capital Project #: CT190001 **Previous #:**
Capital Project Name: Streetscaping
Executive Director: Jacqueline Hamilton

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

Project Deliverables

Trees in urban hardscapes, ornamental streetlighting, decorative paving, street furniture, buried wires, planters, plans, and guidelines. Elements largely delivered through integration with other projects.

Impact to Service

Enhanced character and identity of pedestrian commercial areas & heritage districts; improved economic outcomes (attracts people to invest & visit) and environmental outcomes (green infrastructure & beautification of sustainable transportation options); increased social cohesion.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Regional Centre Streetscaping Administrative Order

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 180,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 837,000	\$ 700,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		700,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		9,810		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Integrate streetscaping with Brunswick AAA interim project (build plaza at Brunswick/Sackville) \$ 837,000

Work in Process Sub-Total \$ 837,000

Integrate streetscaping with Halifax Water construction on Cathedral Lane \$ 350,000

Integrate streetscaping with Almon Street bikeway 350,000

2024/25 New Activities Sub-Total \$ 700,000

Total Work to be Completed in 2024/25 \$ 1,537,000

2024/25 Capital Project

Capital Project #: *Roads 6* **Previous #:**
Capital Project Name: *Subdivision Egress Roads*
Executive Director: *Jacqueline Hamilton*

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

Project Deliverables

Planning, design, and construction of emergency egress roads for residential subdivisions.

Impact to Service

The addition of emergency egress roads for residential subdivisions with existing access constraints will be considered. The intent of emergency egress roads is to improve the ability of residents to evacuate in the event of an emergency.

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *Public Safety Strategy/Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt			2,000,000	1,000,000	1,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CT200008
Capital Project Name: Tactical Urbanism
Executive Director: Jacqueline Hamilton

Previous #:

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

Project Deliverables

Various roadway interventions (e.g. curb extensions) using paint, posts, curb & other tactics to test ideas (Tactical Urbanism) for roadway realignment ahead of programmed street capital improvements. Also, spot improvements, and functional plans/cost estimates.

Impact to Service

Improved comfort & safety for pedestrians, bicyclists, and transit users. Added ability to cost effectively make changes to streets to make them more 'complete' and to evaluate public reaction / functionality prior to making features permanent; .

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 220,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 285,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000
Funding:					
External Funding					
Reserve					
Capital from Operating		300,000	300,000	300,000	350,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		11,700		
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Intersection normalization, tactical placemaking, materials purchase</i>	\$ 300,000
<i>Lower Water Street interim improvements project</i>	285,000
2024/25 New Activities Sub-Total	\$ 585,000
Total Work to be Completed in 2024/25	\$ 585,000

2024/25 Capital Project

Capital Project #: *CM000009* **Previous #:**
Capital Project Name: *Transit Priority Measures*
Executive Director: *Dave Reage*

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

Project Deliverables

Funding from this account will be used to complete preliminary studies and analysis, possible modifications/enhancements to previously implemented transit priority measures (TPMs), and support the implementation of transit priority measures in larger projects.

Impact to Service

The introduction of transit priority measures provide increased reliability and schedule adherence, improving the experience for passengers.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Moving Forward Together Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 369,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Miscellaneous costs associated with installation of TPMs, including the Spring Garden Road Pilot \$ 369,000

Work in Process Sub-Total \$ 369,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 369,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CT190010 **Previous #:**
Capital Project Name: Windsor Street Exchange
Executive Director: Jacqueline Hamilton

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

Project Deliverables

In partnership with Transport Canada, the Province of NS, and the Port of Halifax, the Windsor Street Exchange will be reconfigured to provide improved access to the Fairview Cove Container Terminal, improved capacity for buses and vehicles, and improved AT connections.

Impact to Service

A preferred alternative for upgrading the Windsor Street Exchange is being developed to alleviate congestion, reduce vehicle idling, and improve safety – all of which will increase the reliability and efficiency of freight movements to/from the Fairview Cove Container Terminal.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Estimated Project Planning & Design Phase Timing **Start:** Mar-20 **End:** Sep-24
Estimated Project Execution Phase Timing **Start:** Oct-24 **End:** Dec-27
Estimated Asset Operational Date Jan-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 5,300,000	\$ -	\$ 32,292,000	\$ 30,500,000	\$ 24,208,000
Funding:					
External Funding			18,781,334	11,761,433	1,377,733
Reserve			13,510,666	18,738,567	22,830,267
Capital from Operating					
Debt					

Previously Approved Budget \$ 6,865,000
2024/25 - 2027/28 Budgets 87,000,000
Estimated Remaining Budget Required 10,000,000
Total Estimated Project Cost \$ 103,865,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Property acquisition \$ 3,000,000
Design consultant 1,210,000

Work in Process Sub-Total \$ 4,210,000

Design consultant \$ 1,090,000

2024/25 New Activities Sub-Total \$ 1,090,000

Total Work to be Completed in 2024/25 \$ 5,300,000

Traffic & Streetlights

Traffic & Streetlights

Page #	Project Name	Project #	2024/25				
			Project Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
	<i>Streetlights</i>						
F1	Street Lighting	CT200001	\$ 340,000	\$ 250,000	\$ 400,000	\$ 450,000	\$ 450,000
	<i>Subtotal - Streetlights</i>		<i>340,000</i>	<i>250,000</i>	<i>400,000</i>	<i>450,000</i>	<i>450,000</i>
	<i>Traffic Signs/Signalization/Equipment</i>						
F2	Controller Cabinet & Detection	CT200004	365,000	350,000	400,000	400,000	420,000
F3	Destination Signage Program	CTR00904	141,000	-	200,000	300,000	-
F4	Opticom Signalization	CT190004	75,000	75,000	75,000	75,000	84,000
F5	Road Safety Improvement	CT190006	6,000,000	5,500,000	4,500,000	4,500,000	5,500,000
F9	Traffic Signal Re-lamping	CT180003	-	-	550,000	-	550,000
	<i>Subtotal - Traffic Signs/Signalization/Equipment</i>		<i>6,581,000</i>	<i>5,925,000</i>	<i>5,725,000</i>	<i>5,275,000</i>	<i>6,554,000</i>
Total Traffic & Streetlights			\$ 6,921,000	\$ 6,175,000	\$ 6,125,000	\$ 5,725,000	\$ 7,004,000

2024/25 Capital Project

Capital Project #: CT200001 **Previous #:**
Capital Project Name: Street Lighting
Executive Director: Brad Anguish

Asset Category: Streetlights
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project deals with the installation, maintenance and replacement of LED streetlight infrastructure.

Impact to Service

This project will result in consistent application of lighting design standards, improvement of urban design through uniform lighting installations and ensure appropriate asset management through inspection and maintenance / repair activities.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Road Safety Framework

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 58,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 90,000	\$ 250,000	\$ 400,000	\$ 450,000	\$ 450,000
Funding:					
External Funding					
Reserve					
Capital from Operating		250,000	400,000	450,000	450,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	3,925	3,925	3,925	3,925
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Installation / replacement of street light poles</i>	\$ 150,000
<i>Installation / replacement of LED street light fixtures</i>	50,000
<i>Condition assessment of aluminum / steel street light poles / bases</i>	50,000
<i>Repair / replacement of various street light equipment due to damage, failure or noted deficiency</i>	50,000
<i>Lower Water St streetlight pole relocation (coordinated project)</i>	40,000
2024/25 New Activities Sub-Total	\$ 340,000
Total Work to be Completed in 2024/25	\$ 340,000

2024/25 Capital Project

Capital Project #: CT200004 **Previous #:**
Capital Project Name: Controller Cabinet & Detection
Executive Director: Brad Anguish

Asset Category: Traffic Signalization/Equipment
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project includes the installation, upgrade and maintenance of traffic signal equipment.

Impact to Service

The work undertaken as part of this project ensures HRM has the ability to upgrade traffic signal equipment that allows the network to incorporate technologies supporting safe and efficient movement of pedestrians, transit and emergency vehicles as well as general traffic.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 274,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 15,000	\$ 350,000	\$ 400,000	\$ 400,000	\$ 420,000
Funding:					
External Funding					
Reserve					
Capital from Operating		350,000	400,000	400,000	420,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	<u>\$ -</u>
<i>Purchase / replacement of traffic signal controller cabinet assemblies</i>	\$ 100,000
<i>Purchase / installation / upgrade of traffic detection equipment</i>	65,000
<i>Purchase / replacement of traffic signal components</i>	50,000
<i>Purchase of traffic signal wire</i>	150,000
2024/25 New Activities Sub-Total	<u>\$ 365,000</u>
Total Work to be Completed in 2024/25	<u>\$ 365,000</u>

2024/25 Capital Project

Capital Project #: CTR00904 **Previous #:**
Capital Project Name: Destination Signage Program
Executive Director: Brad Anguish

Asset Category: Traffic Signalization/Equipment
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project involves the inspection, maintenance and installation of overhead traffic sign infrastructure.

Impact to Service

Inspection and repair work undertaken as part of this project ensures overhead sign infrastructure is structurally sound and poses no safety risk to the travelling public.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 96,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 141,000	\$ -	\$ 200,000	\$ 300,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			200,000	300,000	
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

RFP22-5010 Overhead Sign Repairs Design \$ 7,250

Work in Process Sub-Total \$ 7,250

Structural repairs as identified through assessments \$ 133,750

2024/25 New Activities Sub-Total \$ 133,750

Total Work to be Completed in 2024/25 \$ 141,000

2024/25 Capital Project

Capital Project #: CT190004 **Previous #:**
Capital Project Name: Opticom Signalization
Executive Director: Ken Stuebing

Asset Category: Traffic Signalization/Equipment
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

A multi-year project, Opticom Signalization (traffic pre-emption) will continue to migrate fire apparatus and signalized intersections to a GPS based solution. This migration is necessary as the current line of sight infrared system in use today has reached end of life.

Impact to Service

Traffic signal pre-emption allows fire vehicles to disrupt a normal signal cycle in order to proceed through the intersection more quickly and can decrease emergency vehicle response times. Traffic signal pre-emption is useful where fire vehicles will travel some distance along a corridor.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Public Safety Strategy/Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 81,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 84,000
Funding:					
External Funding					
Reserve		75,000	75,000	75,000	84,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)	15,500	15,500		

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Traffic signal pre-emption installation in major traffic corridors</i>	\$ 75,000
2024/25 New Activities Sub-Total	\$ 75,000
Total Work to be Completed in 2024/25	\$ 75,000

2024/25 Capital Project

Capital Project #: CT190006 **Previous #:**
Capital Project Name: Road Safety Improvement
Executive Director: Brad Anguish

Asset Category: Traffic Signalization/Equipment
Service Area: Transportation Services
Project Type: Growth
Program Outcomes:

Project Deliverables

This project includes intersection / roadway modifications, installation / upgrade of marked crosswalks, improvements to pedestrian connectivity / accessibility, installation / rehabilitation of traffic signals as well as the implementation of traffic calming and other road safety initiatives.

Impact to Service

The work undertaken as part of this project will help improve safety and operations at intersections and along roadway segments for all road users, which feeds directly into the goals of the Road Safety Framework and Integrated Mobility Plan.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Road Safety Framework

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 2,902,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 500,000	\$ 5,500,000	\$ 4,500,000	\$ 4,500,000	\$ 5,500,000
Funding:					
External Funding					
Reserve		2,000,000	2,000,000	2,000,000	2,000,000
Capital from Operating		500,000	500,000	500,000	500,000
Debt		3,000,000	2,000,000	2,000,000	3,000,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	73,840			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Refer to attached work plan</i>		\$ 6,000,000
2024/25 New Activities Sub-Total		\$ 6,000,000
Total Work to be Completed in 2024/25		\$ 6,000,000

Detailed Project Work Plan

Project Name: Road Safety Improvements	Project # CT190006
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS		\$ -

2024/2025 NEW PROJECTS

Traffic Calming

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
<u>Corridors</u>		
Aubrey Terr	3	
Caldwell Rd	3	
Lucien Dr	3	
Oceanlea Dr	3	
Circassion Dr	4	
Chestnut Ln	5	
Gaston Rd	5	
Green Village Ln	5	
Park Ave	5	
Peddars Way	5	
Pine St	5	
Appian Way	6	
Booth St	6	
Fader St	6	
Kennedy Dr	6	
Lakecrest Dr	6	
Roleika Dr	6	
Settle St	6	
Young Ave	7	
Pepperell St	7	
Preston St	7	
Agricola St (SB)	8	
Harvard St	8	
Roslyn Rd	8	
Crown Dr	9	
Jubilee Rd	9	
Milsom St	9	
Walcot Run	9	
White Glove Terr	9	
Adelaide Ave	10	
Clayton Park Dr	10	
Convoy Ave	10	
Coronation Ave	10	
Frederick Ave	10	
Rosedale Ave	10	
Rufus Ave	10	
Tartan Ave	11	
Thornhill Dr	11	
Beaver Bank Cross Rd	14	
Zinck Ave	15	
Sackville Cross Rd	15	
Nottingham St	16	
Ridgevale Dr	16	
Union St	16	
<u>School Areas</u>		
William St	2	
Oceanview School Rd	3	
Cherry Brook Rd	4	
Evergreen Dr	4	

Project Name:		Project #
Road Safety Improvements		CT190006
Hugh Allen Rd	4	
Penhorn Dr	5	
Thistle St	5	
Victoria Rd	5	
Leaman Dr	6	
Monique Ave	6	
Pinecrest Dr	6	
Valleyford Ave	6	
College St	7	
Watt St	7	
Chester Ave	8	
Torrington Dr	10	
Charles Rd	12	
Brookshire Crt	16	
Total Estimate Traffic Calming		3,000,000
New Traffic Signal Installation / Traffic Signal Design		
<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
St Margaret's Bay Rd at Timberlea Village Pkwy - Full Intersection Traffic Signal	12	
Sackville Dr near Acadia Centre - Pedestrian Half-Signal	15	
Total Estimate New Traffic Signal Installation / Design		900,000
Existing Traffic Signal Upgrade / Signal Improvement		
<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Oxford St at Jubilee Rd - Full Traffic Signal Replacement / Upgrade	7	
Total Estimate Existing Traffic Signal Upgrade / Signal Improvement		750,000
New Crosswalk with Pedestrian Activated Flashing Beacons		
<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Caldwell Rd at Millbrook Ave - New RRFB Crosswalk	4	
Robie St at Binney St - New RA-5 Crosswalk	7	
North St at Clifton St - New RRFB Crosswalk	8	
Kempt Rd at Commission St - New RRFB Crosswalk	8	
Herring Cove Rd at Levis St - New RA-5 Crosswalk	11	
Parkland Dr at Civic 429 - New RRFB Crosswalk	12	
Sackville Dr at Hamilton Dr - New RRFB Crosswalk	14	
Total Estimate New Crosswalk with Pedestrian Activated Flashing Beacons		525,000
Existing Crosswalk Upgrade to Rectangular Rapid Flashing Beacons		
<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Waverley Rd at Civic 757	1	
Cow Bay Rd at Forestgate Dr	3	
Spring Ave at Collins Grove	3	
Cow Bay Rd at Hornes Rd	3	
Ross Rd at Greenvale Dr	4	
Micmac Blvd at Maybank Sportsfield	5	
Pleasant St at Marvin St	5	
Thistle St at Slayter St	5	
Thistle St at Zatzman Sportsplex	5	
Victoria Rd at Brightwood Ave	5	
Caledonia Rd at Kennedy Dr	6	
Mount Edward Rd at Brigadoon Ave	6	
Coburg Rd at Larch St	7	
Jubilee Rd at Walnut St	7	
South St at Civic 6260 (Dalplex)	7	
Oxford St at Cork St	8	
Almon St at Dublin St	8	
Cunard St at Creighton St	8	
Novalea Dr at Hennessey Pl	8	
Bayers Rd at Bayers Rd Shopping Centre	9	
Total Estimate Existing Crosswalk Upgrade to Rectangular Rapid Flashing Beacons		150,000

Project Name: Road Safety Improvements	Project # CT190006
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Purchase & Installation of Accessible Pedestrian Signals

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Main St at Lake Major Rd	4	
Micmac Blvd at Brookdale Cres	5	
Micmac Blvd at Rear Mall Entrance (former Kent Driveway)	5	
Micmac Blvd at Glen Manor Dr	5	
Portland St at Pleasant St	5	
Commodore Dr at Countryview Dr	6	
Commodore Dr at Finlay Dr	6	
Countryview Dr at Finlay Dr	6	
Countryview Dr at Shubie Dr	6	
Finlay Dr at McClure Cl	6	
Finlay Dr at Shubie Dr	6	
Main St at Ridgecrest Dr	6	
Windmill Rd at Ralston Ave	6	
Wright Ave at Williams Ave / Garland Ave	6	
Hammonds Plains Rd at Innovation Dr	16	
Total Estimate Purchase & Installation of Accessible Pedestrian Signals		215,000

Durable Pavement Markings at Multi-Lane Zebra Crosswalks

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Locations to be determined		
Total Estimate Durable Pavement Markings at Multi-Lane Zebra Crosswalks		100,000

Road Safety Data Collection and Analysis

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Video Analytics		
Data Collection & Processing Services		
Data Collection Equipment		
Total Estimate Road Safety Data Collection and Analysis		110,000

Pedestrian Access Improvements and Minor Unplanned Safety Upgrades

<i>PROJECT/LOCATION</i>	<i>DISTRICT</i>	<i>ESTIMATE</i>
Hard Surfacing & Pedestrian Ramp Install / Upgrade		
Minor Unplanned Coordination Opportunities		
Total Estimate Pedestrian Access Improvements and Minor Unplanned Safety Upgrades		250,000

TOTAL ESTIMATE NEW PROJECTS	\$ 6,000,000
TOTAL 2024/25 WORKPLAN	\$ 6,000,000

2024/25 Capital Project

Capital Project #: CT180003 **Previous #:**
Capital Project Name: Traffic Signal Re-lamping
Executive Director: Brad Anguish

Asset Category: Traffic Signalization/Equipment
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project includes the replacement of LED light modules at signalized intersections.

Impact to Service

LED light modules can lose intensity/brightness over time. Replacement of these modules ensures minimum light levels are maintained for maximum visibility of traffic signal displays.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Road Safety Framework

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 501,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 550,000	\$ -	\$ 550,000
Funding:					
External Funding					
Reserve					
Capital from Operating			550,000		550,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

Vehicles, Vessels & Equipment

Vehicles, Vessels & Equipment

Page #	Project Name	Project #	2024/25				
			Project Work Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
<i>Equipment & Machinery</i>							
G1	Bus Maintenance Equipment Replacement	CM200005	\$ 502,000	\$ 400,000	\$ 480,000	\$ 500,000	\$ 510,000
G2	Computer Table Replacement in Police Vehicles	Equip 6	160,000	160,000	-	-	-
G3	Emergency Back-Up Radio System	Equip2	-	-	1,210,000	1,500,000	-
G4	Fire Services Equipment Replacement	CE200004	1,300,000	1,200,000	1,325,000	1,330,000	1,335,000
G5	Fire Services Water Supply	CE190001	250,000	250,000	350,000	350,000	350,000
G6	Heavy Urban Search & Rescue Equipment	CE200005	688,000	688,000	688,000	688,000	688,000
G7	HRFE Breathing Apparatus	CE230001	3,950,000	3,950,000	-	-	-
G8	HRP Integrated Emergency Services Console/Desk Unit	CE220001	615,900	240,000	240,000	-	-
G9	Ice Resurfacer Replacement	CE190005	190,000	180,000	180,000	180,000	180,000
G10	New/Replacement Green Carts	CW190001	630,000	525,000	665,000	710,000	755,000
G11	Police Services Equipment Replacement	CE190002	825,000	825,000	600,000	600,000	600,000
G13	Printer Replacement in Police Vehicles	Equip 5	200,000	200,000	-	-	-
G14	Rural Depots	CW200003	200,000	150,000	-	-	990,000
G15	Security Equipment Replacements	Equip8	300,000	300,000	300,000	300,000	300,000
G17	Structural Fire Training Prop	Equip7	1,000,000	1,000,000	2,000,000	-	-
G18	TMR Radio Replacement	Equip 3	7,324,000	7,324,000	-	-	-
G20	Transit Radio Communications Refresh	Transit9	500,000	500,000	700,000	-	-
G21	Wildland Urban Interface Initiatives	Equip 4	1,550,000	1,550,000	2,780,000	450,000	-
<i>Subtotal - Equipment & Machinery</i>			<i>20,184,900</i>	<i>19,442,000</i>	<i>11,518,000</i>	<i>6,608,000</i>	<i>5,708,000</i>
<i>Vehicles</i>							
G23	Access-A-Bus Replacement	CM200001	5,165,000	1,980,000	1,180,000	2,250,000	2,570,000
G24	Articulated Conventional Bus Replacement	Transit24	-	-	-	-	39,000,000
G25	Electric Bus Procurement	CV210011	98,634,000	-	-	-	-
G26	Electric Bus Replacement Phase 2	Transit20	-	-	-	-	25,000,000
G27	Expansion Buses	Transit22	-	-	10,250,000	-	3,440,000
G28	Fire Fleet Expansion	CV240003	5,310,000	3,900,000	3,725,000	-	-
G29	Fire Fleet Replacement	CV240004	22,510,000	10,470,000	17,371,000	25,844,000	21,650,000
G30	Margeson Drive Regional Express	Transit8	-	-	-	-	2,000,000
G31	Mid-Life Bus Rebuild	CM200004	2,730,000	2,350,000	3,385,000	3,485,000	3,590,000
G32	Municipal Fleet Expansion	CV240001	2,643,000	2,231,000	1,500,000	1,600,000	1,700,000
G34	Municipal Fleet Replacement	CV240002	10,860,000	8,736,000	14,050,000	3,700,000	2,725,000
G36	Operator Safety Barriers	CV230001	1,022,000	-	-	-	-
G37	Police Fleet Expansion	CV240005	1,525,000	1,525,000	-	-	-
G38	Police Fleet Replacement	CV240006	5,305,000	5,015,000	3,815,000	2,020,000	1,870,000
G39	Transit Strategies/Studies	CV210014	118,000	-	-	-	-
G40	Transit Support Vehicle Expansion	CV220016	175,000	90,000	-	-	-
G41	Transit Support Vehicle Replacement	CM200003	180,000	180,000	185,000	195,000	200,000
<i>Subtotal - Vehicles</i>			<i>156,177,000</i>	<i>36,477,000</i>	<i>55,461,000</i>	<i>39,094,000</i>	<i>103,745,000</i>
<i>Vessels</i>							
G42	Ferry and Terminal Security Capital Upgrades	CV210007	600,000	500,000	50,000	50,000	50,000
G43	Ferry Overhaul and Capital Upgrades	CM200007	810,000	750,000	750,000	750,000	650,000
G44	Mid Life Ferry Rebuild	Transit26	140,000	140,000	140,000	140,000	140,000
G45	Mill Cove Ferry Service	CV210013	16,591,000	11,000,000	140,000,000	115,000,000	-
<i>Subtotal - Vessels</i>			<i>18,141,000</i>	<i>12,390,000</i>	<i>140,940,000</i>	<i>115,940,000</i>	<i>840,000</i>
Total Vehicles, Vessels & Equipment			\$ 194,502,900	\$ 68,309,000	\$ 207,919,000	\$ 161,642,000	\$ 110,293,000

2024/25 Capital Project

Capital Project #: *CM200005* **Previous #:**
Capital Project Name: *Bus Maintenance Equipment Replacement*
Executive Director: *Dave Reage*

Asset Category: *Equipment & Machinery*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

This project includes the replacement/addition and refurbishment of larger pieces of equipment that are at the end of their expected life at the Ragged Lake Transit Centre (RLTC) and Burnside Transit Centre (BTC).

Impact to Service

Proceeding with the project would enable Halifax Transit to maintain the level of service, repair the defects and perform preventative maintenance on the vehicles with minimum down time.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 327,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 102,000	\$ 400,000	\$ 480,000	\$ 500,000	\$ 510,000
Funding:					
External Funding					
Reserve					
Capital from Operating		400,000	480,000	500,000	510,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Bus maintenance equipment replacement \$ 102,000

Work in Process Sub-Total \$ 102,000

1 - 2 Post hoist RLTC \$ 325,000

Air compressor 75,000

2024/25 New Activities Sub-Total \$ 400,000

Total Work to be Completed in 2024/25 \$ 502,000

2024/25 Capital Project

Capital Project #: Equip 6 **Previous #:**
Capital Project Name: Computer Table Replacement in Police Vehicles
Executive Director: Donald Maclean

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables
Purchase and install laptop tables in the police vehicles.

Impact to Service
Police vehicles are equipped with a laptop. These laptops are fastened to a laptop table that is secured to the vehicle. The current laptop tables are end of life and are not compatible with the new laptops. In order to equip police vehicles with laptops these tables require immediate replacement.

Strategic Plan
 Council/Administrative Priority Area: *Our People*
 Strategy: *HRP Technology Roadmap*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 160,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		160,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		6,000	6,000	6,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Issue tender for laptop tables</i>		\$ 160,000
<i>Install laptop tables in police vehicles</i>		
	2024/25 New Activities Sub-Total	\$ 160,000
	Total Work to be Completed in 2024/25	\$ 160,000

2024/25 Capital Project

Capital Project #: Equip2 **Previous #:**
Capital Project Name: Emergency Back-Up Radio System
Executive Director: Ken Stuebing

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

A back-up system comprised of radio towers and radios at 45 stations which would be powered from generators in the event of a power failure. A back-up system would also not be dependent on the fibre optic network.

Impact to Service

Having no emergency communication system during a power failure or failure in the primary emergency communication system would result in no ability to send Fire and Emergency resources to emergencies which could result in serious injury, loss of life and/or property damage.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Public Safety Strategy/Plan

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 1,210,000	\$ 1,500,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			1,210,000	1,500,000	
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 2,710,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 2,710,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)		145,000	149,000	153,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CE200004
Capital Project Name: Fire Services Equipment Replacement
Executive Director: Ken Stuebing

Previous #:

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

These items are to provide PPE to new recruits and replacement gear as it expires or requires repairs. Also included are items that are required for replacement in stations for both equipment and necessary items like stoves, refrigerators, portable generators, etc.

Impact to Service

Personal Protective Equipment (PPE) must be provided to recruits and to replace expired or damaged gear to meet legislative requirements. Also, new and replacement equipment for apparatus, and repairs for existing firefighting gear for life safety measures.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRFE (Halifax Regional Fire & Emergency)

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,229,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 100,000	\$ 1,200,000	\$ 1,325,000	\$ 1,330,000	\$ 1,335,000
Funding:					
External Funding					
Reserve					
Capital from Operating		840,000	927,500	931,000	934,500
Debt		360,000	397,500	399,000	400,500

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	123,000			
One-Time Operating Costs (Savings)	14,500	14,500		

Detailed 2024/25 Project Work Plan:

Bunker gear replacement \$ 100,000

Work in Process Sub-Total \$ 100,000

Bunker gear replacement \$ 324,000

Boots, flash hoods, gloves, helmets 216,000

Equipment for new trucks 480,000

SCBA masks and parts 180,000

2024/25 New Activities Sub-Total \$ 1,200,000

Total Work to be Completed in 2024/25 \$ 1,300,000

2024/25 Capital Project

Capital Project #: CE190001
Capital Project Name: Fire Services Water Supply
Executive Director: Ken Stuebing

Previous #:

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

To install 1-2 new dry hydrants each year to support tanker shuttle certification requirements and new community development, as well as repairs and maintenance to existing hydrants. Following the Tantallon Wildfires, HRFE identified 15 additional locations for dry hydrants and/or cisterns.

Impact to Service

To provide water to fight fires in areas not serviced by hydrants. Adequate water supply directly supports life safety and the protection of property.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *HRFE (Halifax Regional Fire & Emergency)*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 63,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 250,000	\$ 350,000	\$ 350,000	\$ 350,000
Funding:					
External Funding					
Reserve		250,000			
Capital from Operating			350,000	350,000	350,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	80,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Provide emergency water supply:</i>		<i>\$ 250,000</i>
<i>Dry hydrants (\$40,000/each)</i>		
<i>Cistern water tanks (\$90,000/each)</i>		
	2024/25 New Activities Sub-Total	\$ 250,000
	Total Work to be Completed in 2024/25	\$ 250,000

2024/25 Capital Project

Capital Project #:	CE200005	Previous #:
Capital Project Name:	Heavy Urban Search & Rescue Equipment	
Executive Director:	Ken Stuebing	
Asset Category:	Equipment & Machinery	
Service Area:	Protective Services	
Project Type:	Growth	
Program Outcomes:		

Project Deliverables

“Heavy” Urban Search and Rescue (HUSAR) is the most technically specialized form of USAR. HUSAR Task Forces are interdisciplinary teams comprised of specialists from across the emergency response spectrum. Capabilities include search, rescue, medical, base camp and logistical support.

Impact to Service

The national HUSAR program and the revitalization of Task Force 5 will enhance HRM's ability to respond to disasters both man-made and natural, as well as manage disasters and emergencies with a well-established Incident Management Team unsupported for up to 10 days.

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *HRFE (Halifax Regional Fire & Emergency)*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 309,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 688,000	\$ 688,000	\$ 688,000	\$ 688,000
Funding:					
External Funding		516,000	516,000	516,000	516,000
Reserve					
Capital from Operating		172,000	172,000	172,000	172,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	150,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Equipment trailer</i>		\$ 200,000
<i>4 Tents (\$25,000/each)</i>		100,000
<i>Boat & trailer</i>		60,000
<i>Side by side</i>		25,000
<i>Command post trailer</i>		50,000
<i>Readying assets for deployment</i>		253,000
	2024/25 New Activities Sub-Total	\$ 688,000
	Total Work to be Completed in 2024/25	\$ 688,000

2024/25 Capital Project

Capital Project #: CE230001
Capital Project Name: HRFE Breathing Apparatus
Executive Director: Ken Stuebing

Previous #:

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Initial order in 23/24 of up to 735 cylinders, and up to 100 SCBA packs (for training purposes), and accessories utilizing available capital funds for the first fiscal year. The second-year budget would be used to purchase all remaining equipment required to complete the project.

Impact to Service

HRFE is committed to providing National Fire Protection Association (NFPA) approved SCBAs to all HRFE firefighters. It is a vital piece of personal protective equipment, providing compressed breathing air for firefighters to work in toxic and hazardous environments

Strategic Plan

Council/Administrative Priority Area: Our People
Strategy: HRFE (Halifax Regional Fire & Emergency)

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 4,800,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 3,950,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		3,950,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Breathing apparatus (SCBA) equipment acquisition - Phase II</i>	\$ 3,950,000
2024/25 New Activities Sub-Total	\$ 3,950,000
Total Work to be Completed in 2024/25	\$ 3,950,000

2024/25 Capital Project

Capital Project #: CE220001 **Previous #:** HRP6
Capital Project Name: HRP Integrated Emergency Services Console/Desk Unit Refresh
Executive Director: Donald Maclean

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

To replace (34) 15+ year old, failing IES dispatching consoles with console/desk units that meet current operational requirements of a Public Service Answering Point (PSAP) with full CAD access, ACD phone access and encrypted TMR2 radio consoles.

Impact to Service

Fully functional console/desk units that meet current operational requirements for staff, in order for them to properly provide emergency services dispatching communications with citizens and protective service agencies without ongoing equipment malfunctions.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: Asset Lifecycle Management

Estimated Project Planning & Design Phase Timing **Start:** Jan-22 **End:** Mar-22
Estimated Project Execution Phase Timing **Start:** Mar-23 **End:** Mar-25
Estimated Asset Operational Date Dec-25

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 375,900	\$ 240,000	\$ 240,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		240,000	240,000		

Previously Approved Budget \$ 540,000
2024/25 - 2027/28 Budgets 480,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 1,020,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Replace remaining 12 desks initially scheduled to be installed by the end of 23/24 \$ 375,900

Work in Process Sub-Total \$ 375,900

Replace 9 dispatching console/desk units including installation and necessary infrastructure \$ 240,000

2024/25 New Activities Sub-Total \$ 240,000

Total Work to be Completed in 2024/25 \$ 615,900

2024/25 Capital Project

Capital Project #: CE190005
Capital Project Name: Ice Resurfacer Replacement
Executive Director: John MacPherson

Previous #:

Asset Category: Equipment & Machinery
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replacement of ice resurfacers for HRM's arenas supports the ongoing maintenance and operation of ice pads year-round. Replacement rate is one (1) unit per year.

Impact to Service

An out of service ice resurfacer would impact ice maintenance resulting in downtime, loss of available user ice times, and scheduling challenges.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Long Term Arena Strategy

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 174,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 10,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		180,000	180,000	180,000	180,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Required equipment upfits \$ 10,000

Work in Process Sub-Total

\$ 10,000

1 Ice Resurfacer (EV model) - location to be determined

\$ 180,000

2024/25 New Activities Sub-Total

\$ 180,000

Total Work to be Completed in 2024/25

\$ 190,000

2024/25 Capital Project

Capital Project #: CW190001
Capital Project Name: New/Replacement Green Carts
Executive Director: Brad Anguish

Previous #:

Asset Category: Equipment & Machinery
Service Area: Environmental & Public Health
Project Type: Growth
Program Outcomes:

Project Deliverables

Supply and delivery of organic green carts and mini bins to newly constructed homes and the ongoing replacement of damaged and/or worn out carts. A cart is provided to each dwelling eligible for curbside solid waste collection.

Impact to Service

This project ensures the residents have adequate organics carts to participate in the organics collection program.

Strategic Plan

Council/Administrative Priority Area: *Environment*
 Strategy: *Organic Waste Strategy*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 377,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 105,000	\$ 525,000	\$ 665,000	\$ 710,000	\$ 755,000
Funding:					
External Funding					
Reserve		525,000	665,000	710,000	755,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Supply carts to new residents and repair/replace existing carts as required \$ 105,000

Work in Process Sub-Total \$ 105,000

Supply carts to new residents and repair/replace existing carts as required \$ 525,000

2024/25 New Activities Sub-Total \$ 525,000

Total Work to be Completed in 2024/25 \$ 630,000

2024/25 Capital Project

Capital Project #: CE190002 **Previous #:**
Capital Project Name: Police Services Equipment Replacement
Executive Director: Donald Maclean

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replacement of police services equipment that has reached the end of its useful life. Includes several forms of personal protective (PPE) including ballistic armor, shields, etc. and firearms all utilized by officers in the line of duty. Also includes specific investigative & training equipment.

Impact to Service

Police services equipment is replaced accordingly to ensure that police officers have the necessary equipment required to perform their job functions successfully and in a safe manner for both themselves and citizens.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
 Strategy: Public Safety Strategy/Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 384,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 825,000	\$ 600,000	\$ 600,000	\$ 600,000
Funding:					
External Funding					
Reserve					
Capital from Operating		825,000	600,000	600,000	600,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Refer to attached work plan</i>		\$ 825,000
2024/25 New Activities Sub-Total		\$ 825,000
Total Work to be Completed in 2024/25		\$ 825,000

Detailed Project Work Plan

Project Name: Police Services Equipment Replacement	Project # CE190002
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ -

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Ballistic armour (100 sets annually)	\$ 115,000
Canine	30,000
Technical surveillance / tactical investigative equipment	50,000
Forensic identification equipment (i.e. fume hoods, labs, etc.)	100,000
Support Division equipment (ERT, PSU, EDU, etc.)	110,000
Trunk mobile radio handheld replacements (15 radios annually)	120,000
Replacement of service pistols	300,000
TOTAL ESTIMATE NEW PROJECTS	\$ 825,000
TOTAL 2024/25 WORKPLAN	\$ 825,000

2024/25 Capital Project

Capital Project #: Equip 5
Capital Project Name: Printer Replacement in Police Vehicles
Executive Director: Donald Maclean

Previous #:

Asset Category: Equipment & Machinery
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replace printers currently installed in the vehicles. Training will be provided to the officers on how to use new printers..

Impact to Service

Police officers will be unable to print Summary Offence Tickets (SOT) in a police vehicle. This adds additional workload on the office staff as they will have to enter tickets manually in the Records Management System. This will also impact the courts and timely processing of tickets.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRP Technology Roadmap

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		200,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Issue tender for printers</i>		\$ 200,000
<i>Install printers in police vehicles</i>		
	2024/25 New Activities Sub-Total	\$ 200,000
	Total Work to be Completed in 2024/25	\$ 200,000

2024/25 Capital Project

Capital Project #: CW200003 **Previous #:**
Capital Project Name: Rural Depots
Executive Director: Brad Anguish

Asset Category: Equipment & Machinery
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Six trailers service the two Rural Refuse Depots in Sheet Harbour and Middle Musquodoboit where refuse loads are consolidated prior to transport to the Otter Lake facility. Concrete pad for metals bin and a retaining wall to be constructed to meet site approvals.

Impact to Service

The trailers are scheduled to be replaced on a ten year cycle as this is the useful life for the equipment. The trailers are needed to maintain the Rural Refuse Depot operations. Sites must be maintained to meet approval to operate.

Strategic Plan

Council/Administrative Priority Area: *Environment*
 Strategy: *Waste Resource Strategy Review*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 50,000	\$ 150,000	\$ -	\$ -	\$ 990,000
Funding:					
External Funding					
Reserve		150,000			990,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Concrete pad at Middle Musquodoboit as required by regulator \$ 50,000

Work in Process Sub-Total \$ 50,000

Retaining wall installed at Sheet Harbour as required by regulator \$ 150,000

2024/25 New Activities Sub-Total \$ 150,000

Total Work to be Completed in 2024/25 \$ 200,000

2024/25 Capital Project

Capital Project #: *Equip8* **Previous #:**
Capital Project Name: *Security Equipment Replacements*
Executive Director: *John MacPherson*

Asset Category: *Equipment & Machinery*
Service Area: *Protective Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables
Replacement of outdated security equipment at various locations.

Impact to Service
Additional funds are required to replace outdated equipment and ensure continuity of building physical security systems.

Strategic Plan
 Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Public Safety Strategy/Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		300,000	300,000	300,000	300,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Refer to attached work plan</i>		\$ 300,000
	2024/25 New Activities Sub-Total	\$ 300,000
	Total Work to be Completed in 2024/25	\$ 300,000

Detailed Project Work Plan

Project Name: Security Equipment Replacement	Project # Equip8
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ -

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Security equipment replacement	\$ 300,000
CCTV and related equipment replacement:	
Alderney Gate	
Bedford / Hammonds Plains Community Centre	
Centennial Pool	
Central Library	
City Hall	
Emera Oval	
Eric Spicer Building	
Fire Station #7	
Woodlawn Library	
TOTAL ESTIMATE NEW PROJECTS	\$ 300,000
TOTAL 2024/25 WORKPLAN	\$ 300,000

2024/25 Capital Project

Capital Project #: Equip 3 **Previous #:**
Capital Project Name: TMR Radio Replacement
Executive Director: Ken Stuebing

Asset Category: Equipment & Machinery
Service Area: City-Wide Support Services
Project Type: Asset Renewal
Project Outcomes:

Project Deliverables

This project would replace all XTS with APX radio's in HRFE. Encrypt all HRFE radio communication.

Impact to Service

Halifax Regional Municipality has a radio fleet that has reach end of life. The radio equipment provides communication for Emergency Services personnel to do their jobs efficiently and safely.

Strategic Plan

Council/Administrative Priority Area: Service Excellence
Strategy: HRFE (Halifax Regional Fire & Emergency)

Estimated Project Planning & Design Phase Timing **Start:** - **End:** -
Estimated Project Execution Phase Timing **Start:** - **End:** -
Estimated Asset Operational Date -

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 7,324,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve		2,867,179			
Capital from Operating		4,456,821			
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 7,324,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 7,324,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)	20,000	20,000		

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total
Refer to attached work plan \$ -
\$ 7,324,000

2024/25 New Activities Sub-Total \$ 7,324,000

Total Work to be Completed in 2024/25 \$ 7,324,000

Detailed Project Work Plan

Project Name: TMR Radio Replacement	Project # Equip 3
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ -

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
60 Apex radios	\$ 4,630,000
90 Filters and cables	129,000
90 Mobiles	975,000
130 Pump panel headsets	85,000
130 Battery charger apparatus	293,000
650 FF mics	799,000
80 Station chargers	181,000
100 Single chargers	27,000
140 Encryption on mobile	114,000
700 Programming fees	91,000
TOTAL ESTIMATE NEW PROJECTS	\$ 7,324,000
TOTAL 2024/25 WORKPLAN	\$ 7,324,000

2024/25 Capital Project

Capital Project #: *Transit9* **Previous #:**
Capital Project Name: *Transit Radio Communications Refresh*
Executive Director: *Dave Reage*

Asset Category: *Equipment & Machinery*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

This project would include upgrading the existing radio infrastructure currently installed at Halifax Transit facilities and onboard Halifax Transit's bus fleet. The current infrastructure is dated, at risk of failure, and suffers from poor coverage.

Impact to Service

Upgrading the existing radio infrastructure utilized by Halifax Transit would allow for improved communications between Halifax Transit's operations centre and buses in service.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Halifax Transit Technology Roadmap*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 500,000	\$ 700,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		500,000	700,000		
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>UHF Console upgrade</i>		\$ 300,000
<i>UHF Infrastructure upgrade</i>		200,000
	2024/25 New Activities Sub-Total	\$ 500,000
	Total Work to be Completed in 2024/25	\$ 500,000

2024/25 Capital Project

Capital Project #: Equip 4 **Previous #:**
Capital Project Name: Wildland Urban Interface Initiatives
Executive Director: Ken Stuebing

Asset Category: Varied
Service Area: Protective Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Purchase specific wildfire firefighting equipment including fleet vehicles. Continue to promote FireSmart program; train more FireSmart Assessors in conjunction with NSDNRR. Assess a new wildfire detection program. Develop & deliver specific wildfire training for structural firefighters.

Impact to Service

The Wildland Urban Interface Strategy (WUI) outlines the plan to promote steps preventing wildfires as well as operationalizing initiatives in fighting wildfires, including improved wildfire detection, specialized firefighting equipment and a closer working relationship with NSDNRR.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: HRFE (Halifax Regional Fire & Emergency)

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 1,550,000	\$ 2,780,000	\$ 450,000	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating			1,330,000	450,000	
Debt		1,550,000	1,450,000		

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	65,000	60,000		
One-Time Operating Costs (Savings)	20,000	20,000		

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
<i>Refer to attached work plan</i>		\$ 1,550,000
2024/25 New Activities Sub-Total		\$ 1,550,000
Total Work to be Completed in 2024/25		\$ 1,550,000

Detailed Project Work Plan

Project Name: Wildland Urban Interface Initiatives	Project # Equip 4
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ -

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Equipment purchases over the next 2 years:	
2 - Midsize brush trucks (\$550K/Each)	1,100,000
2 - Type 2 Structural Protection Unit (SPU) (\$225K/each)	450,000
10 - FireScout AI detection cameras	
Wildfire equipment	
Sim table	
2 Rainstream mobile units (\$150K/each)	
FireSmart devices	
TOTAL ESTIMATE NEW PROJECTS	\$ 1,550,000
TOTAL 2024/25 WORKPLAN	\$ 1,550,000

2024/25 Capital Project

Capital Project #: *CM200001* **Previous #:**
Capital Project Name: *Access-A-Bus Replacement*
Executive Director: *Dave Reage*

Asset Category: *Vehicles*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

This project includes the replacement of the paratransit fleet vehicles at the end of their useful life. Replacing older Access-A-Bus vehicles ensures safe and reliable paratransit service delivery; reduces maintenance costs and provides a more environmentally-friendly public transportation system.

Impact to Service

Proceeding with this project would improve the service delivery as a newer fleet would result in lower defects and increased mean distance between failure. Replacing the aged fleet would also avoid an increase in the operating & maintenance budget.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *AAB Continuous Service Improvement Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 704,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 3,185,000	\$ 1,980,000	\$ 1,180,000	\$ 2,250,000	\$ 2,570,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,980,000	1,180,000	2,250,000	2,570,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

16 AAB replacements to be ordered in 23/24 and delivered in 24/25 \$ 3,185,000

Work in Process Sub-Total
\$ 3,185,000
7 AAB replacements \$ 1,980,000

2024/25 New Activities Sub-Total \$ 1,980,000

Total Work to be Completed in 2024/25 \$ 5,165,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CV210011 **Previous #:**
Capital Project Name: Electric Bus Procurement
Executive Director: Dave Reage

Asset Category: Vehicles
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project includes the expansion of the Ragged Lake Transit Centre to accommodate battery electric buses and anticipated future fleet growth, 60 replacement battery electric buses (BEB), charging infrastructure and Ragged Lake Transit Centre energy efficiency retrofits.

Impact to Service

This project will improve service quality and reliability, by providing charging infrastructure and buses that are projected to require less maintenance. These buses will aid in reducing Green House Gases (GHGs) and Criteria Air Contaminants (CACs), to achieve the HalifACT goals.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 98,634,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	-1,404,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Ragged Lake Transit Centre (RLTC) construction \$ 9,000,000
30 battery electric buses & chargers 86,534,000
RLTC energy retrofits 3,100,000

Work in Process Sub-Total \$ 98,634,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 98,634,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: *Transit20* **Previous #:**
Capital Project Name: *Electric Bus Replacement Phase 2*
Executive Director: *Dave Reage*

Asset Category: *Vehicles*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

This project includes replacement of transit conventional 40' bus fleet, with zero emission buses. Replacement mitigates costly mechanical and structural rebuilds, reduces maintenance costs and increases service reliability. The 10-year Replacement Plan starts in 2027/28 and extends into 2037/38.

Impact to Service

Proceeding with this project would improve service delivery, due to decreased defects and increased mean distance between failures, and would avoid an increase in operating and maintenance costs. This aligns with the HalIFACT goals and would allow for reduction in GHG and CAC emissions.

Strategic Plan

Council/Administrative Priority Area: *Environment*
Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 25,000,000
Funding:					
External Funding					12,500,000
Reserve					12,500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)			-1,488,000	-2,016,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Strategic Initiative

Capital Project #: *Transit22* **Previous #:**
Capital Project Name: *Expansion Buses*
Executive Director: *Dave Reage*

Asset Category: *Vehicles*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

Following the implementation of the Moving Forward Together Plan, preparation will begin on a new five year transit service plan. This project will allow for the implementation of that service plan, specifically by purchasing buses to service newly developed areas, or to provide additional service.

Impact to Service

This project would allow for growth of transit service, to newly developed communities, as well as in existing communities.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Jan-27* **End:** *-*
Estimated Project Execution Phase Timing **Start:** *Jan-27* **End:** *-*
Estimated Asset Operational Date *Mar-30*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ 10,250,000	\$ -	\$ 3,440,000
Funding:					
External Funding			5,125,000		
Reserve			5,125,000		3,440,000
Capital from Operating					
Debt					

Previously Approved Budget \$ -
2024/25 - 2027/28 Budgets 13,690,000
Estimated Remaining Budget Required 14,795,000
Total Estimated Project Cost \$ 28,485,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: CV240003 **Previous #:** CV220015
Capital Project Name: Fire Fleet Expansion
Executive Director: John MacPherson

Asset Category: Vehicles
Service Area: Protective Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Purchase new heavy apparatus to support HRFE's ability to provide public safety.

Impact to Service

Maintaining reliable fleet ensures HRFE can deliver on their service responsibilities

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRFE (Halifax Regional Fire & Emergency)

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,410,000	\$ 3,900,000	\$ 3,725,000	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		3,900,000	3,725,000		

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	180,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Awaiting delivery of additional apparatus \$ 1,410,000

Work in Process Sub-Total \$ 1,410,000

Deposits on 2 Engines for Training Division \$ 1,500,000

Deposits on 4 Tankers for spare fleet 2,400,000

2024/25 New Activities Sub-Total \$ 3,900,000

Total Work to be Completed in 2024/25 \$ 5,310,000

2024/25 Capital Project

Capital Project #: CV240004 **Previous #:** CE200002
Capital Project Name: Fire Fleet Replacement
Executive Director: John MacPherson

Asset Category: Vehicles
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replacement of front-line heavy fire apparatus and various support vehicles.

Impact to Service

Timely replacement of fire apparatus and support vehicles ensures reliability and readiness of emergency response vehicles.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRFE (Halifax Regional Fire & Emergency)

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 3,392,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 12,040,000	\$ 10,470,000	\$ 17,371,000	\$ 25,844,000	\$ 21,650,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		10,470,000	17,371,000	25,844,000	21,650,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Awaiting delivery of 11 heavy apparatus and associated upfitting costs \$ 12,040,000

	Work in Process Sub-Total	<u>\$ 12,040,000</u>
<i>Deposits on 4 Engines</i>		\$ 3,000,000
<i>Deposits on 9 Tankers</i>		4,860,000
<i>1 Tactical unit</i>		350,000
<i>23 Various pieces of light fleet</i>		2,260,000
	2024/25 New Activities Sub-Total	<u>\$ 10,470,000</u>
	Total Work to be Completed in 2024/25	<u>\$ 22,510,000</u>

2024/25 Capital Project

Capital Project #: *Transit8*
Capital Project Name: *Margeson Drive Regional Express*
Executive Director: *Dave Reage*

Previous #:

Asset Category: *Vehicles*
Service Area: *Transportation Services*
Project Type: *Growth*
Project Outcomes:

Project Deliverables

This project is to introduce Regional Express service in Middle Sackville, originating from a Park & Ride lot on Margeson Drive at the Highway 101 interchange. Funding is to purchase the required vehicles, and design and construct the Park & Ride.

Impact to Service

This project will introduce new transit service to an unserved area. It will also alleviate pressure on the Sackville Terminal Park & Ride facility, which typically operates at capacity.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
Strategy: *Moving Forward Together Plan*

Estimated Project Planning & Design Phase Timing **Start:** *Apr-27* **End:** *Oct-27*
Estimated Project Execution Phase Timing **Start:** *Apr-27* **End:** *Aug-29*
Estimated Asset Operational Date *Nov-29*

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					2,000,000

Previously Approved Budget	\$ -
2024/25 - 2027/28 Budgets	2,000,000
Estimated Remaining Budget Required	6,000,000
Total Estimated Project Cost	<u>\$ 8,000,000</u>

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				38,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total \$ -

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ -

2024/25 Capital Project

Capital Project #: *CM200004* **Previous #:**
Capital Project Name: *Mid-Life Bus Rebuild*
Executive Director: *Dave Reage*

Asset Category: *Vehicles*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

Bus major component replacement or rebuild (engines, transmissions, axles, frames and fueling systems).

Impact to Service

Proceeding with this project will improve service reliability (i.e. Mean Distance Between Failure) and avoid major component failures.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
 Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,080,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 380,000	\$ 2,350,000	\$ 3,385,000	\$ 3,485,000	\$ 3,590,000
Funding:					
External Funding					
Reserve					
Capital from Operating		2,350,000	3,385,000	3,485,000	3,590,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Replacement of conventional engines and transmissions \$ 380,000

	Work in Process Sub-Total	<u>\$ 380,000</u>
<i>30 Conventional transmissions</i>		\$ 470,000
<i>30 Conventional engines</i>		1,880,000

2024/25 New Activities Sub-Total \$ 2,350,000

Total Work to be Completed in 2024/25 \$ 2,730,000

2024/25 Capital Project

Capital Project #: CV240001 **Previous #:** CV210001
Capital Project Name: *Municipal Fleet Expansion*
Executive Director: *John MacPherson*

Asset Category: *Vehicles*
Service Area: *City-Wide Support Services*
Project Type: *Growth*
Program Outcomes:

Project Deliverables

Addition of light and heavy vehicles to be used to support field staff to deliver municipal services.

Impact to Service

Vehicles required to support expanded service delivery and staffing increases.

Strategic Plan

Council/Administrative Priority Area: *Service Excellence*
Strategy: *Asset Lifecycle Management*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 399,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 412,000	\$ 2,231,000	\$ 1,500,000	\$ 1,600,000	\$ 1,700,000
Funding:					
External Funding					
Reserve					
Capital from Operating		1,561,700	1,050,000	1,120,000	1,190,000
Debt		669,300	450,000	480,000	510,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	300,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 412,000

Work in Process Sub-Total \$ 412,000

Refer to attached work plan \$ 2,231,000

2024/25 New Activities Sub-Total \$ 2,231,000

Total Work to be Completed in 2024/25 \$ 2,643,000

Detailed Project Work Plan

Project Name: Municipal Fleet Expansion	Project # CV240001
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Purchase of 4 light duty fleet vehicles	\$ 412,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ 412,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
1 Pickup truck with CAP - Public Safety - EMO	80,000
1 Articulated Sidewalk Snow Clearing Machine - Public Works - Cogswell	140,000
1 - 1/2 Ton Pickup truck - Public Works - Cogswell	80,000
1 - 1/2 Ton Pickup truck - Public Works - Dutch Village Road	80,000
2 SUVs or 4-wheel drive crossovers - Public Works - IMO Supervisors	100,000
4 Heavy duty trucks with attachments - Parks & Recreation - Parks	480,000
5 1-Ton crew cab pickup trucks - Parks & Recreation - Parks	412,000
3 Tool cat machines with attachments - Parks & Recreation - Parks	309,000
1 Sedan or small SUV - Corporate Communications - Mailroom delivery	50,000
1 Sedan or small SUV - Parks & Recreation - Youth Section	50,000
3 - 3/4 Ton pickup trucks - Parks and Recreation - Cogswell	300,000
1 - 1-Ton pickup truck - Parks and Recreation - Cogswell	100,000
1 - SUV or all wheel drive vehicle - IMO - Safety Officer	50,000
TOTAL ESTIMATE NEW PROJECTS	\$ 2,231,000
TOTAL 2024/25 WORKPLAN	\$ 2,643,000

2024/25 Capital Project

Capital Project #: CV240002 **Previous #:** CE200001
Capital Project Name: Municipal Fleet Replacement
Executive Director: John MacPherson

Asset Category: Vehicles
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replacement of various fleet assets used for providing services across HRM, such as snow removal, tree removal, road and park operations, compliance, etc.

Impact to Service

Maintaining reliable fleet ensures HRM can deliver on service standards across various service areas (roads, parks, playgrounds, compliance, building services).

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Asset Lifecycle Management

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 2,289,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,124,000	\$ 8,736,000	\$ 14,050,000	\$ 3,700,000	\$ 2,725,000
Funding:					
External Funding					
Reserve					
Capital from Operating		6,115,200	9,835,000	2,590,000	1,907,500
Debt		2,620,800	4,215,000	1,110,000	817,500

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Refer to attached work plan \$ 2,124,000

Work in Process Sub-Total \$ 2,124,000
Refer to attached work plan \$ 8,736,000

2024/25 New Activities Sub-Total \$ 8,736,000

Total Work to be Completed in 2024/25 \$ 10,860,000

Detailed Project Work Plan

Project Name: Municipal Fleet Replacement	Project # CV240002
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Awaiting delivery of various light and heavy fleet vehicles with long delivery times	\$ 2,124,000
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$ 2,124,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
2 Farm tractors	\$ 110,000
12 Heavy trucks	3,925,000
4 Loaders	1,200,000
3 Medium trucks	360,000
13 Pickup trucks	1,180,000
4 Street sweepers	1,516,000
3 SUVs	210,000
5 Trailers	75,000
1 UTV	80,000
1 Van	80,000
TOTAL ESTIMATE NEW PROJECTS	\$ 8,736,000
TOTAL 2024/25 WORKPLAN	\$ 10,860,000

2024/25 Capital Project

Capital Project #: CV240005 **Previous #:**
Capital Project Name: Police Fleet Expansion
Executive Director: John MacPherson

Asset Category: Vehicles
Service Area: Protective Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Vehicles for the new services offered by Halifax Regional Police.

Impact to Service

New vehicles will support the expanded Halifax Regional Police operations due to growth.

Strategic Plan

Council/Administrative Priority Area: *Communities*
 Strategy: *HRP Strategic Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 1,525,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		1,525,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	250,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>6 Vehicles for the Community Response Office</i>	<i>\$ 500,000</i>
<i>6 Vehicles for spare fleet</i>	<i>500,000</i>
<i>2 F350's - Armoured</i>	<i>410,000</i>
<i>1 Enclosed trailer - K9</i>	<i>15,000</i>
<i>Upfitting of police rescue vehicle</i>	<i>100,000</i>
2024/25 New Activities Sub-Total	\$ 1,525,000
Total Work to be Completed in 2024/25	\$ 1,525,000

2024/25 Capital Project

Capital Project #: CV240006 **Previous #:** CE200003
Capital Project Name: Police Fleet Replacement
Executive Director: John MacPherson

Asset Category: Vehicles
Service Area: Protective Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Replacement of marked and unmarked police vehicles to ensure reliability and maintain servicing levels. Also includes vehicle equipment, typically items such as lighting, weapons security, electrical and mechanical systems, and officer and prisoner containment.

Impact to Service

*Appropriate level of operational vehicles for policing services.
Equipment is required to upfit the vehicle for policing services.*

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: HRP Strategic Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 716,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 290,000	\$ 5,015,000	\$ 3,815,000	\$ 2,020,000	\$ 1,870,000
Funding:					
External Funding					
Reserve					
Capital from Operating		5,015,000	3,815,000	2,020,000	1,870,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Awaiting delivery of various fleet replacements \$ 290,000

	Work in Process Sub-Total	<u>\$ 290,000</u>
37 Cars		\$ 2,425,000
1 Medium truck		125,000
1 Motorcycle		31,000
3 Pickup trucks		237,000
20 SUV's		1,670,000
7 Vans		527,000
	2024/25 New Activities Sub-Total	<u>\$ 5,015,000</u>
	Total Work to be Completed in 2024/25	\$ 5,305,000

2024/25 Capital Project

Capital Project #: CV210014
Capital Project Name: Transit Strategies/Studies
Executive Director: Dave Reage

Previous #:

Asset Category: Varied
Service Area: Transportation Services
Project Type: Growth
Program Outcomes:

Project Deliverables

The intent of this project is to undertake studies and prepare strategic plans. It includes studies required to prepare the next five year service plan for Halifax Transit, and various other studies.

Impact to Service

These studies will inform decision making and enhance the quality of transit service in Halifax.

Strategic Plan

Council/Administrative Priority Area: Integrated Mobility
Strategy: Integrated Mobility Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 118,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Various planning studies and analysis, including completion of hydrogen bus feasibility study \$ 118,000

Work in Process Sub-Total \$ 118,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 118,000

2024/25 Capital Project

Capital Project #: CV220016 **Previous #:** Transit4
Capital Project Name: Transit Support Vehicle Expansion
Executive Director: Dave Reage

Asset Category: Vehicles
Service Area: Transportation Services
Project Type: Growth
Program Outcomes:

Project Deliverables

This project includes the acquisition of new additional fleet vehicles. In 2023, this includes one new additional fleet vehicle to support Halifax Transit recruitment and training.

Impact to Service

Reduced access to rentals and the HRM light vehicle pool has caused delays in new driver assessment.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Moving Forward Together

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 85,000	\$ 90,000	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating		90,000			
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	13,500			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Recruitment are frequently using rental/motor pool vehicles. Vehicle delivery expected to be in 23/24. \$ 85,000

Work in Process Sub-Total \$ 85,000

Quantity one (1) Transit operations vehicle for mobile supervisor \$ 90,000

2024/25 New Activities Sub-Total \$ 90,000

Total Work to be Completed in 2024/25 \$ 175,000

2024/25 Capital Project

Capital Project #: CM200003
Capital Project Name: Transit Support Vehicle Replacement
Executive Director: Dave Reage

Previous #:

Asset Category: Vehicles
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

This project is to replace the aged fleet of supervisor vehicles that operate 22.5 hours/day, year round. In addition, Halifax operates vans and service trucks that provide mobile road repair service, transit shelter/sign repair, electronic component repair, and the delivery of parts.

Impact to Service

Proceeding with this project helps to maintain service delivery standards, as the supervisor vehicles provide on-street support, and service trucks can perform the road side repairs or assist in diagnosis for reduced downtime in defect repairs.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Asset Lifecycle Management

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 97,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 180,000	\$ 185,000	\$ 195,000	\$ 200,000
Funding:					
External Funding					
Reserve					
Capital from Operating		180,000	185,000	195,000	200,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

	Work in Process Sub-Total	\$ -
1 - Replacement operations truck		\$ 90,000
1 - Replacement maintenance truck		90,000
	2024/25 New Activities Sub-Total	\$ 180,000
	Total Work to be Completed in 2024/25	\$ 180,000

2024/25 Capital Project

Capital Project #: CV210007 **Previous #:** CM180006
Capital Project Name: Ferry and Terminal Security Capital Upgrades
Executive Director: Dave Reage

Asset Category: Vessels
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Many of the security features on the ferries and in the terminals require life cycle enhancements or Transport Canada marine security requirements, upgrades and/or replacement. Investments are also required to mitigate new or emerging security threats in the civic and marine environment.

Impact to Service

It is imperative to carry out the manufacturer's recommended life cycle to maximize life expectancy and avoid critical failures, which would result in impacts to service. Key security investments are required to mitigate new and emerging security threats.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Moving Forward Together Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 58,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 100,000	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000
Funding:					
External Funding					
Reserve					
Capital from Operating		500,000	50,000	50,000	50,000
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Alderney & Woodside Ferry Terminals - Overhead door swipe card system</i>	\$ 20,000
<i>Alderney Ferry Terminal - Waiting area - security railing upgrade</i>	20,000
<i>Ferries live camera project</i>	560,000
2024/25 New Activities Sub-Total	\$ 600,000
Total Work to be Completed in 2024/25	\$ 600,000

2024/25 Capital Project

Capital Project #: CM200007
Capital Project Name: Ferry Overhaul and Capital Upgrades
Executive Director: Dave Reage

Previous #:

Asset Category: Vessels
Service Area: Transportation Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Each ferry requires a 10,000 hour machinery overhaul (approx. once every five years) which includes two engines and two generators. This project also includes miscellaneous upgrades to the ferries, including navigational equipment and a new Marine Evacuation System (MES) equipment.

Impact to Service

It is imperative to carry out the manufacturer's recommended servicing to maximize life expectancy and avoid critical failures, resulting in impacts to service. Control system upgrades need to be carried out for three ferries.

Strategic Plan

Council/Administrative Priority Area: Responsible Administration
Strategy: Moving Forward Together Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 427,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 60,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 650,000
Funding:					
External Funding					
Reserve					
Capital from Operating		375,000	375,000	375,000	325,000
Debt		375,000	375,000	375,000	325,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

MES upgrade \$ 60,000

Work in Process Sub-Total	<u>\$ 60,000</u>
<i>Navigation equipments upgrade - 1 vessel</i>	\$ 80,000
<i>Propulsion control equipment upgrade - 1 vessel</i>	210,000
<i>Onboard washroom upgrade</i>	20,000
<i>10,000 hour main engine overhaul</i>	290,000
<i>Critical mechanical and electrical parts upgrade</i>	150,000
2024/25 New Activities Sub-Total	<u>\$ 750,000</u>
Total Work to be Completed in 2024/25	\$ 810,000

2024/25 Capital Project

Capital Project #: *Transit26* **Previous #:**
Capital Project Name: *Mid Life Ferry Rebuild*
Executive Director: *Dave Reage*

Asset Category: *Vessels*
Service Area: *Transportation Services*
Project Type: *Asset Renewal*
Program Outcomes:

Project Deliverables

All vessels are entering their mid life cycles over the next five years. There is work which can only be done at the dry dock when the vessels are out of the water and not in service like: protection of fuel tanks, major overhaul of propulsion units, auxiliary machinery overhauls and upgrades.

Impact to Service

Statutory and major overhauls of propulsion systems and auxiliaries need to be undertaken to meet manufacturer's recommended maintenance requirements. Undertaking protection of fuel tanks on ferries is critical due to the potential impacts on the environment.

Strategic Plan

Council/Administrative Priority Area: *Responsible Administration*
Strategy: *Moving Forward Together Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		140,000	140,000	140,000	140,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Detailed technical inspection of all vessels' propulsion units in lieu of major overhaul</i>	\$ 40,000
<i>Fuel tank remediation work carried out in dry dock</i>	100,000
2024/25 New Activities Sub-Total	\$ 140,000
Total Work to be Completed in 2024/25	\$ 140,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CV210013 **Previous #:**
Capital Project Name: Mill Cove Ferry Service
Executive Director: Dave Reage

Asset Category: Varied
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

The Mill Cove Ferry Service is one of the key components of the recently adopted Rapid Transit Strategy. This new, 11km route would provide a fast, comfortable, and sustainable form of transportation and reduce pressure on the Bedford Highway.

Impact to Service

This would provide a new transportation option, reducing demand on the Bedford Highway, and allowing residents to reach jobs, education, and entertainment venues quickly.

Strategic Plan

Council/Administrative Priority Area: *Integrated Mobility*
 Strategy: *Integrated Mobility Plan*

Estimated Project Planning & Design Phase Timing **Start:** Apr-21 **End:** Mar-22
Estimated Project Execution Phase Timing **Start:** Apr-22 **End:** Dec-26
Estimated Asset Operational Date Mar-27

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 5,591,000	\$ 11,000,000	\$ 140,000,000	\$ 115,000,000	\$ -
Funding:					
External Funding		9,250,000	113,900,000	97,646,600	
Reserve		1,750,000	26,100,000	17,353,400	
Capital from Operating					
Debt					

Previously Approved Budget \$ 7,900,000
2024/25 - 2027/28 Budgets 266,000,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 273,900,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				8,000,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Preparatory activities \$ 5,591,000

Work in Process Sub-Total \$ 5,591,000

Project initiation and site preparation \$ 11,000,000

2024/25 New Activities Sub-Total \$ 11,000,000

Total Work to be Completed in 2024/25 \$ 16,591,000

Other Assets

Other Assets

Page #	Project Name	Project #	2024/25 Project Work				
			Plan	2024/25 Gross	2025/26 Gross	2026/27 Gross	2027/28 Gross
<i>Art & Cultural Assets</i>							
H1	Cultural Assets	CP190001	\$ 700,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	<i>Subtotal - Art & Cultural Assets</i>		<i>700,000</i>	<i>250,000</i>	<i>250,000</i>	<i>250,000</i>	<i>250,000</i>
<i>Business Parks</i>							
H2	Aerotech Business Park	CQ220001	10,359,000	8,000,000	-	-	10,000,000
H3	Burnside & City of Lakes Industrial Park	CQ220002	17,852,000	5,000,000	12,000,000	-	17,000,000
H4	Industrial Land Acquisition and Lot Repurchase	BusPark4	2,500,000	2,500,000	-	-	2,500,000
H5	Ragged Lake Business Park	CQ220003	926,000	-	-	20,000,000	15,000,000
	<i>Subtotal - Business Parks</i>		<i>31,637,000</i>	<i>15,500,000</i>	<i>12,000,000</i>	<i>20,000,000</i>	<i>44,500,000</i>
<i>HalifACT Projects</i>							
H6	HalifACT - Critical Infrastructure Projects	CZ230600	5,071,000	2,600,000	5,000,000	5,000,000	10,000,000
H7	HalifACT - Fleet Electrification	CZ230300	10,916,000	6,850,000	5,400,000	7,367,000	10,220,000
H8	HalifACT - Municipal Building Retrofits	CZ230100	21,296,000	6,000,000	20,000,000	19,596,000	19,596,000
H10	HalifACT - Public Charging Infrastructure	CZ230200	5,028,000	2,200,000	500,000	500,000	500,000
H11	HalifACT - Shore Rd Resilience Improvements	CZ230400	811,000	435,000	3,966,000	-	-
H12	HalifACT - Small Projects Bundle	CZ230700	3,025,000	500,000	2,000,000	2,000,000	2,000,000
	<i>Subtotal - HalifACT Projects</i>		<i>46,147,000</i>	<i>18,585,000</i>	<i>36,866,000</i>	<i>34,463,000</i>	<i>42,316,000</i>
<i>Landfill Assets</i>							
H13	Environmental Monitoring Site Work 101 Landfill	CW190004	3,435,000	-	452,000	474,000	500,000
	<i>Subtotal - Landfill Assets</i>		<i>3,435,000</i>	<i>-</i>	<i>452,000</i>	<i>474,000</i>	<i>500,000</i>
<i>Natural Assets</i>							
H14	Urban Forestry Plan Implementation	CR210011	33,000	-	-	-	-
	<i>Subtotal - Natural Assets</i>		<i>33,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Varied Assets</i>							
H15	District Capital Accounts	CCV02801 - CCV02816	2,858,520	1,504,000	1,504,000	1,504,000	1,504,000
	<i>Subtotal - Varied Assets</i>		<i>2,858,520</i>	<i>1,504,000</i>	<i>1,504,000</i>	<i>1,504,000</i>	<i>1,504,000</i>
<i>Stormwater/Wastewater Assets</i>							
H16	Wastewater Oversizing	CT200009	1,391,000	105,000	1,738,000	1,999,000	975,000
	<i>Subtotal - Stormwater/Wastewater Assets</i>		<i>1,391,000</i>	<i>105,000</i>	<i>1,738,000</i>	<i>1,999,000</i>	<i>975,000</i>
Total - Other Assets			\$ 86,201,520	\$ 35,944,000	\$ 52,810,000	\$ 58,690,000	\$ 90,045,000

2024/25 Capital Project

Capital Project #: CP190001 **Previous #:**
Capital Project Name: Cultural Assets
Executive Director: Maggie MacDonald

Asset Category: Art & Cultural Assets
Service Area: Recreation & Cultural Services
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Care of artifact collections, assessment, planning, maintenance and fabrication of public art and interpretive projects and consulting services in support of cultural initiatives.

Impact to Service

Enhancement of public spaces, stewardship of cultural assets, advancement of cultural initiatives.

Strategic Plan

Council/Administrative Priority Area: Communities
Strategy: Asset Lifecycle Management

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 62,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 450,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Funding:					
External Funding					
Reserve		250,000	250,000	250,000	250,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

<i>Continued work on:</i>	
Regional Museum Strategy	125,000
Cultural Facilities Plan	125,000
Public art and art programming - Cogswell Art Programming	50,000
Major public art restoration	50,000
Assessment, maintenance, artifact collection, and cultural initiatives	100,000
Work in Process Sub-Total	\$ 450,000
New public art	\$ 75,000
Assessment, maintenance, cultural planning, and initiatives	125,000
Care and control of artifact collections	50,000
2024/25 New Activities Sub-Total	\$ 250,000
Total Work to be Completed in 2024/25	\$ 700,000

2024/25 Capital Project

Capital Project #: CQ220001 **Previous #:** CQ000007
Capital Project Name: Aerotech Business Park
Executive Director: John MacPherson

Asset Category: Business Parks
Service Area: General Government
Project Type: Growth
Program Outcomes:

Project Deliverables

The current rezoning process for Aerotech will better match market demand. In response to demand, the project will provide for new industrial lot inventory and infrastructure including streets and servicing. The new lot inventory is to be sold for economic and commercial assessment growth.

Impact to Service

HRM continues to be challenged in maintaining a sufficient supply of market ready industrial lands to support economic growth and development opportunities.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Halifax Economic Growth Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,359,000	\$ 8,000,000	\$ -	\$ -	\$ 10,000,000
Funding:					
External Funding					
Reserve		8,000,000			10,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

\$2,500,000 approved in 2022/23 was for further design and potential grading of new lots in Aerotech subject to completing the rezoning of Aerotech. The rezoning of Aerotech has been delayed but P&D is scheduled to go to Council for first reading in Fall 2023. Work plan will continue into 2023/24. There is approximately 125 acres of lot inventory with existing streets and services. Expansion of additional lot inventory streets and services infrastructure will need to await expansion of water and sewer services capacities in Aerotech.
\$ 2,359,000

Work in Process Sub-Total \$ 2,359,000

The 2024/25 budget request for \$8,000,000 is for the potential grading and preparation of lot inventory. Strong market demand may lead to some inventory being sold ungraded which will impact final scope of work.
\$ 8,000,000

2024/25 New Activities Sub-Total \$ 8,000,000

Total Work to be Completed in 2024/25 \$ 10,359,000

2024/25 Capital Project

Capital Project #: CQ220002 **Previous #:** CQ000008
Capital Project Name: Burnside & City of Lakes Industrial Park
Executive Director: John MacPherson

Asset Category: Business Parks
Service Area: General Government
Project Type: Growth
Program Outcomes:

Project Deliverables

In response to market demand, the project will provide for new industrial lot inventory and required supporting infrastructure including streets and servicing. The new lot inventory is programmed to be sold for immediate development to provide both economic and commercial assessment growth.

Impact to Service

HRM continues to be challenged in maintaining a sufficient supply of market ready industrial lands to support economic growth and development opportunities.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Halifax Economic Growth Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 12,852,000	\$ 5,000,000	\$ 12,000,000	\$ -	\$ 17,000,000
Funding:					
External Funding					
Reserve		5,000,000	12,000,000		17,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Original funding approved in 2022/23 was for the continued development of Phase 13 Burnside and primarily the construction of Phase 13-2. Phase 13-2 design was revised to accommodate a potential large economic development opportunity and will be broken into 13-2A and 13-2B to follow. Phase 13-2(A) is awaiting final approval from P&D and will advance to tender asap, currently anticipated prior to end of 2023.
\$ 12,852,000

Phase 13-2(B) is being re-evaluated for final design and economic opportunities.

Work in Process Sub-Total \$ 12,852,000

Additional funding has been requested for the planned Phase 13-3. Current timing expected to be toward the end of the fiscal year but is also dependent on market demand and absorption.
\$ 5,000,000

2024/25 New Activities Sub-Total \$ 5,000,000

Total Work to be Completed in 2024/25 \$ 17,852,000

2024/25 Capital Project

Capital Project #: *BusPark4* **Previous #:** *CQ000011*
Capital Project Name: *Industrial Land Acquisition and Lot Repurchase*
Executive Director: *John MacPherson*

Asset Category: *Business Parks*
Service Area: *General Government*
Project Type: *Growth*
Program Outcomes:

Project Deliverables

This project account allows for the purchase of new industrial lands to support the supply of industrial lot inventory in HRM. The project account also allows for the potential repurchase of lot inventory under the pre-approved terms and conditions of Regional Council and sale contract conditions.

Impact to Service

HRM continues to be challenged in maintaining a sufficient supply of market ready industrial lands to support economic growth and development opportunities.

Strategic Plan

Council/Administrative Priority Area: *Prosperous Economy*
Strategy: *Halifax Economic Growth Plan*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Funding:					
External Funding					
Reserve		2,500,000			2,500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Future potential lot repurchases and/or other industrial land purchases</i>	\$ 2,500,000

2024/25 New Activities Sub-Total	\$ 2,500,000
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Total Work to be Completed in 2024/25	\$ 2,500,000
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2024/25 Capital Project

Capital Project #: CQ220003 **Previous #:** CQ000006
Capital Project Name: Ragged Lake Business Park
Executive Director: John MacPherson

Asset Category: Business Parks
Service Area: General Government
Project Type: Growth
Program Outcomes:

Project Deliverables

In response to market demand, the project will provide for new industrial lot inventory and required supporting infrastructure including streets and servicing. The expansion of industrial employment lands at Ragged Lake is dependent upon the initiation and approval of a secondary planning process.

Impact to Service

HRM continues to be challenged in maintaining a sufficient supply of market ready industrial lands to support economic growth and development opportunities.

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
Strategy: Halifax Economic Growth Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 926,000	\$ -	\$ -	\$ 20,000,000	\$ 15,000,000
Funding:					
External Funding					
Reserve				20,000,000	15,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Funding approved in 2022/23 was for continued background studies required for considerations of initiating a secondary planning process for the potential expansion of the Ragged Lake Industrial Employment Lands. Studies will continue into 2025. \$ 926,000

Work in Process Sub-Total \$ 926,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 926,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230600 **Previous #:** CB200012
Capital Project Name: HalifACT - Critical Infrastructure Projects
Executive Director: John MacPherson

Asset Category: Varied
Service Area: City-Wide Support Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Assessment of HRM owned and operated critical infrastructure to determine required "future-proofing" against potential climate impacts. Funding towards identified improvements.

Impact to Service

Efficient and informed planning to prioritize resiliency improvements to critical infrastructure across HRM. Mitigation of impacts, resulting in reduced costs for maintenance and repair, from both chronic and acute climate events.

Strategic Plan

Council/Administrative Priority Area: *Environment*
 Strategy: *HalifACT*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,471,000	\$ 2,600,000	\$ 5,000,000	\$ 5,000,000	\$ 10,000,000
Funding:					
External Funding					
Reserve		2,600,000	5,000,000	5,000,000	10,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Other critical infrastructure projects \$ 2,471,000

Work in Process Sub-Total \$ 2,471,000

Critical infrastructure prioritization - prioritize HRM owned & operated critical infrastructure for climate resilient capital upgrades in future years \$ 2,600,000

Other critical infrastructure projects as identified (i.e. dam infrastructure upgrades and preliminary design)

2024/25 New Activities Sub-Total \$ 2,600,000

Total Work to be Completed in 2024/25 \$ 5,071,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230300 **Previous #:** CB200012
Capital Project Name: HalifACT - Fleet Electrification
Executive Director: John MacPherson

Asset Category: Varied
Service Area: Transportation Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Transition light-duty municipal fleet to electric vehicles; installation of charging stations at HRM work locations for fleet vehicles

Impact to Service

Anticipated operational savings from lower fuel costs and reduced maintenance costs. Aligns with HalifACT target of net-zero municipal operations by 2030.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: HalifACT

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 4,066,000	\$ 6,850,000	\$ 5,400,000	\$ 7,367,000	\$ 10,220,000
Funding:					
External Funding					
Reserve		6,850,000	5,400,000	7,367,000	10,220,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	-45,750	-108,300	-233,850	-341,700
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Fleet electrification: \$ 4,066,000
Installation of charging stations at HRM work locations for fleet vehicles
Anticipated delivery of vehicles tendered 2023/24

Work in Process Sub-Total \$ 4,066,000

Installation of charging stations at HRM work locations for fleet vehicles \$ 3,130,000
Procurement of light-duty battery electric fleet vehicles 3,720,000

2024/25 New Activities Sub-Total \$ 6,850,000

Total Work to be Completed in 2024/25 \$ 10,916,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230100 Previous #: CB200012,
CB190008

Capital Project Name: HalifACT - Municipal Building Retrofits
Executive Director: John MacPherson

Asset Category: Buildings/Facilities
Service Area: Environmental & Public Health
Project Type: Asset Renewal

Program Outcomes:

Project Deliverables

Implementation of energy and emission reduction measures for municipally owned buildings.

Impact to Service

Reduced reliance on fossil fuel heating sources; anticipated operational savings. Aligns with HalifACT target of net-zero municipal operations by 2030.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: HalifACT

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 15,296,000	\$ 6,000,000	\$ 20,000,000	\$ 19,596,000	\$ 19,596,000
Funding:					
External Funding		1,100,000			
Reserve		4,900,000	20,000,000	19,596,000	19,596,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	-256,000	-74,000	-496,000	-1,080,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Carry forward 23/24 energy retrofits & efficiency projects - detailed work plan attached \$ 15,296,000

Work in Process Sub-Total \$ 15,296,000

Proposed 24/25 energy retrofits & efficiency projects - detailed work plan attached \$ 6,000,000

2024/25 New Activities Sub-Total \$ 6,000,000

Total Work to be Completed in 2024/25 \$ 21,296,000

Detailed Project Work Plan

Project Name: HalifACT - Municipal Building Retrofits	Project # CZ230100
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APPROVED CARRY FORWARD PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Continue implementing projects already underway. In various stages of design/implementation:	\$15,296,000
North Preston Community Centre	
East Preston Community Centre	
Scotiabank Centre	
Keshen Goodman Library	
Fire Station #7	
Fire Station #8	
Upper Hammonds Plains Community Centre	
Wallace Lucas Community Centre	
Evergreen House	
TOTAL ESTIMATE CARRY FORWARD PROJECTS	\$15,296,000

2024/2025 NEW PROJECTS

<i>PROJECT/LOCATION</i>	<i>ESTIMATE</i>
Proposed 24/25 energy retrofits and efficiency projects:	\$11,000,000
Begin feasibility studies to determine scopes of work for deep energy retrofits	
Continue recommissioning of major facilities	
Proceed with fuel oil conversions at facilities	
TOTAL ESTIMATE NEW PROJECTS	\$11,000,000
TOTAL 2024/25 WORKPLAN	\$26,296,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230200 **Previous #:** CB200012
Capital Project Name: HalifACT - Public Charging Infrastructure
Executive Director: John MacPherson

Asset Category: Varied
Service Area: Transportation Services
Project Type: Growth
Program Outcomes:

Project Deliverables

Installation of public access Direct Current Fast Charging (DCFC) and Level 2 (L2) charging ports across HRM.

Impact to Service

Reduced barriers/improved access to charging stations will encourage and accelerate the transition to electric vehicles across our region.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: HalifACT

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,828,000	\$ 2,200,000	\$ 500,000	\$ 500,000	\$ 500,000
Funding:					
External Funding					
Reserve		2,200,000	500,000	500,000	500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	-19,000	-13,000	4,000	21,000
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Public charging infrastructure \$ 2,828,000

Work in Process Sub-Total \$ 2,828,000

Public charging infrastructure: \$ 2,200,000

Design for 4 additional sites

Purchase equipment (48 L2 chargers, 12 DCFC chargers)

Install up to 48 L2 chargers, up to 10 DCFC chargers

2024/25 New Activities Sub-Total \$ 2,200,000

Total Work to be Completed in 2024/25 \$ 5,028,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230400 **Previous #:** CB200012
Capital Project Name: HalifACT - Shore Rd Resilience Improvements
Executive Director: John MacPherson

Asset Category: Varied
Service Area: Transportation Services
Project Type: Growth
Project Outcomes:

Project Deliverables

Implementation of natural infrastructure along a 555 m stretch of vulnerable coastal road in HRM; to reinstate eroded shoreline with a raised permeable waterfront trail, new slope of native vegetated infill, cobble beach, and a submerged breakwater to dissipate wave energy.

Impact to Service

This project is expected to reduce Shore Rd. closures caused by washouts of the road or guiderail and erosion of the adjacent shoreline. The project is also expected to restore natural coastal processes, intertidal habitat that has disappeared over time, and will provide public access to nature.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: HalifACT

Estimated Project Planning & Design Phase Timing **Start:** Apr-22 **End:** Nov-24
Estimated Project Execution Phase Timing **Start:** Dec-24 **End:** Mar-26
Estimated Asset Operational Date Apr-26

Capital and Asset Lifecycle Investment:

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 376,000	\$ 435,000	\$ 3,966,000	\$ -	\$ -
Funding:					
External Funding			3,000,000		
Reserve		435,000	966,000		
Capital from Operating					
Debt					

Previously Approved Budget \$ 600,000
2024/25 - 2027/28 Budgets 4,401,000
Estimated Remaining Budget Required
Total Estimated Project Cost \$ 5,001,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Complete community engagement, preliminary and detailed design of new infrastructure. \$ 376,000

Work in Process Sub-Total \$ 376,000

Complete community engagement, preliminary and detailed design of new infrastructure. \$ 435,000
Tendering is planned for Winter 24/25 and construction is planned for 25/26.

2024/25 New Activities Sub-Total \$ 435,000

Total Work to be Completed in 2024/25 \$ 811,000

2024/25 Capital Project

Strategic Initiative

Capital Project #: CZ230700 **Previous #:** CB200012
Capital Project Name: HalifACT - Small Projects Bundle
Executive Director: John MacPherson

Asset Category: Varied
Service Area: City-Wide Support Services
Project Type: Growth
Program Outcomes:

Project Deliverables

General climate action projects across HRM business units including small-scale mitigation and adaptation projects, green infrastructure projects, and demonstration projects. This account will allow HRM to capitalize on relevant funding opportunities and to pilot innovative technologies.

Impact to Service

Projects selected contribute to the achievement of actions outlined in HalifACT - Acting on Climate Together, HRM's long-term climate action plan to reduce emissions and help communities adapt to a changing climate.

Strategic Plan

Council/Administrative Priority Area: *Environment*
 Strategy: *HalifACT*

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 2,525,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Funding:					
External Funding					
Reserve		500,000	2,000,000	2,000,000	2,000,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

General climate action projects across HRM including small-scale mitigation and adaptation projects, green infrastructure projects, and demonstration projects. \$ 2,525,000

Work in Process Sub-Total \$ 2,525,000

General climate action projects across HRM including small-scale mitigation and adaptation projects, green infrastructure projects, and demonstration projects. \$ 500,000

2024/25 New Activities Sub-Total \$ 500,000

Total Work to be Completed in 2024/25 \$ 3,025,000

2024/25 Capital Project

Capital Project #: CW190004 **Previous #:**
Capital Project Name: Environmental Monitoring Site Work 101 Landfill
Executive Director: Brad Anguish

Asset Category: Landfill
Service Area: Environmental & Public Health
Project Type: Asset Renewal
Program Outcomes:

Project Deliverables

Ensure the site continues to meet the requirements of a closed landfill, which includes water monitoring, landfill gas controls, site maintenance and repairs on a priority basis.

Impact to Service

Ensure the site continues to meet the requirements of a closed landfill.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Waste Resource Strategy Review

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 73,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 3,435,000	\$ -	\$ 452,000	\$ 474,000	\$ 500,000
Funding:					
External Funding					
Reserve			452,000	474,000	500,000
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Landfill gas management infrastructure and associated upgrades \$ 3,355,000
Monitoring program 80,000
Water treatment study

Work in Process Sub-Total \$ 3,435,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 3,435,000

2024/25 Capital Project

Capital Project #: CR210011
Capital Project Name: Urban Forestry Plan Implementation
Executive Director: Brad Anguish

Previous #:

Asset Category: Natural Assets
Service Area: Environmental & Public Health
Project Type: Growth
Program Outcomes:

Project Deliverables

Accelerate implementation of the 10-year street tree planting target set out in the Urban Forestry Master plan.

Impact to Service

Addition of 2000 trees to Urban Forestry's annual planting program.

Strategic Plan

Council/Administrative Priority Area: Environment
Strategy: Urban Forest Master Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ 1,007,000

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 33,000	\$ -	\$ -	\$ -	\$ -
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt					

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)	82,000			
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Manage warranty replacement work \$ 33,000

Work in Process Sub-Total \$ 33,000

2024/25 New Activities Sub-Total \$ -

Total Work to be Completed in 2024/25 \$ 33,000

District Capital Accounts

Project Name	Project #	Estimated Carry Over		2024/25 Project			
		from 2023/24	2024/25 Gross	Work Plan	2025/26 Gross	2026/27 Gross	2027/28 Gross
DISTRICT 1 - Cathy Deagle-Gammon	CCV02801	\$ 21,298	\$ 94,000	\$ 115,298	\$ 94,000	\$ 94,000	\$ 94,000
DISTRICT 2 - David Hendsbee	CCV02802	1,777	94,000	95,777	94,000	94,000	94,000
DISTRICT 3 - Becky Kent	CCV02803	44,424	94,000	138,424	94,000	94,000	94,000
DISTRICT 4 - Trish Purdy	CCV02804	132,123	94,000	226,123	94,000	94,000	94,000
DISTRICT 5 - Sam Austin	CCV02805	63,519	94,000	157,519	94,000	94,000	94,000
DISTRICT 6 - Tony Mancini	CCV02806	166,511	94,000	260,511	94,000	94,000	94,000
DISTRICT 7 - Waye Mason	CCV02807	620	94,000	94,620	94,000	94,000	94,000
DISTRICT 8 - Lindell Smith	CCV02808	100,361	94,000	194,361	94,000	94,000	94,000
DISTRICT 9 - Shawn Cleary	CCV02809	127,329	94,000	221,329	94,000	94,000	94,000
DISTRICT 10 - Kathryn Morse	CCV02810	85,336	94,000	179,336	94,000	94,000	94,000
DISTRICT 11 - Patti Cuttell	CCV02811	115,112	94,000	209,112	94,000	94,000	94,000
DISTRICT 12 - Iona Stoddard	CCV02812	262,807	94,000	356,807	94,000	94,000	94,000
DISTRICT 13 - Pam Lovelace	CCV02813	35,344	94,000	129,344	94,000	94,000	94,000
DISTRICT 14 - Lisa Blackburn	CCV02814	39,987	94,000	133,987	94,000	94,000	94,000
DISTRICT 15 - Paul Russell	CCV02815	86,663	94,000	180,663	94,000	94,000	94,000
DISTRICT 16 - Tim Outhit	CCV02816	71,309	94,000	165,309	94,000	94,000	94,000
Total - District Capital Accounts		\$ 1,354,520	\$ 1,504,000	\$ 2,858,520	\$ 1,504,000	\$ 1,504,000	\$ 1,504,000

2024/25 Capital Project

Capital Project #: CT200009 **Previous #:**
Capital Project Name: Wastewater Oversizing
Executive Director: Jacqueline Hamilton
Asset Category: Stormwater/Wastewater
Service Area: Environmental & Public Health
Project Type: Growth
Program Outcomes:

Project Deliverables

This project is the developer's share of the wastewater infrastructure oversizing along key growth corridors within the Regional Centre, carried out by the Halifax Regional Water Commission. The cost will be recovered through a local improvement charge collected as properties develop.

Impact to Service

There is no impact to HRM service as the new wastewater infrastructure will be operated and maintained by Halifax Water

Strategic Plan

Council/Administrative Priority Area: Prosperous Economy
 Strategy: Centre Plan

Capital and Asset Lifecycle Investment:

Average Annual Program Spending Over Last Three Years \$ -

	Unspent Prev. Budget	2024/25	2025/26	2026/27	2027/28
Gross Capital Budget	\$ 1,286,000	\$ 105,000	\$ 1,738,000	\$ 1,999,000	\$ 975,000
Funding:					
External Funding					
Reserve					
Capital from Operating					
Debt		105,000	1,738,000	1,999,000	975,000

Operating Impacts of Capital Budget/Life Cycle Costs

	2024/25	2025/26	2026/27	2027/28
Ongoing Operating Costs (Savings)				
One-Time Operating Costs (Savings)				

Detailed 2024/25 Project Work Plan:

Work in Process Sub-Total	\$ -
<i>Wastewater oversizing for Cathedral Lane Phase 2</i>	\$ 1,279,000
<i>Design for College St (\$62,000) and Young St Pocket route to harbor (\$50,000)</i>	112,000
2024/25 New Activities Sub-Total	\$ 1,391,000
Total Work to be Completed in 2024/25	\$ 1,391,000

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