

Item No. 3



Council Focus Area 2008/2009

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Infrastructure

November 13, 2007

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## Introduction

The infrastructure Council Focus Area represents capital planning and infrastructure needs for all business units, Halifax Regional Water Commission and the Halifax Regional Library. This Report builds upon the 2006/07 and 2007/08 Council Focus Areas.

The four issues identified in 2007/08 are:

- 5 Year Capability Plan
- 5 Year Recapitalization Plan
- Transit Enhancements and Strategic Transportation
- Capital Planning and Delivery

At the December 2006 Council Focus Area discussion on Infrastructure, Council passed a motion approving:

- The 5-year approach for Infrastructure Recapitalization Planning
- Endorsed Asset Management as an approach for better Capital Planning
- Recognized that staffing capacity and alignment will be key to effectively delivering the 5-year plan

There are close linkages to the Infrastructure Council Focus Area with the other CFAs. For example, Community Development decisions, policies and programs shape Infrastructure requirements. Infrastructure impacts the ability to provide the service under Public Safety, and Tax Reform establishes the foundation that supports infrastructure strategy and funding decisions.

For 2008/09, the “Community Spaces and Facilities” theme within Community Development has been merged into the Infrastructure recapitalization and capability plan. Infrastructure and Community Development share responsibility for the building of community spaces and facilities - Community Development holds the responsibility for assessing needs and identifying optimum sites, whereas Infrastructure is responsible for planning, building and funding the facilities and spaces.

HRM’s Capital Budget has been slowly and steadily growing, but HRM’s Infrastructure Deficit is also slowly and steadily growing. Also, new infrastructure and capability improvements are required to support the Regional Plan, Community Visions, the Cultural Plan, HRM by Design, the Active Transportation Plan, Sustainability Initiatives, and the Economic Strategy, and to meet public expectations.

## Definitions:

**Asset Management** is an approach which provides the linkage of municipal strategic plans to capital and operational resources, ensuring the delivery of core services is done in a cost-effective manner. An Asset Management Plan ensures the municipality has a stronger focus on what is required to deliver service, rather than simply accounting for the consumption of resources. It also ensures that all infrastructure assets supporting service delivery must be acquired, operated, and managed in such a way as to maximize use, minimize cost, and promote development of new ways to provide sustainability.

If done well, Asset Management will enable us to:

- Provide a linkage between asset resources and service delivery; and move from reactive to proactive asset management
- Impose a discipline in the acquisition, creation, operation and management of all assets and asset information;
- Supports decision making through the provision of reliable, timely and accurate infrastructure information; and
- Consider business risks and a performance-based approach to infrastructure asset management.
- Produce asset information around historical values, replacement costs, depreciated values, useful life, and condition ratings, that will enable HRM to become compliant with Public Sector Accounting Board (PSAB) standard 3150 (Tangible Capital Assets) by 2009/10.

Factors that are influencing the need for a more effective Asset Management approach are:

- Need for multi-year capital planning based on what is required to deliver core service;
- Anticipation of future federal funding dependant on ability to report on state of the infrastructure;
- Current inflationary effect on service delivery;
- Current and projected labour shortage with increased service delivery requirements;
- Necessity to maximize the usefulness and life of an asset while minimizing the cost;
- Need to be able to analyse full costs of service delivery in order to encourage new and inventive ways to deliver service;
- Understanding the criticality of assets and the levels of service required to support them;
- Performance level expectations with service delivery;
- Need to pro-actively plan for future asset requirements to minimize the impact on service delivery;
- Need to align financial, operational and governmental legislative requirements to produce an integrated vision and strategy of asset requirements; and
- Need to build public support and acceptance that we are good asset stewards.

**Infrastructure Plan** (as reflected in the CAO Goals and Objectives):

One product of sound asset management is an Infrastructure Plan. An Infrastructure Plan has two components:

**Infrastructure Recapitalization Plan(s)** - plan resulting from prioritization of infrastructure maintenance (base) deficiencies in each asset class (fleet, buildings, technology and data, streets, sidewalks, etc.); and

**Infrastructure Capability Plan** - plan resulting from the prioritization of capability deficiencies.

Issues with respect to infrastructure are identified below, as well as an approach how to overcome the issues. These options will be refined further during late 2007/08 and 2008/09 by the Infrastructure Asset Management business unit, and the Capital Planning steering team. Necessary steps to enable refinement of the approach, are the completion of the preliminary stages of the Asset Management Project, identifying what assets we have, where they are, what condition they are in, and how we capture and maintain the data, and an Asset Management Strategy which will establish some objectives around how we want to use asset management data for decision making, and establishment of service levels.

The Infrastructure Council Focus Area continues to utilize the following definitions regarding “Capability” and “Base”:

- “Capability” (Infrastructure Capability Deficiency) refers to the acquisition or construction of a new capital asset, normally resulting from an increase in municipal service or service area. Examples include:
  - Replace Central Library
  - Expand the transit fleet
  - Improve the Armdale Roundabout

The Infrastructure Capability Plan is meant to address “capability” issues.

- “Base” (Infrastructure Maintenance Delivery) refers to a capital improvement required to maintain the safe operating function of an asset, or a class of assets, within their normal life cycle. Examples include:
  - Re-roof a building
  - Re-pave a street
  - Upgrade software

The Infrastructure Recapitalization Plan is meant to address “base” issues.

**Issue: 5 Year Infrastructure Capability Plan**

In 2006, Council confirmed that HRM would take a 5-year view of infrastructure efforts - balancing capability and recapitalization work.

Identifying and allocating suitable levels of funding for capability project work continues to be a challenge. There are significant capability requirements and public expectations stemming from the Regional Plan, Cultural Plan, Economic Strategy, the Active Transportation Plan, HRM by Design, Community Vision Plans, and recreation facility requirements. HRM needs to be absolutely specific in the appropriation of funds over the next five years in order to maximize the impacts given the limited resources available.

Some of the planning assumptions used are:

- Integrity of the capital budget must be maintained
- Capital costs are rising at about 5% per year
- As debt funding decreases, Cap from Op increases by an equal amount
- Where debt funding increases, Cap from Op is not decreased by an equal amount
- Infrastructure Gap needs to be closed
- Waste water funding strategy in place until 09/10 (water dividend and gas tax)
- Need to protect reserves as an integral tool to do long term capital planning and plan for major expenditures

A Five-Year Plan requires a commitment to the outcomes of the capital requirements. In short, the projects can be delivered within that window if the capital capacity in the five years is adequate enabling staff to propose cash plans and focus on key projects. This will require commitment to a certain funding capacity, and to Continue to fund Reserves to provide for future funding flexibility and mitigate future debt requirements

On a positive note however, during the next 5 years HRM should continue to be able to access infrastructure funding from the Provincial and Federal governments, which is generally targeted toward “capability” projects. Following, is a brief summary of the status of funding programs. Gas Tax - extended to 11/12. It is estimated HRM will receive approximately \$70 m over the remainder of the program.

- MRIF - No new project applications being accepted.
- CNSIP - No new project applications are being accepted.
- PCAP - Still operating, and targeted at water, sewer, solid waste.
- Strategic Transit - 4 year program ending in 09/10, under which HRM anticipates receiving approximately \$35 million over the course of the program.
- “Green” Opportunities - there are many funding programs that were under Environment Canada and Natural Resources Canada, that are being re-packaged. Also, Federation Canadian Municipalities Green Municipal Funds are still funding opportunities for HRM.

**Outcome**

Carry-out a five year Infrastructure Capability Plan for the following areas:

- Transportation Systems - complete current approved strategic transportation projects and traffic improvements over the next five years;
- Buildings and Facilities - construct East Dartmouth, Fall River, Mainland Common Recreation Centre, Central Library (land, design), Satellite Garage and Fire Station Relocation study, Prospect Recreation Centre, new arenas
- Waste Water Systems and Solid Waste
- Address technology and data capacity issues in support of business requirements for service delivery.
- Build Emergency Measures comfort centres in new facilities as identified by EMO.

**Progress**

Work is in progress in all 5 areas.

- Transportation systems - well underway Attachment A provides detailed updates.
- Buildings and Facilities - East Dartmouth complete. Fall River construction underway. Prospect project development underway. Mainland Common site development commences Fall 2007. Fire Station Relocation Study complete. Satellite Garage scope underway. Indoor Facility Master Plan underway. Inventory of Cultural and Heritage facilities almost complete. The Community Facilities Master Plan currently underway includes arena capacity review. Additionally, an RFP will be issued in the near future to obtain information about conceptual design and preliminary cost estimates for a twin-pad ice surface, and an Olympic sized International ice surface.
- Wastewater - Transfer occurred.
  - Solid Waste Reserves stable
  - Business Tools - long term plan being developed
  - Per Public Safety CFA: EMO Comfort Centres - A facility profile has been developed and has been tested on the North Preston Community Centre. Profile being reviewed and revised prior to being implemented for use by all identified facilities.

**Next Steps:**

Move forward in developing a more detailed 5-year capability plan within each asset class.

**Issue: 5 Year Recapitalization Plan**

The condition of HRM's infrastructure continues to decline. Most asset classes require some increased annual funding to mitigate further decline. For 07/08 Council expressed an expectation that there will be increases in recapitalization funding for buildings, which includes fire stations, libraries, recreation facilities. The recapitalization focus needs to continue for 2008/09.

Considerations or planning assumptions used to approach the Recapitalization Plan are:

- Life safety and compliance issues are a priority
- The industry standard for building recapitalization is 2 - 4% of replacement value
- Street paving, renewals, and resurfacing are prioritized based on SDI
- For sidewalks, aim to have those above 71% defective upgraded within 5 to 7 years
- Sewer and water infrastructure have a priority rating system
- Business tools renewal needs to continue in accordance with a long term strategy
- Equipment and fleet are doing better than other asset classes
- Plans such as the Library Master Plan, the Indoor Facility Master Plan, and the Fire Station Optimization/Location studies should shape recapitalization versus replacement or decommissioning decisions.

**Outcome**

**Progress**

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| 1. Prepare a Five-Year Recapitalization Funding Plan for the groups of HRM assets.                                 | Maintained funding levels for most asset classes. Development of recapitalization plans by asset class will occur in 08/09. |
| 2. Increase facility recapitalization funding by 75 - 100 % (first priority for additional funds). (On-going)      | Has increased by approximately 88% over the past two years, but is still insufficient to meet known requirements.           |
| 3. Consider additional recap funding for streets and roads and sidewalks (second priority for additional funding). | Funding has increased for both streets and roads and sidewalks over the past two years.                                     |
| 4. Consider additional recap funding for technology and data (third priority for additional funds). (On-going)     | Planned for an annual allowance of funds. Long-term vision for existing business tools necessary first step                 |
| 5. Sustain funding levels for traffic improvements, fleet (all forms) (On-going)                                   | Have held the line for funding levels of traffic improvements and fleet, and will likely continue to do so.                 |



**Next Steps:**

Move forward in developing a more detailed 5-year recapitalization plan within each asset class.

**Issue: Transit Enhancements and Strategic Transportation**

Over the past two years' Council Focus Area discussions, a specific approach to Transit was identified. Continued, planned increases to transit service standards are a focus of the capital budget. With federal transit programs, tax incentives, and increased demand for service continued capital funding needs to be directed in this municipal service area.

Council and staff recognize the need to enhance existing transit service and expand to provide new service.

**Outcome**

1. Take care of current ridership by achieving core service standards and improving facilities
2. Continue to recapitalize fleet and technology
3. Complete strategic transportation projects
4. Optimize current transportation network (compliance program)
5. Plan for the construction of the satellite garage

**Progress**

Effective in 2007/08 an annual increase of 23,822 service hours and 452,634 kilometres. This change relates to enhancing service to meet existing demand. Some improvements to core service standards planned for 08/09.

Continued purchasing of new buses and replacement of fare boxes. Average age of fleet has been reduced by 2 years.

Attachment A provides the status for the major initiatives underway.

Attachment A provides the status for the major initiatives underway.

Requirements definition is underway. Project will likely be brought forward as part of the 2009/10 capital budget.

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|--|---|
| 6. Plan for the introduction of a rural express route in 2007/08 | Rural Express Transit Study completed and will come to Council in December 2007. Projecting a Fall 2008 start-up/targeted implementation.   |
| 7. Pursue additional funding for Harbour Link                    | There have been several discussions with other levels of government regarding this project. As new funding programs are announced, this project will be put forward for consideration as part of Gateway Transportation initiatives, short sea shipping, and/or green funding programs. |

**Next Steps:**

Continue to strengthen existing service to meet service standards. Growth in infrastructure will be required to do this, with new buses, and the satellite garage.

An updated Transit Strategy is required for 2008/09, including a Fare and Fare Box Strategy. This would be a successor to the IBI Transit Study.

Prioritize service expansions in line with capacity, and adjust transit staffing in line with planned service expansion.

Continue to move forward with Strategic Transportation initiatives identified in the Regional Plan.

## **Issue: Capital Planning and Project Delivery**

In 2007/08 Council endorsed Asset Management as a strategy for improving the effectiveness and efficiency of our capital planning and capital project delivery, while recognizing that staffing capacity and alignment will be key to effectively dealing with the 5-year plan. It is expected that this effort will have wide-ranging benefits including increased value for money, improved customer service and compliance with legislation.

### ***Why the need for improved asset management?***

- Asset-based data is weak
- Need for reliable, accurate and timely infrastructure information
- Recognition of infrastructure deficits at the local government level.
- Pressure to spend each dollar wisely, over the long term
- Funding by envelope is no longer a responsible way to proceed
- Future Federal programs will require information on state of infrastructure and detailed sustainability plans
- Need to analyze the full cost of service delivery to consider all alternatives
- Build public support that we are good asset stewards
- Need to be PSAB 3150 Tangible Capital Asset Compliant by 09/10
- More stringent legislative requirements

There is a trend in many other municipalities to organize to support infrastructure planning and asset management to respond to some of the challenges listed above. Climate Change and Environmental Sustainability issues are a key factor also. Federal funding programs, and Provincial funding programs, are requiring Integrated Community Sustainability Plans. A Comprehensive Infrastructure Plan or CIP is one of the required components. For example, in order to receive their final gas tax payment from Service Nova Scotia and Municipal Relations (SNSMR), all Nova Scotia Municipalities must file such a plan in the final year of the gas tax program.

Many factors are influencing staff's ability to effectively deliver the various capital projects. The Asset Management Project in time, will provide staff with better tools to more effectively plan and deliver capital work, but some other considerations are follows:

- The growth in staff to deliver capital projects has not kept pace with the growth of capital funding
- Labour shortage and industry's ability to deliver work
- Various inflationary pressures
- Likelihood of increased federal funding in capital from future programs for cities with well developed asset management practices and sustainability plans, versus cities that do not have "their house in order".

## Outcome

1. Advance the Asset Management Project
2. Consider internal alignments to support better infrastructure and capital planning
3. Investigate the benefit of reserve funding for recapitalization work

## Progress

Much of the work to collect data to inventory assets and identify the data collection processes is complete. Next steps involve documentation of an Asset Management Strategy which outlines the objectives HRM wants to achieve; and the policies, processes and tools required to achieve the objectives.

Effective October 2, 2007 the Infrastructure and Asset Management business unit was created.

This will be considered during 2008/09. In addition to working with Finance regarding how the Reserve Policy supports capital planning, the role of the Debt Policy, P3 partnerships, and the ability to capitalize salaries for staff involved with delivery of capital projects are areas that may be explored.

## **Next Steps:**

Develop and implement an Asset Management Strategy that will assist in building a culture of asset management into the organization, including securing and safeguarding of HRM's assets.

Ensure that capital project delivery staff increase at a rate sufficient to support the increase in the capital budget.

Rationalize and incorporate priorities, including the Regional Plan, Community Visions, Active Transportation Plan, Environmental Sustainability, the Cultural Plan and the Economic Strategy through the development of a capital project prioritization tool.

## ATTACHMENTS

Appendix A - Infrastructure Council Focus Area Commitment Update

### Infrastructure Council Focus Area Commitment Update

This document is intended to provide a more detailed update on the progress on commitments made in previous Infrastructure Council Focus Areas.

<u>Commitment</u>	<u>Progress</u>
Pre-tendering of playground and recreation capital projects	Advanced capital approval continues to enable tendering earlier than has occurred in previous years. 78% tendered by November (Parks and Facilities projects) <u>Parks:</u> 50.00% completed projects 28.00% projects in construction 17.00% projects in design/tender phase 5.00% projects not started 266 projects in total <u>Facilities:</u> 23.12% completed projects 55.49% projects in progress 9.25% projects on hold 12.14% projects not started 173 projects in total
Reallocation of capital funding for streets, roads, sidewalks, and land acquisitions	In 06/07 and 07/08 incremental funds were invested in these areas.
Consideration of HRM buildings in relation to culture	Culture and Heritage Facility review is being accomplished through two initiatives: a) an inventory of cultural assets which is complete. b) Recreation Facility Master Plan, which is underway. These will shape plans to develop cultural space and programs within new and existing recreation/community facilities.

<p>Proceed with Regional Plan</p>	<p>Regional Plan initiatives regarding transportation and active transportation are being implemented. Community Visioning recommendations for Musquodoboit Harbour, Bedford and Fall River approved by Council on October 30<sup>th</sup>, and will be a consideration in future infrastructure decisions. HRM By Design is underway, which will also be a consideration in future infrastructure decisions.</p>
<p>Proceed with Asset Management</p>	<p>The data collection and inventory phase is almost complete. The processes of asset information collection, currently in place in HRM, have been documented and are being assessed for quality and completeness. Issues identified related to process and data collection are being documented with recommendations to close gaps. Next step involves developing an Asset Management Strategy to set policy around service levels and performance required, what assets are required to deliver service, how we acquire the assets, how we maintain the assets, how we keep the assets secure, and eventually dispose and replace the assets. Must identify and purchase the tool in 08/09 which will enable HRM to become PSAB compliant by 09/10. Secondly, must identify what tools will be used for asset management at the operational level.</p>
<p>Continue with development of Infrastructure Plan.</p>	<p>New business unit formed (Infrastructure and Asset Management) to create an organizational structure that supports improved infrastructure planning. The Capital Planning steering committee continues to function to provide a holistic approach through the consolidation of all infrastructure projects. In 2008/09 need to move to a greater level of detail within each asset class, and need to work closely with Finance to review some aspects of the Multi-Year Financial Strategy as they pertain to Infrastructure.</p>

<p>25 year Stormwater and Wastewater Plan</p>	<p>Additional funding was reallocated into this category in 2006/07, and a funding strategy confirmed which ends in 09/10. August 2007 responsibility for Wastewater transferred to the Halifax Regional Water Commission. Infrastructure planning will continue to be integrated between HRM and HRWC to maximize on synergies wherever possible.</p>
<p>Early Capital Budget Approval (streets and sidewalks)</p>	<p>94% of all projects identified for 06/07 tendered by November 2006. 93% of all projects identified for 07/08 tendered by November 2007. Advanced Capital for 08/09 will come to Council on November 20<sup>th</sup>, 2007. <u>Streets and Sidewalks Statistics 07/08:</u> Reconstruction 7.650 km (5.394 km 06/07) Resurfacing 12.497 km (9.087 km 06/07) Street Improvements 3.349 km (4.824 km 06/07) Thin Overlays 14.672 km (10.230 km 06/07) Micro Surfacing 29.215 km (24.080 km 06/07) New Paving 4.596 km (3.268 km 06/07) Sidewalk Renewals 5.378 km (5.505 km 06/07) New Sidewalks 2431 metres (4,132 m 06/07)</p>



<p>Library Master Plan</p>	<p>Some progress has been made on the implementation of the Plan, but capability and maintenance deficiencies continue to impede effective and efficient service delivery.</p> <p><b>Central Library</b> - Building program/public consultation tender has been evaluated. Work to begin November 2007 on building program design. HRM is working toward the land requirement as part of joint land use planning with the Provincial Government.</p> <p><b>Woodlawn Library Expansion</b> - Contract awarded for public consultation and site selection to alleviate overcrowding. Work commencing November 2007.</p> <p><b>Annual refurbishment existing branches:</b></p> <p><b>Captain William Spry</b> - Refurbishment in progress</p> <p><b>Alderney Gate and Cole Harbour next priorities</b></p> <p><b>Ongoing maintenance Spring Garden Road</b> - Carried out as required</p> <p><b>Expansion of Library facilities</b> - Bedford and Keshen Goodman identified as priorities</p> <p>Challenges of meeting community priorities are posed by ability to provide library system and technology solution sand upgrades in deteriorating and/or overcrowded facilities. Balancing maintenance and capability projects is a challenge.</p>
<p>Rural Fire Station Recapitalization</p>	<p>During 2006/07 budget deliberation \$500,000 was allocated specifically to address health and safety issues regarding code compliance and exhaust extraction within rural fire facilities. The work budgeted in 06/07 is 100% complete. The 07/08 projects are projected to be 80% complete at year end.</p>

**Council Focus Areas**

Infrastructure

Attachment A

*Transportation* - in the Council Focus Area discussions during 2006/07 and 2007/08, there were a number of transportation improvements identified to improve existing traffic congestion levels while providing some capacity for future growth.

<u>Commitment</u>	<u>Progress</u>
Armdale Rotary Project	Traffic flow through the roundabout has been improved. Educational campaign regarding operating rules was conducted in 06/07 and reinforced in 07/08. Physical modifications to convert to a modern roundabout: St. Margaret's Bay Road two-way centre turn lane (completed this year) and Chebucto Road reversing lane (estimated completion in 2008).
Optimize current transportation network	The traffic signal rehabilitation / compliance / controller programs are continuing to address deficiencies. Long term on-going project that will continue. Pedestrian crosswalk safety education initiatives occurred during 2007/08. Several major intersections were upgraded to provide new signals, signal replacement or additional approach lanes. These included: Baker/Norm Newman; Caldwell/Cow Bay; Commodore/Eileen Stubbs; Queen/South; Almon/Robie; Victoria/Thistle; Alderney/Ochterloney; and Millwood/Sackville.
Preserve funds for opportunity land	Funds are allocated each fiscal year for strategic land purchases for infrastructure, transit and transportation network optimization. Funding may not always adequately meet the required level.

<p>Strategic Transportation Projects</p>	<p>The following projects identified by the Regional Plan have been initiated. Direction on these projects is being given by the Joint Strategic Transportation Committee formed last year.</p> <p><b>Wright Ave/Hwy 118 interchange</b> complete and open.</p> <p><b>Mount Hope/Hwy 111 interchange</b> complete and open.</p> <p><b>Wright Avenue extension</b> - Engineering design and land acquisition finalized.</p> <p><b>Chebucto Road Reversing Lane Project</b> - Engineering design and land acquisition to be initiated Fall 2007 with project completion estimated for 2008.</p> <p><b>Fairview Interchange/McKay Bridge Approaches Upgrades</b> - Enhancement of McKay Bridge approach on Halifax side, plus addition of intersection approach lanes at Kempt/Windsor completed this year.</p> <p><b>Margeson Drive (Beaver Bank bypass) and Maroon Drive</b> - Land assembly has commenced. These roads will connect Middle Sackville and Lucasville to a new interchange on Highway 101 that the Province has committed to a 2009 target date for construction.</p> <p><b>Burnside-Sackville Expressway</b> - Functional planning is underway.</p> <p><b>Addition of intersection approach lanes at Burnside/Commodore</b> - underway and will be complete in 2008.</p> <p><b>Hammonds Plains Road</b> - Engineering design and property acquisition finalized on addition of turning lanes related to the RIM development. Construction will commence early 2008.</p>
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Active Transportation	<p>Significant progress is being made. 6.0 km of bike lanes were completed in 06/07, and 10.9 km completed in 07/08. Projects during 07/08 included St. Margaret's Bay Road, Williams Lake Road, Kearney Lake Road, Main Street (Dartmouth), Old Sambro Road, and Westwood Boulevard.</p> <p>Regional Trails - 6 km of Trails built this year, and 160 km to date.</p>
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**Council Focus Areas**

Infrastructure

Attachment A

*Transit* - as a result of the last two years Council Focus Area discussions, there has been continued investment in HRM's transit system with the acknowledgement there that there continues to be continued growth in ridership and increasing demands for expanded transit services that are difficult to meet.

<u>Commitment</u>	<u>Progress</u>
Harbour Link	Planning for implementation continues while simultaneously pursuing additional federal funding.
Taking care of Transit ridership	Continued improvements to current service and the implementation of additional buses for peak service to address priority capacity issues.
Core service standards	Continue to be make improvements to the existing service standards. For example, during 07/08 existing conventional transit was expanded 23,822 service hours and 452,634 kilometres. This change relates to enhancing service to meet existing demand.
Improve passenger facilities	Overall passenger facilities have been improved most specifically the Ferry Terminals.
Plan for construction of satellite garage	Satellite garage has opened at 150 Thornhill Drive alleviating the capacity constraints encountered at 200 Ilsley Avenue. This expansion frees up short term capability capacity until expanded transit services exceed facility capacity. An expanded satellite garage facility will have to be accomodated within the 09/10 capital budget in order to enable transit growth to continue in an un-interrupted and steady fashion.
Continue to recapitalize fleet and technology	<p>Continued purchasing of new buses, replacement of bus fareboxes, and the preliminary implementation of the AVL system, a replacement for GoTime. AVL was not implemented during 07/08, but will occur during 08/09.</p> <p>Two hybrid diesel-electric buses ordered with Provincial funding assistance. These are targeted for deployment in a future downtown shuttle service, but will be used in the existing fleet in the interim.</p>

**Council Focus Areas**  
Infrastructure

Attachment A

Introduce MSVU U-Pass	Complete
Introduce Clayton Park Metro Link	On-going
Peninsula Corridor	On-going
Service for Dartmouth Crossing	Phase one, of the approach to service Dartmouth Crossing is complete.
Plan for introduction of rural express	The Rural Express Transit Study was completed and project implementation initiated for a Fall 2008 start-up of a targeted implementation. The Rural Express Transit Study will be coming to Regional Council December 2007.