

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: PLANNING AND DESIGN - GROWTH**

**FUNDED**

PROFILE NUMBER: **CM-20-2020**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PROGRAM NAME:

PARTNER MANAGER: **Jason Meliefste**

PARTNER: **Infrastructure Delivery**

ESTIMATED START: **January, 2023**

BUDGET CYCLE: **2023-2026**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

**GROWTH**

**RENEWAL**

**100**

PREVIOUSLY APPROVED:

**11,457**

BUDGET REQUEST:

**-**

TOTAL PROFILE BUDGET:

**11,457**

## PROFILE DESCRIPTION

This composite program supports preliminary planning and design work on transportation capital projects prior to budget approval. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM), as well as the Capital Governance Policy that was approved by Council. Funding in the profile will be used to support project development (concept planning, preliminary engineering and other planning and design activities, including public engagement). This composite profile will develop projects that may move to delivery in the current budget cycle or next budget cycle.

## PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model (PDDM) to adhere to the Capital Governance Policy (C591). The PDDM is a framework to managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions.
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.
- Systematic evaluation of projects against the initial project business case and scope.

During the subsequent Fall 2016 Supplemental Capital Budget Adjustments (SCBA), Council approved the CM-99-0001 - Infrastructure, Planning and Design - Composite Growth profile, which provided capital funding for the planning and design of projects with the Infrastructure Planning and Design branch through to PDDM Checkpoint 3.

This profile includes the development of Transportation Growth Projects.

## PROFILE JUSTIFICATION

To adhere with the PDDM, planning and design work should be completed on projects prior to the project's budget being approved in its entirety by Council. This composite profile will fund that work so Administration can provide Council with better information regarding the scope, schedule and budget of transportation projects prior to funding the entire project, reducing the risk of cost overruns, schedule issues, and other unforeseen problems.

## STRATEGIC ALIGNMENT

This composite profile furthers the City's Big City Moves, including A Community of Communities, A Rebuildable City, Greener as we Grow, and Inclusive and Compassionate by advancing transportation planning and design projects that support densification, foster gathering places for people, implement environmentally conscious design approaches and material selections, increase greenery, create accessible infrastructure, and enable mode shift through improved active and transit connections.

## ALTERNATIVES CONSIDERED

Planning work for the next budget cycle too late will increase the risk of not meeting the completion schedule and budget. Lack of planning can also lead to increased risk during delivery, increased costs, delays, and reputational impacts. Additionally, funding for the planning and design work is crucial as it allows the projects identified to utilize the PDDM approach, as mandated by Council. Implementation of PDDM will not be possible if funding is unavailable to carry out the planning and design work as indicated.

## COST BENEFITS

The planning and design composite profiles are intended to improve information to Council to make better-informed capital investment decisions:

- Early investment in design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates

## KEY RISKS & MITIGATING STRATEGY

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

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## RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to complete the work. Specialized external resources may be needed for some projects or tasks, procured in accordance with corporate procurement directives and policies.

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds are required to advance the planning and design of capital growth projects in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to fund planning and design work in adherence to the PDDM process.

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## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	6,125	1,731	-	-	-	-	-	-	-	-	7,856
	2019 Cap Administrative	-600	-	-	-	-	-	-	-	-	-	-600
	2019 Cap Council	-3,225	-1,731	-	-	-	-	-	-	-	-	-4,956
	2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	-	750	-	-	-	-	-	-	-	-	750
	2021 Cap Capital Budget Adj (one-off)	-470	-	-	-	-	-	-	-	-	-	-470
	2021 Cap Carry Forward	-1,071	1,071	-	-	-	-	-	-	-	-	-
	2022 Cap Budget Request for Next Cycle	-	-	2,292	3,147	2,930	638	-	-	-	-	9,007
	2022 Cap Capital Budget Adj (one-off)	-	-130	-	-	-	-	-	-	-	-	-130
	Current Approved Budget	759	1,691	2,292	3,147	2,930	638	-	-	-	-	11,457
APPROVED BUDGET	Approved Funding Sources											
	Pay-As-You-Go	759	1,691	1,542	3,147	2,930	638	-	-	-	-	10,707
	Tax-Supported Debt	-	-	750	-	-	-	-	-	-	-	750
	Current Approved Funding Sources	759	1,691	2,292	3,147	2,930	638	-	-	-	-	11,457

BUDGET REQUEST	Budget Request	-	-1,035	1,035	-	-	-	-	-	-	-	-
	Revised Funding Sources (if approved)											
	Pay-As-You-Go	-	-1,035	1,035	-	-	-	-	-	-	-	-
	Requested Funding Source	-	-1,035	1,035	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	759	656	3,327	3,147	2,930	638	-	-	-	-	11,457
	Requested Funding Source											
	Pay-As-You-Go	759	656	2,577	3,147	2,930	638	-	-	-	-	10,707
	Tax-Supported Debt	-	-	750	-	-	-	-	-	-	-	750
	Requested Funding Source	759	656	3,327	3,147	2,930	638	-	-	-	-	11,457

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Activity Type											
	Construction	-5,896	-1,825	1,035	-	-	-	-	-	-	-	-6,686
	Design	6,655	2,481	2,292	3,147	2,930	638	-	-	-	-	18,144
	Total	759	656	3,327	3,147	2,930	638	-	-	-	-	11,457

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-