

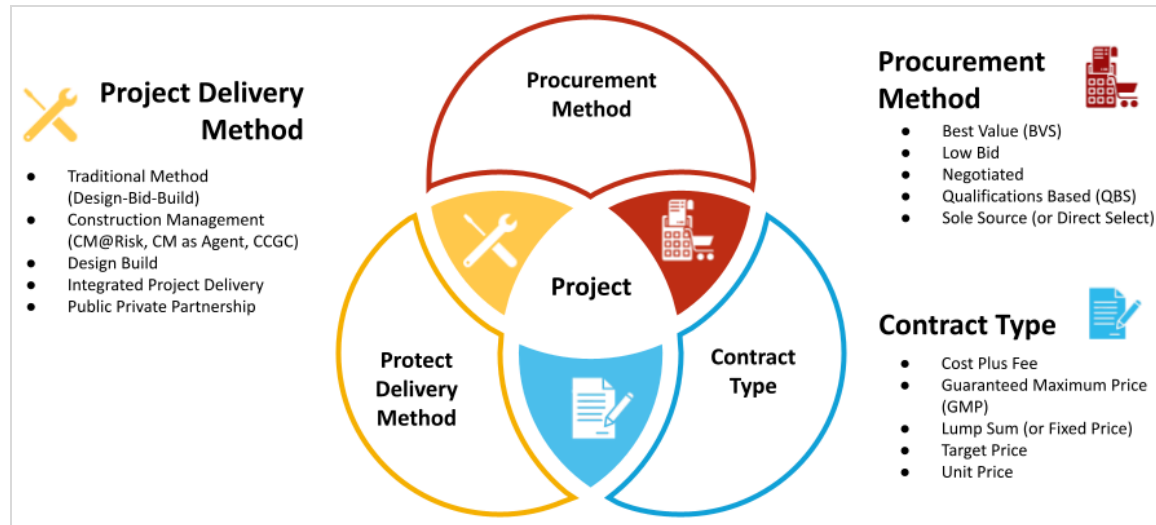
Project Decisions Influencing Project Execution

While no two projects are the same, there are commonalities and standardized practices that underpin projects and support project level decisions. The contracting environment plays a critical role in this and includes aspects of project delivery method selection, procurement and contract management.

Procurement Management involves identifying a purchasing requirement and establishing authorization to procure goods and/or services. This practice focuses on securing favourable terms and contracts while acquiring goods and services through vendors. The City uses competitive and noncompetitive methods, and the appropriate procurement method is selected based on a number of factors, including market, value, trade agreements and other influencing factors. For large projects, independent fairness monitors may be used as part of the procurement process.

Contract Management is the process of managing contracts, deliverables, deadlines, and contract terms and conditions, while actively monitoring contract performance and risks, and identifying appropriate strategies to achieve contract outcomes. It involves the delivery and/or receipt of goods and/or services and contract amendments or changes as required. This practice focuses on ensuring the delivery of promised value throughout the contract life based on the type of contract used, such as cost plus, guaranteed maximum price, lump sum or unit price.

Construction Project Delivery Methods are frameworks that structure how a project is designed, built and managed. They encompass the roles, responsibilities and contractual relationships of key parties like owners, designers and contractors.



The Project Development and Delivery Model (PDDM) is a structured decision-making framework that aligns financial processes, organizational structures and project practices to enhance project oversight, increase decision-making effectiveness and more efficiently use resources. The PDDM is intended to minimize risk and allow for information-based decision-making. PDDM applies to all capital projects regardless of the project delivery method chosen and does not dictate a specific project delivery method.

This was validated by the Major Capital Project (IIS02122) review that found “PDDM approach is a framework and not prescriptive in nature, it allows for flexibility based on project-specific considerations and relevant market conditions, all in a controlled environment with multiple levels and stages of review, validation, and approval throughout the project lifecycle.”

Administration uses defined project management processes aligned with industry best practices and tools to support capital project efforts. These practices focus on the application of knowledge, processes and tools, to plan, execute and control work that supports the entirety of the effort required to deliver a completed asset.