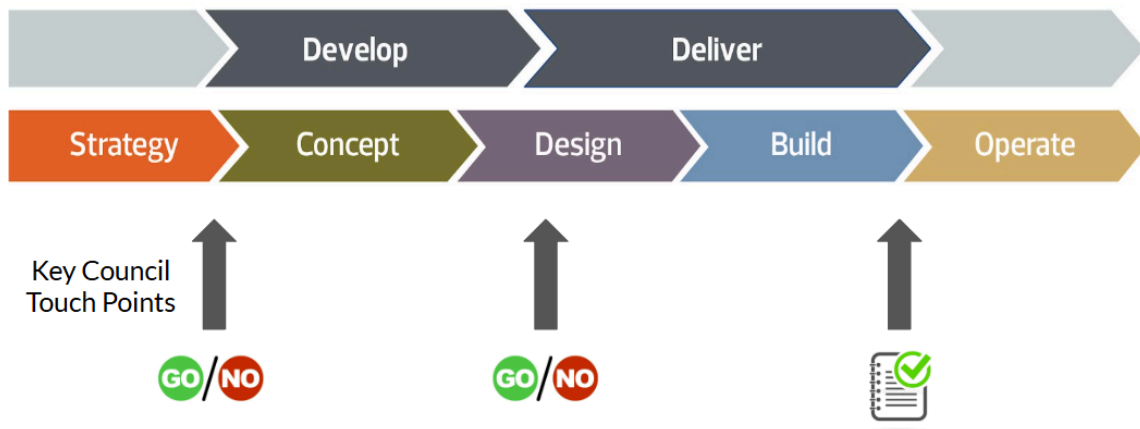


Project Development And Delivery Model Overview

City Policy C591 - Capital Project Governance Policy, requires all capital projects to follow the Project Development and Delivery approach. This is a phased approach that includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain. This is intended to ensure that all City projects progress to an appropriate level of development prior to being considered for the delivery phase. The following is a description of the checkpoints through the project delivery process:



Projects progress through the development phase and proceed into the delivery phase once the design is sufficiently developed. This level of design ensures that risks are properly identified and managed, allowing for a defined scope, schedule and budget to be established. At this point, projects could be approved for funding for detailed design and construction.

The main Council touch points are at:

Start of the Develop phase of work - Council makes investment decisions by approving business cases and profiles to fund planning and early design efforts of projects.

Start of the Deliver phase of work - Council makes investment decisions by approving funding for the delivery phase of the projects.

In-Service - Council is informed when the asset is put into service for the public.

The project development and delivery approach requires that capital projects that are similar in nature and part of a larger program initiative be approved

Attachment 2

within composite capital profiles. All projects within composite capital profiles proceed through the phased approach as projects progress through the strategy, concept, design, build and operate value chain.

Based on Administration's practice to date, significant capital projects (growth and renewal projects greater than \$10 million) require approval of a standalone capital profile when they reach readiness to move into delivery (a standalone capital profile is for the delivery and reporting of a single project only). Typically the estimate accuracy of the budget required for delivery of the project is -20/+30 per cent. Recosting adjustments less than \$5 million can be approved administratively by the City Manager, and those greater than \$5 million require Council approval.

The project development and delivery approach is intended to ensure that all City projects progress to an appropriate level of development prior to being considered for the delivery phase. This approach provides Council and business partners with more accurate information about a project's progress and viability at set points throughout the project life cycle, which, in turn, allows the City to make informed decisions about how to allocate capital spending more effectively. This process also enhances transparency and improves communication about the project status and overall maturity.