

# Council Policy

## Capital Infrastructure - Project Delivery



<b>Program Impacted</b>	Project and Asset Management <i>The City of Edmonton's projects are well-managed and assets are maintained for accountable service delivery.</i>
<b>Number</b>	C555A
<b>Date of Approval</b>	December 10, 2024
<b>Approval History</b>	May 7, 2010 (As <i>Public Private Partnership (P3)</i> )
<b>Next Scheduled Review</b>	2028

### Statement

The City of Edmonton is committed to enhancing project delivery excellence in public infrastructure and service delivery while ensuring the public interest is protected and Council's priorities are met. In part of the procurement planning process, there exists a number of different project delivery models that can be used to enhance the opportunities for project success depending on multiple factors specific to each major capital infrastructure project. These project delivery models generally include the following;

- **"Design-Bid-Build" (DBB)** is a traditional project delivery method involving the completion of three distinct phases in sequence. The Owner holds a distinct contract with the designer and contractor separately. Construction does not begin until the design process is complete, so there is no overlap between design and construction.
- **"Design-Build" (DB)** requires only one contract with an entity including a designer and contractor working together, covering both the design and construction phases. The project usually progresses as an integrated process, overlapping the two phases of design and construction.
- **"Construction Management" (CM)** involves retaining a Construction Manager during the design phase that allows for collaborative input into the design phase to inform constructability and cost estimating. This process allows for the overlapping of the two phases of design and construction.
- **"Public Private Partnerships" (P3)** generally includes one contract with a single entity responsible for design, construction and some form of private financing. This type of model may also include operating and maintenance terms extending beyond the design and construction phases.

The evaluation process in selecting a project delivery model will take into consideration multiple factors and considerations uniquely, but will centrally consider the following;

- Opportunities to provide improved services and better value for money through appropriate allocation of resources, risks, benefits and responsibilities between the City and private sector partners.
- Leverage private sector expertise and innovation opportunities through a competitive and transparent process.
- Improved certainty around project costs, schedule, quality and service delivery.
- An assessment to optimize use of the asset and included services over the life of the partnership.

## Guiding Principles

The following principles shall guide the application of the different delivery models:

- **Public Interest is protected:**  
The type of project delivery model will be considered only when public interest is safeguarded through stakeholder engagement, enforceable outcomes, transparency, and mechanisms for adapting to future needs.
- **Value for money is demonstrated:**  
The type of project delivery model is pursued if it delivers better value for money than other methods the City uses, balancing risks, rewards, expertise, competition, and long-term efficiencies.
- **Private sector is appropriately engaged:**  
Private sector confidence will be ensured through transparent, competitive procurement processes, protecting confidentiality, and efficient procurement and proposal assessments.
- **Appropriate governance and accountabilities are established:**  
A project governance framework ensures transparency, due diligence, effective project management, stakeholder communication, policy conformity, financial accountability, and oversight.

## Requirements

- All projects valued at more than \$250 million will require Administration to report to Standing Committee on procurement plans and the chosen project delivery methods including the rationale and decision making analysis.