

To: Board of Directors

From: Leslie Woo, VP Policy and Planning

Date: June 29, 2010

Subject: Project Prioritization Framework

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## RECOMMENDATIONS

*THAT* the Board receive this report for information.

### 1. Background

This report provides an overview of a proposed Project Prioritization Framework, an updated tool to assist Metrolinx in its ongoing decision-making with respect to capital investment. The framework, and its first-run outcomes, will be refined over the coming months in consultation with key stakeholders. Staff will report back in November 2010 on the following items i) a finalized Project Prioritization Framework; ii) prioritization of unfunded projects for which BCAs have been completed utilizing this framework; and iii) a process for further ongoing project prioritization.

### 2. Metrolinx's Unique Role and Challenge

Metrolinx has a unique mandate for planning, developing, implementing and operating regional transportation for all of the GTHA. The Big Move, also known as the Regional Transportation Plan (RTP), identified a \$50B transit capital need over the 25-year horizon of the plan. Of the first fifteen transit projects listed in the plan, the Big 5 transit projects alone amount to over \$10B. Many of the first fifteen projects are already under construction or preparations are actively underway for implementation (see Appendix A and B).

***We have more worthy projects than funds.*** We must therefore establish an ordering of projects based on highest benefit so that they are ready to proceed in a logical sequence when funding becomes available. This advance planning would enable Metrolinx to be an effective implementer and advocate for the integrated multi-modal transportation network that is needed to meet the growth of the GTHA.

Priority investments must be strategic in nature and targeted to achieving the overall Vision, Goals and Objectives of The Big Move, reinforcing the concept of a triple bottom line to our environment, economy and community.

Currently, three of The Big Move top fifteen projects are fully funded and five (Big Five) have phased funding (\$9.5B). The remaining seven projects could cost up to \$15.98B, including a subset of thirteen GO expansion projects (~\$4.3B).

**GO is an operating division of Metrolinx.** Prioritization must recognize both the unique role that GO plays throughout the Greater Golden Horseshoe and the unique responsibility that Metrolinx has for GO. The GO bus and rail network is a key element of The Big Move and the backbone of inter-regional transit service. GO's success, when well integrated with other regional transportation projects, will herald a fully integrated GTHA transportation system.

Even with strong revenues from the farebox, GO, like some other operators, still relies highly on provincial funding for capital expansion and does not currently have the ability to raise local funds. Prioritization must therefore strive for an ongoing balance of projects that simultaneously strengthen GO's capacity to grow incrementally while introducing other important transportation projects to meet the growing needs of the GTHA. For this reason, consideration should be given to the concept of establishing baseline funding to support GO Core Projects which include State of Good Repair and Rehabilitation, System Optimization, and Foundation Projects.

State of Good Repair and Rehabilitation is fundamental and must have primacy over other priorities. System Optimization includes those projects which maximize the performance of existing GO service. Foundation projects are those projects that have network-wide impact and are prerequisites to any corridor expansions. Defining what is considered foundational will require further analysis which is an important pre-exercise. Together these Core Projects could be set aside first and would not be subject to the Project Prioritization Framework analysis.

Metrolinx makes recommendations to the Province based on its established priorities. The Government of Ontario then has the final say through its budgeting process on what projects receive funding. A convergence of priorities that align both Metrolinx priorities and wider government objectives is an ideal outcome. All public decision-making is undertaken in a political environment, the key for Metrolinx is to provide advice based on evidence and fact and independent from politics.

### **3. Prioritization is an Ongoing Process**

Prioritization is an ongoing and iterative process. Previous work in developing The Big Move plan and the subsequent Benefit Case Analyses (BCAs) are key inputs to establishing this framework. In addition, best practices from operators in the

field on how to construct and deliver services are also critical components to a prioritization framework being both principled and practical. The Big Move established four groupings of new transit projects: i) the top 15; ii) projects needed in the first fifteen years in addition to the top 15; iii) projects needed between the next 16 to 25 years; and iv) projects for future consideration beyond 25 years.

BCA analyses have now been undertaken for the projects from the top 15 list which, in 2008, were unfunded. This is a critical data input and an important first step to the proposed Project Prioritization Framework. Once the framework is in place, Metrolinx will continue to identify subsequent groupings of projects eligible for BCA analysis prior to putting them through the framework. As waves of project groupings come forward, advancement into the prioritization process will require BCA analysis, or approved equivalents, as a prerequisite.

Metrolinx's regular progress reporting will include a baseline for monitoring and key performance indicators. This information, coupled with BCA evaluation, will ensure that a robust database is available that meets all of the framework's criteria. This will make for a successful ongoing process and refinement of inputs.

State of good repair and rehabilitation is also a capital need which continues to expand as a system grows and this must be considered for all of the regional projects. In the development of the Investment Strategy, it will be critical to consider state of good repair and rehabilitation capital as a key beneficiary of any dedicated revenues generated.

The Big Move focused on prioritizing public transit projects. Further work will be needed to understand the relative priority of other elements of the plan such as roads, highways, local transit, active transportation or operating programs such as integrated fare structure or intelligent transportation systems.

#### **4. Prioritization Starting Now**

Key drivers for the need to prioritize now are the Province's decision to establish a 10-year capital plan and the pending 11/12 provincial budget cycle. The phasing of the Big 5 projects over a 10-year horizon will sharpen the need for a clear set of priorities as input to the budget discussions. A number of concurrent initiatives are underway that are relevant to prioritization such as the Electrification Study and The Big Move Progress Report (see Appendix D for a complete list). In addition, advance planning for project implementation is needed and should be done in a sequence that aligns with priorities.

The projects being prioritized now are the remaining unfunded capital projects from the list of top 15 priority projects identified in the Big Move. These projects have BCAs that are complete or are near completion.

The projects being prioritized first are shown in Table 1 and Figure 1:

Table 1 – List of Projects Being Prioritized Now<sup>1</sup>

Projects being prioritized now	Approximate Estimated Cost (\$billions)
Rapid transit in Downtown Hamilton from McMaster University to Eastgate Mall	Up to 0.83
Rapid transit on Dundas Street in Halton and Peel	Up to 0.65
Hurontario rapid transit from Port Credit to Downtown Brampton	Up to 1.35
Yonge Subway capacity improvements and extension to Richmond Hill <sup>2</sup>	Up to 2.38
Rapid transit service along Highway 2 in Durham	Up to 0.50
Express Rail on the Lakeshore Line from Hamilton to Oshawa	Up to 5.97
Improvements to existing GO Rail services and extension of GO Rail service to Bowmanville (see Appendix C for list of 13 GO projects)	Up to 4.30
<b>Total Estimated Costs (\$B)</b>	<b>Up to 15.98</b>

Figure 1 – Projects Being Prioritized Now



<sup>1</sup> 08/09 dollars

<sup>2</sup> Subject to completion of full costing analysis

## 5. The Project Prioritization Framework

### Principle-based

A Project Prioritization Framework needs to be broad enough to encompass the full range of choices in a comprehensive and strategic way. The framework needs to be principle-based, technically sound, evidence-based and grounded in best practices. The desirable principles for the Metrolinx Project Prioritization Framework are that it:

- Respond to the Vision, Goals and Objectives of The Big Move. Consistent with Growth Plan, Provincial Policy Statement and other relevant provincial policies. Relates to existing project evaluations (i.e. Benefit Case Analysis).
- Draw on successful aspects of other prioritization methodologies. Sufficiently adaptable so that it can be applied with different levels of detail and quality of information. Recognizes practical implementation issues by considering the deliverability and constructability aspects of projects.
- Is useful and informative to public decision-making. Simple, easy to use, and accessible. Broadly accepted as a viable decision-making tool by key partners and stakeholders.
- Recognizes GO Transit's role as the backbone of regional service and strives for a balance of regional projects. Recognizes that safety and regulatory requirements are the highest priority

The Project Prioritization Framework will inform the decision-making process and is a means to an end and not an end in itself. An effective methodology should be neither overly complex nor too mechanical and prescriptive. The Project Prioritization Framework is principle-based, meaning the evaluation criteria will link to the Vision, Goals and Objectives set out in The Big Move. The Vision in the Big Move addresses the three lenses of sustainability including quality of life, environmental health and economic prosperity. They are described as follows:

- **A high quality of life.**
  - Our communities will support healthy and active lifestyles, with many options for getting around quickly, reliably, conveniently, comfortably and safely.
- **A thriving, sustainable and protected environment.**
  - Our transportation system will have a low carbon footprint, conserve resources, and contribute to a legacy of a healthy and clean environment for future generations.
- **A strong, prosperous and competitive economy.**
  - Our region will be competitive with the world's strongest regions. Businesses will be supported by a transportation system that moves goods and delivers services quickly and efficiently

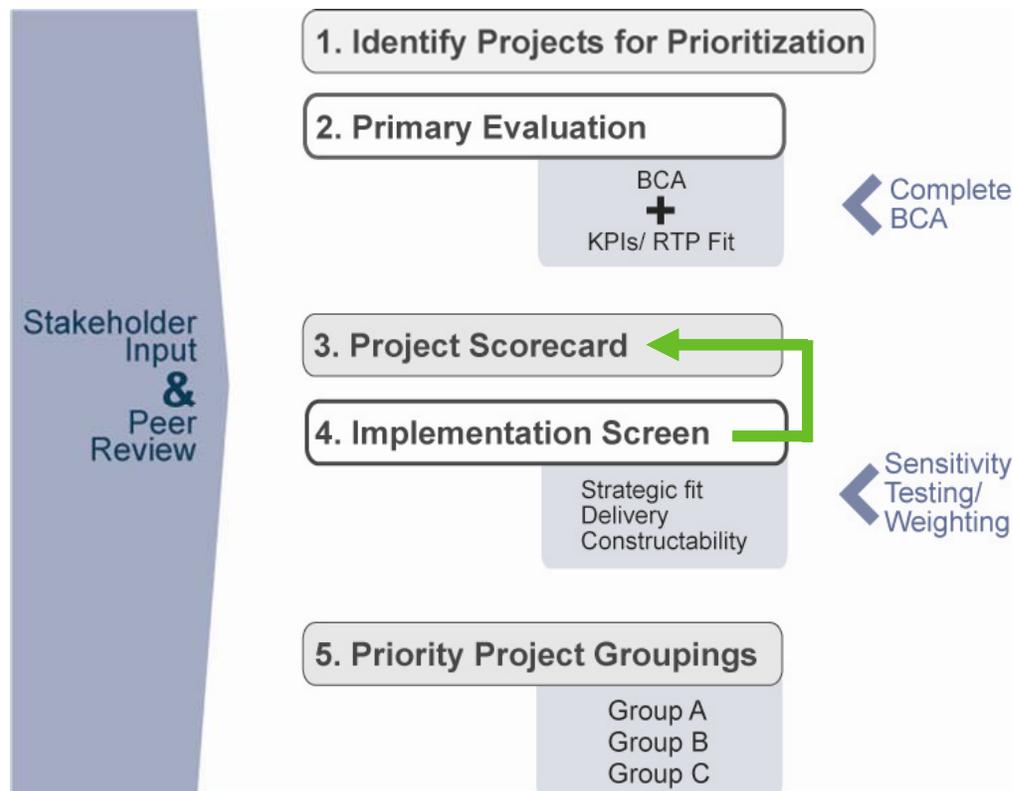
The Goals and Objectives set out in The Big Move are linked to these criteria ( Appendix E).

### A Robust Methodology

The approach to developing the prioritization methodology was based on lessons-learned from Metrolinx and GO’s prior experiences with prioritization, as well as industry best practices. It consists of an analytical framework supported by a structured consultation process. The analytical component of the approach consists of two key elements: i) the Primary Evaluation, which encompasses the core criteria against which projects are scored and ii) the Implementation Screen that addresses issues related to implementation including deliverability, constructability and strategic fit (synergistic system-wide effects) of projects.

Figure 2 provides an overview of the framework which is summarized in the following paragraphs and described in more detail in Appendix F. A five-step process is followed to arrive at priority project groupings: Selection of projects to be prioritized (1). Projects are then scored against the Primary Evaluation (2) to arrive at a Project Scorecard (3). The Implementation Screen (4) is applied to the outcomes to arrive at priority project groupings (5). Consultation, including Peer Review, is undertaken throughout the process.

Figure 2 - Project Prioritization Framework Methodology



The Project Prioritization Framework criteria include the most applicable BCA measures and expands on them. An analysis is undertaken to ensure that the selected criteria comprehensively address Big Move goals and objectives. (See Appendix E). Sensitivity testing, with different weights applied, is also conducted to arrive at an appropriate balance of measures.

The criteria are as follows:

→ **A high quality of life**

- Benefit-Cost Ratio
- Building Communities
- Customer Service / Market readiness for RT
- Social Need
- Regional Connectivity / Destinations

→ **A thriving, sustainable and protected environment.**

- GHG Emissions reduction
- Transit Ridership Growth

→ **A strong, prosperous and competitive economy.**

- Economic Impacts
- Capital Cost per New Rider
- Operating Revenue / Cost ratio

The Implementation Screen addresses deliverability, constructability and strategic fit. In other words: “Is there support for the project or will it be allowed to proceed?”, “Can it be built?”, and “What is its contribution (synergy) to the overall transportation network?”.

The final stage in the process is to bring the projects together in groupings of A, B, and C in descending order of priority.

## **6. Stakeholder Input**

Stakeholder input is critical to the success of the prioritization effort and happens in parallel with the technical analysis of projects. If the Project Prioritization Framework can be considered the technical and analytical aspects of the process, Stakeholder input will inform the analysis and enable an improved alignment of stakeholder and partner needs to the outcomes and priorities.

In the case of The Big Move, consultation resulted in agreement on the project groupings at the macro 25-year scale. Because this first exercise concentrates on the remaining unfunded projects, a focused consultation is suggested for this first round of prioritization. This will include consultation with the provincial and municipal officials, other project partners, non-governmental organization (NGO) stakeholders, academia and the private sector. In an environment of continuous change, the process to receive stakeholder input will have to adapt over time.

To enhance the level of rigour related to the technical analysis of projects, a Peer Review Panel will be established. The Peer Review Panel will provide an independent third-party review from individuals with recognized expertise in the transportation field including academic and transportation professionals.

The mandate of the panel is to:

1. Review and comment on the Project Prioritization Framework methodology to ensure it is fit for purpose.
2. Confirm that the framework was appropriately applied and that the outcomes are consistent with the methodology. The panel will not be asked to comment on the specific priority of projects identified.

It expected that refinements to the Project Prioritization Framework will be undertaken in response to the stakeholder input.

## **7. Next Steps**

Moving forward there are some immediate next steps. Over the coming months staff will undertake to apply the framework to all the projects identified in this report including unfunded projects (Appendix B) and the 13 GO expansion projects (Appendix C).

Timeline:

Peer review of methodology	July/August
Refine Prioritization Framework	July /August
Peer Review of Outcomes	September
Consultation	Ongoing
Draft Electrification Study input	Ongoing
Draft Priority Project Groupings	August - October
Final Report to Board	November

## **Acknowledgment**

The development of this proposed Project Prioritization Framework, that is both comprehensive in scope and comparatively simple in application, by necessity involves a wide-range of expertise and individuals. This framework was developed in collaboration with Metrolinx staff of the following business units: GO Corporate Infrastructure, Operations and Customer Service, and with Finance, Corporate Services, Policy and Planning, Investment Strategy and Project Evaluation and Project Implementation.

Leslie Woo  
VP Policy and Planning

## Appendix A – The Big Move Top Fifteen Project List

Project	
<b>1</b>	Express Rail Lakeshore – Hamilton to Oshawa
<b>2</b>	Rapid Transit in Downtown Hamilton from McMaster University to Eastgate Mall
<b>3</b>	Rapid transit on Dundas Street in Halton/Peel
<b>4</b>	403 Transitway from Mississauga City Centre to the Renforth Gateway
<b>5</b>	Hurontario rapid transit from Port Credit to Downtown Brampton
<b>6</b>	Brampton's Queen Street Zum (formerly AcceleRide)
<b>7</b>	Rail link between Union Station and Pearson Airport (ARL)
<b>8</b>	VIVA Highway 7 and Yonge Street through York Region
<b>9</b>	Spadina Subway extension to Vaughan Corporate Centre
<b>10</b>	Yonge Subway capacity improvements and extension to Richmond Hill
<b>11</b>	Eglinton rapid transit from Pearson Airport to Scarborough Centre
<b>12</b>	Finch/Sheppard rapid transit from Pearson Airport to Scarborough Centre and Meadowvale Road
<b>13</b>	Upgrade and extension of the Scarborough Rapid Transit Line
<b>14</b>	Rapid transit service along Highway 2 in Durham
<b>15</b>	Improvements to existing GO Rail services and extension of GO rail service to Bowmanville

## Appendix B – The Big Move Top Fifteen Projects Status

Project
<b>Fully Funded</b>
<ul style="list-style-type: none"> <li>• 403 Transitway from Mississauga City Centre to the Renforth Gateway</li> <li>• Brampton’s Queen Street Zum (formerly AcceleRide)</li> <li>• Rail link between Union Station and Pearson Airport</li> <li>• Spadina Subway extension to Vaughan Corporate Centre</li> </ul>
<b>Phased Funding</b>
<p>Big 5</p> <ul style="list-style-type: none"> <li>• VIVA Highway 7 and Yonge Street through York Region</li> <li>• Eglinton rapid transit from Pearson Airport to Scarborough Centre</li> <li>• Finch/Sheppard rapid transit from Pearson Airport to Scarborough Centre and Meadowvale Road</li> <li>• Upgrade and extension of the Scarborough Rapid Transit line</li> </ul>
<b>Unfunded</b>
<ul style="list-style-type: none"> <li>• Express Rail Lakeshore – Hamilton to Oshawa</li> <li>• Rapid Transit in Downtown Hamilton from McMaster University to Eastgate Mall</li> <li>• Rapid transit on Dundas Street in Halton/Peel</li> <li>• Hurontario rapid transit from Port Credit to Downtown Brampton</li> <li>• Yonge Subway capacity improvements and extension to Richmond Hill</li> <li>• Rapid transit service along Highway 2 in Durham</li> <li>• Improvements to existing GO Rail services and extension of GO rail service to Bowmanville<sup>3</sup> (complete listing of project components in Appendix C)</li> </ul>

<sup>3</sup> Project 15 in Appendix A

## Appendix C<sup>4</sup> – Unfunded GO Capital Projects to Support GO2020

<b>Core Projects</b>
State of Good Repair and Rehabilitation
State of Good Repair and Rehabilitation: safety and regulatory requirements.
Optimization
Increase train capacity by 20% with 12-car trains on Georgetown, Richmond Hill, Stouffville and Barrie
Signalize Barrie corridor
AM/PM peak and shoulder peak trains on Barrie, Stouffville
Richmond Hill layover/track and 2 stations
Foundation
Lakeshore East Maintenance Facility
Union Station <ul style="list-style-type: none"> <li>• Addition of a new south platform</li> <li>• Extended platforms outside train shed for double-berthing of trains</li> </ul>
Corridor Acquisitions
<b>Projects to be Prioritized Now</b>
Expansion
Barrie: Double Track to East Gwillimbury
Georgetown North: Additional track from Bramalea to Mt. Pleasant
Georgetown: Kitchener Extension
Lakeshore East: Oshawa to Bowmanville Extension
Lakeshore West: Aldershot to Hamilton and Stoney Creek Extension
Lakeshore West: Stoney Creek to St. Catharines Extension
Lakeshore East: completion of last segment of 3rd track between Guildwood / Pickering
Milton: Double Track Union to Meadowvale
Milton: Double track Meadowvale to Milton
Richmond Hill: Double Track to Richmond Hill and Doncaster Grade Separation
Stouffville: 4th Track Union to Scarborough
Stouffville: Double track Scarborough to Unionville
Stouffville: Double track Unionville to Mount Joy

<sup>4</sup> Project 15 of Appendix A

## Appendix D – Concurrent Initiatives

A number of related and concurrent activities underway make the prioritization effort particularly timely:

- **Benefits Case Analysis (BCAs):** The first wave of BCAs will be completed in June 2010 covering all unfunded RTP projects and the majority of the major GO corridor expansions. With the completion of this work a body of consistent and complete information can be applied as important inputs to the prioritization process.
- **GO Electrification Study:** The findings and conclusions of this Study will be available at the end of 2010. The results will be an additional key input to prioritization, especially for the GO rail network.
- **GO Capital:** Metrolinx's own operating division – GO Transit - has planned expansion for two-way all-day service which will take sustained effort over ten years to build. It is essential that GO projects are addressed appropriately within the framework of other regional priorities.
- **Investment Strategy:** Over the next two years, Metrolinx's Investment Strategy will be setting out a plan to achieve a reliable multi-year funding stream. A robust and credible process is needed to identify the highest benefit that any new revenue tools will deliver and having a clear set of priorities will assist in making the case for the Investment Strategy.
- **The Big Move 2.0:** The Project Prioritization Framework will inform exercise to refine The Big Move including regular progress reporting. Any updates to current project groupings could be integrated with this report.

## Appendix E – Prioritization Criteria alignment with The Big Move Goals and Objectives

	Evaluation Criteria										
	QUALITY OF LIFE				ENVIRONMENT			ECONOMY			
THE BIG MOVE OBJECTIVES	Customer Service (peak point seating utilization)	Social Need (Index)	Regional Connectivity (connects to other RT services/mobility)	Benefit Cost Ratio	Land Use Shaping	GHG Emissions (Tonnes saved annually)	Total New Riders	Long-Term Economic Impacts (PV \$M)	Capital Cost (\$M)	Capital Cost Per NEW Rider	Net New Revenue/Cost Ratio
<b>Transportation Choices:</b>											
•Increased transportation options for accessing a range of destinations		X	X		X						
•Improved accessibility for seniors, children and individuals with special needs and at all income levels		X	X								
<b>Comfort and Convenience:</b>											
•Improved transportation experience and travel time reliability	X	X	X								
•Faster, more frequent and less crowded transit	X		X								
<b>Safe and Secure Mobility:</b>											
•Improved real and perceived traveller safety, especially for women, children and seniors		X									
<b>A Smaller Carbon Footprint and Reduced Dependence on Non-Renewable Resources:</b>											
•Decreased use of non-renewable resources					X	X	X				
•Contribution to GHG reduction targets of Ontario's Action Plan for Climate Change						X	X				
<b>Prosperity and Competitiveness:</b>											
•Lower average trip time for people and goods								X			
•Greater reliability of the freight and passenger systems								X			
<b>Efficiency and Effectiveness:</b>											
•Increased productivity of the transportation system				X				X			X
•Improved value of transportation investment and spending for households, businesses and governments		X		X				X	X	X	X
<b>City-Building (Foundation of an Attractive and Well-Planned Region):</b>											
•Reduced consumption of land for urban development			X		X						
•Greater prevalence across the region of transit-supportive densities and urban design			X		X						
<b>Interconnectedness (Multi-Modal Integration):</b>											
•Reduced delays, damage and costs in transferring goods from one mode to another, and more seamless region-wide services for travellers and service providers.			X		X						

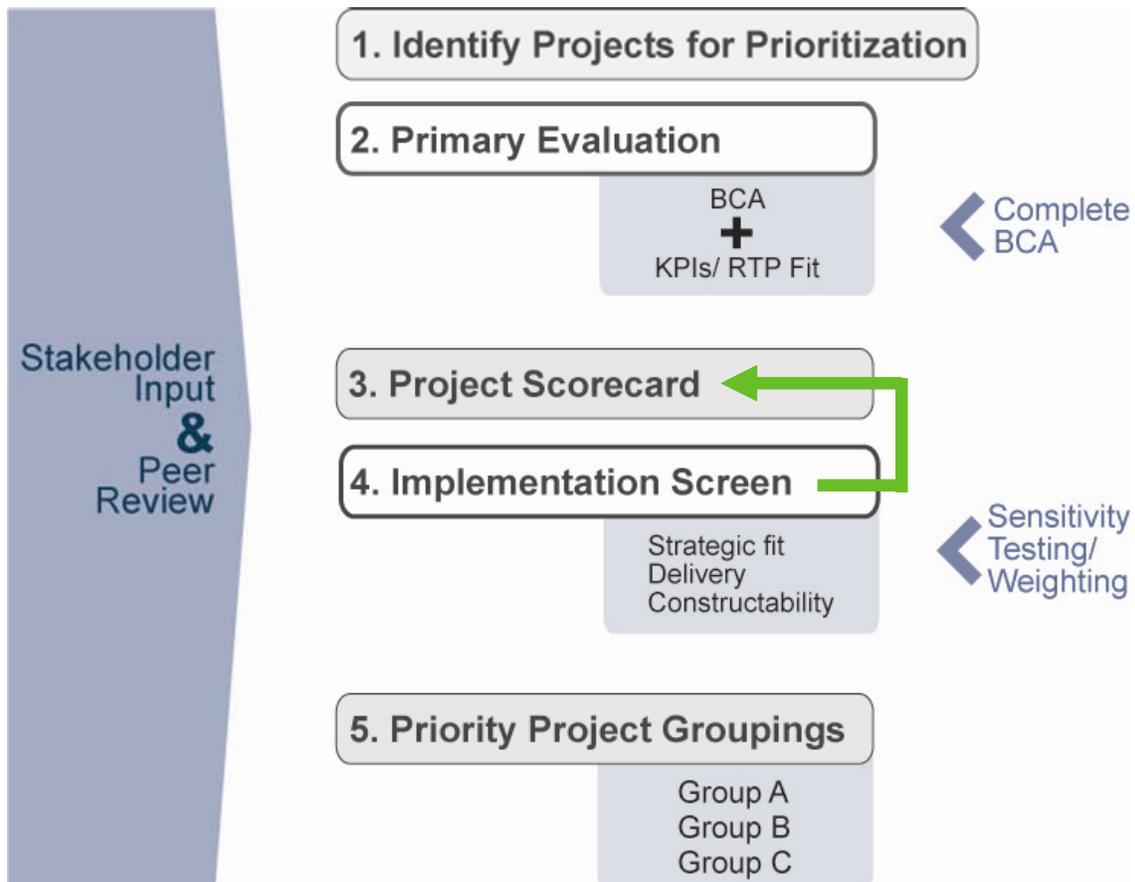
## Appendix F – Project Prioritization Framework

### A Robust Methodology

The approach to developing the prioritization methodology was based on lessons-learned from Metrolinx and GO's prior experiences with prioritization, as well as industry best practices. It consists of an analytical framework supported by a structured consultation process. The analytical component of the approach consists of two key elements: i) the Primary Evaluation, which encompasses the core criteria against which projects are scored and ii) the Implementation Screen that addresses issues related to implementation including deliverability, constructability and strategic fit (synergistic system-wide effects) of projects.

Figure 4 provides an overview of the framework which is described in more detail in the following sections of this report. A five-step process is followed to arrive at priority project groupings: Selection of projects to be prioritized (1). Projects are then scored against the Primary Evaluation (2) to arrive at a Project Scorecard (3). The Implementation Screen (4) is applied to the outcomes to arrive at priority project groupings (5). Consultation, including Peer Review, is undertaken throughout the process.

Figure 4 - Project Prioritization Framework Methodology



## Step 1 – Identification of Projects to be Prioritized

As part of the ongoing monitoring and progress reporting of The Big Move, Metrolinx will continuously identify groups of projects waiting in the wings for BCA analysis and prioritization. This step will ensure that the implementation of the plan remains relevant and adaptable to change in the short to medium term while maintaining an eye on the longer-term vision.

## Step 2 - Primary Evaluation

The Primary Evaluation takes each project through a series of criteria grouped against the three lenses of the Big Move and establishes a score. Criteria were selected building from the completed Benefit Case Analysis (BCAs) and the objectives of the Big Move. The BCAs have been subject to a rigorous development process and are a sound basis on which to select criteria.

The Project Prioritization Framework criteria include the most applicable BCA measures and expands on these to include criteria, such as regional connectivity, and Key Performance Indicators (KPIs) (e.g. Operating Revenue / Cost Ratios). This approach balances a top-down objective-led approach with a bottom-up focus on performance indicators. An analysis is undertaken to ensure that the selected criteria comprehensively address Big Move goals and objectives. Sensitivity testing, with different weights applied, is also conducted to arrive at an appropriate balance of measures.

Projects often have varying levels and types of available data and this method is flexible enough to integrate information available at the corridor level (or full build-out), as is the case with the BCAs, and more detailed information that may be available for a more tightly defined project or phased element of a project.

The criteria and their indicators are shown in Table 2 below. The criteria taken from the BCAs are also indicated.

Table 2 - Scoring Criteria and Indicators

A High Quality of Life	Indicator	BCA
Benefit-Cost Ratio	Transportation User Benefits (travel time, safety, operating savings based on Vehicle Kilometres Traveled (VKT) Capital cost Estimated incremental operating cost	✓
Building Communities	Land value uplift within 500m of stations Service level	✓
Customer Service / Market readiness for RT	% utilization of seating Strong existing demand	
Social Need	Seniors/Low Income population within 500 m of station (2km for GO)	
Regional Connectivity / Destinations	Number of connections to other RT services/mobility hubs/Post-Secondary Institutions/Hospitals	
A Thriving, Sustainable and Protected Environment		
GHG Emissions reduction	Tonnes saved annually based on VKT	✓
Transit Ridership Growth	Projected total new riders	
A Strong, Prosperous and Competitive Economy		
Economic Impacts	Direct and Indirect Wages and GDP benefits (post-construction) over the first 30 years of operation (PV \$M)	✓
Capital Cost per rider	Capital Cost per New rider	
Operating Revenue / Cost ratio	Net New Operating Revenue / Cost ratio	

Step 3 - Project Scorecard

Any scoring system for proposed projects should provide valuable insight into each scoring factor associated with a project, without being overly complex or suggesting perfect accuracy where such accuracy may not exist. The scoring is intended to help profile the strengths and weaknesses of a project. The data available is both quantitative and qualitative and is of varying degrees of precision. While the information available is continually improving, decisions are made on the best information available at the time and the scoring system must recognize this. Given the range of criteria, the scoring must also account for quite disparate measures.

The scoring system, therefore, must bring the criteria to a common reference point to be comparable across criteria. To achieve this, the scoring for each criterion is on a relative 1 to 4 scale based on the range of indicator values for a

given criterion. The output is a relative score, with 4 being the highest. The scoring is sufficiently coarse so as not to imply high levels of precision. A composite score for each lens is arrived at by averaging the individual criterion scores. The scoring across each of the three lenses is used to group the projects into three priority groupings A, B and C in descending order of priority. These groups are further adjusted and refined based on the Implementation Screen.

The project scorecard brings together the individual criteria scoring as a summary of the three lenses as demonstrated in Table 3.

Table 3 - SAMPLE Project Scorecard

Project	Quality of Life	Environment Benefits	Economic Benefits	Average Rating
Project A				
Project B				
Project C				
Project D				
Project E				
Project F				
Project G				
Project H				
Project I				
Project J				
Project K				

#### Step 4 - Implementation Screen

The Implementation Screen addresses important issues related to getting the project done and in service, but are not easily quantified or appropriately scored against the criteria of the three lenses (Primary Evaluation). The Implementation Screen addresses deliverability, constructability and strategic fit. In other words: “Is there support for the project or will it be allowed to proceed?”, “Can it be built?”, and “What is its contribution (synergy) to the overall transportation network?”. Deliverability includes such measures as whether there is local funding in place, supportive land use, or project risk associated with very large capital needs. Constructability includes measures such as ability to phase the project, project readiness, and feasibility of construction. Strategic Fit assess whether the project makes a contribution to the larger network and the synergy with other projects. Table 4 provides a summary of the factors considered during the Implementation Screen.

Table 4 - Implementation Screen Factors

<b>Deliverability</b>
<ul style="list-style-type: none"> <li>• Local support             <ul style="list-style-type: none"> <li>– Financial commitment / funding partners</li> <li>– Supportive land use</li> <li>– Community support</li> </ul> </li> <li>• Project risk             <ul style="list-style-type: none"> <li>– Major capital requirements / environmental risk factors</li> </ul> </li> <li>• Regional Equity             <ul style="list-style-type: none"> <li>– Capital for RTP/GO projects already invested in area</li> </ul> </li> <li>• Logical sequence and phasing ability (quick win)</li> </ul>
<b>Constructability</b>
<ul style="list-style-type: none"> <li>• Feasibility of construction</li> <li>• Project readiness</li> </ul>
<b>Strategic Fit</b>
<ul style="list-style-type: none"> <li>• Contribution to synergy with overall transport network</li> </ul>

The Implementation Screen is used to refine the outcomes of the Project Scorecard and assists in developing the Priority Project Groupings. Individual indicators are evaluated as appropriate to determine their influence on the outcomes. For example, a project may score very high across all criteria but could be extremely difficult to implement due to physical barriers or long standing community opposition, in which case it might result in a lower priority grouping. A 50/50 weighting is used between the Project Scorecard and the Implementation Screen results to arrive at project groupings.

#### Step 5 - Priority Project Groupings

The final stage in the process is to bring the projects together in priority groupings of A, B, and C in descending order of group priority. Consistent with the process methodology, thresholds are established for each grouping and individual projects are not ranked within each grouping. This reflects the limits of the scoring technique based on data availability and accuracy. The priority groupings of projects, therefore is an outcome of the decision-making process that is based on the Project Prioritization Framework, but not driven by it.

The Priority Project Groupings also recognize that the process is not necessarily an all or nothing outcome and that there may be benefits of phasing different elements of projects. The three groupings can guide both funding and staging priorities. The focus of investment would clearly be on the top tier projects (A), but some elements of second tier projects (B) may appropriately be pursued, such as initiating environmental assessments. Lower tier projects (C) have the least

priority and any action or investment associated with these projects should be closely scrutinized. These groupings are a further refinement of the Priority Project Groupings already contained in The Big Move.