

Attachment E - Description of Development Activities in Project Framing

These descriptions reflect a typical municipal capital delivery process; however, each municipality may adjust the process to align with its strategic objectives, internal procedures, and available capacity.

Development Activity	Description of the Activity
Feasibility / Pre-Design Study (Project Framing)	Includes development a facility and site program, conceptual facility and site design modelling, site assessments (typically includes geotechnical assessment, traffic impact assessment, zoning and bylaw review, archeological overview assessment), Class D cost estimate. After the development of the feasibility study, it is common to report the findings back to Council.
Funding Model Development	With the Class D capital cost estimate in hand, a funding model can be developed. This process is led by City staff (or planning consultant) and considers how the project will be funded considering City cash reserves, debt borrowing capacity, alternative City capital priorities, grant opportunities, naming rights opportunities, etc. It is at this stage that the City (or planning consultant) will typically also develop an operational model and budget for the proposed facility. After the development of the funding model, it is common to report the findings back to Council.
Schematic Design	Development of schematic-level architectural and site designs that translate the approved program into a coordinated facility layout. This phase establishes building massing, key spatial relationships, access and circulation, high-level structural and building systems concepts, and overall site planning. A refined Class D capital cost estimate is typically prepared at the conclusion of this stage. This phase may also include targeted public consultation to validate the proposed design and gather feedback. Engagement may focus on informing the community or actively collaborating on design elements, depending on project goals. Findings are customarily reported back to Council for review and direction.
Design Development	Further refinement of the schematic design into detailed architectural, structural, mechanical, and electrical designs. Materials, finishes, building systems, and sustainability measures are defined, and coordination across all disciplines is completed. This phase typically results in a Class C capital cost estimate.

Development Activity	Description of the Activity
	Public consultation may continue at this stage to validate design decisions and respond to community feedback. As with schematic design, outcomes are commonly reported back to Council.
Construction Documentation	Preparation of detailed construction drawings and technical specifications suitable for tendering and regulatory approvals. This phase includes completion and coordination of all consultant documentation and typically results in a Class B, followed by a Class A, capital cost estimate. It is during this stage that Design Permits and Health Permits are submitted for review and approval.
Tender	Issuance of the construction tender to the market and management of the competitive bidding process. This stage includes responding to bidder questions, reviewing submissions, evaluating bids against established criteria, and seeking Council approval to award the construction contract.
Construction	Construction of the aquatic facility in accordance with the approved drawings and specifications. This phase includes contract administration, site inspections, quality assurance, change management, and coordination with City staff and consultants through to substantial completion. Requires the approval of the building permit and health permit.
Facility Occupancy	Completion of commissioning, staff training, and operational readiness activities, followed by occupancy, final inspections, and opening of the facility to the public. This stage marks the transition from capital delivery to full facility operations.