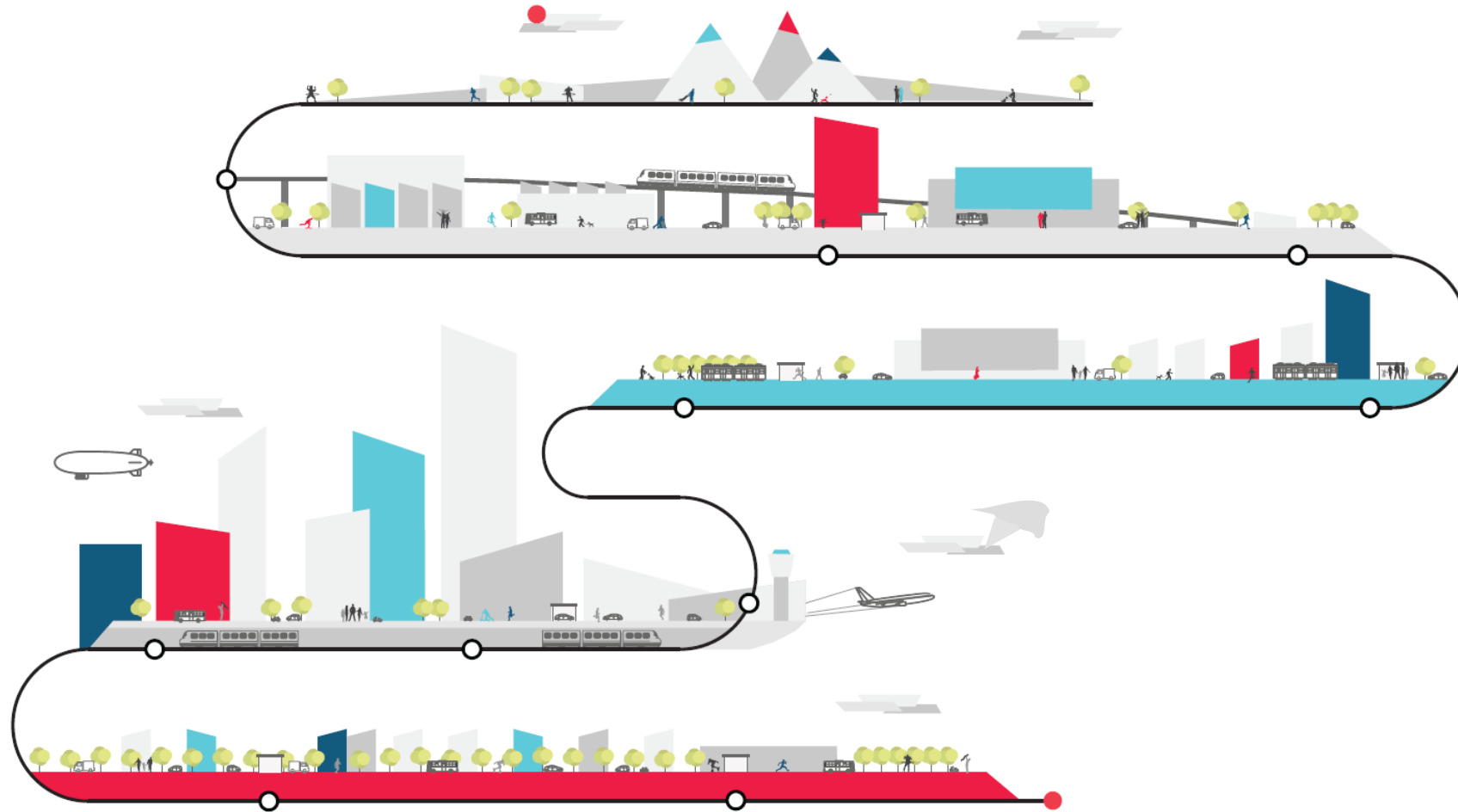


Business Case Evaluation – Consultant Team



Business Case Evaluation – Consultant Team

ACCESS.

Business Case Framework + Strategy, Governance and Accountabilities, Documentation



Project Management, Engagement



Financial Impact Analysis, Business Casing

Sam Schwartz

Operational and Executive Advisory, RNM Service Planning Impacts



Implementation Advisory, Project Delivery and Best Practice

Includes additional Subject Matter Experts, Evaluation task leads, Communications support

BRTRTF – Summer Evaluation Phase

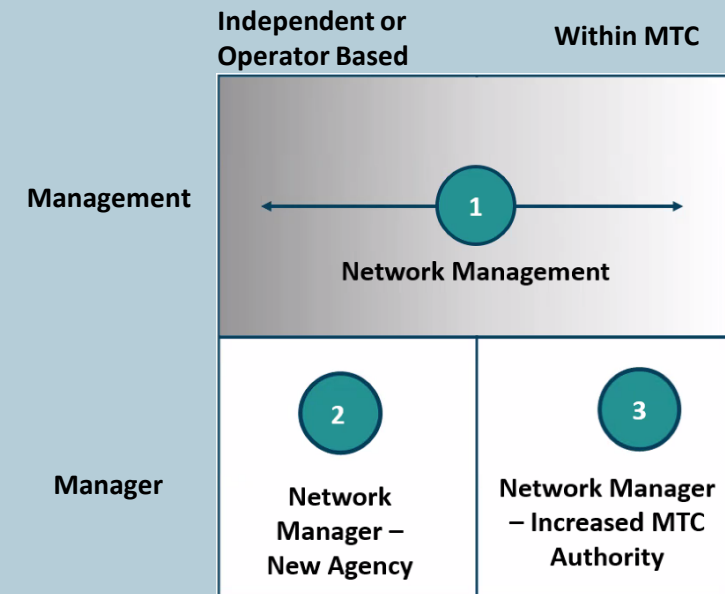
Preliminary Network Management Evaluation – Foundation for Business Case

- Recommended proceeding to a business case analysis to identify a preferred network management

Provided a framework for alternatives, broadly a choice between *management vs manager* and highlighted:

- Key trade offs with scope, extent
- Importance of Public Policy accountability
- Integral nature of new funding

- Alternatives developed in Summer 2021 are a ‘starting point.’
- Expect additions, refinements or variants early in this process.



Current Context for this Business Case

Previous phase sets the scene but is unfinished

- Clearly link problems to desired outcomes and solutions
- Confirm what is most important, and how to measure?
- “Show me the data” – derive strategy for the RNM "program" - quantify and monetize outcomes
- Understand and confirm RNM boundary conditions

“Law of unintended consequences” – check optimism bias, anticipate benefits and negative impacts

"Start with the end in mind" - find practical implementation paths to get you there

Project Needs and Challenges

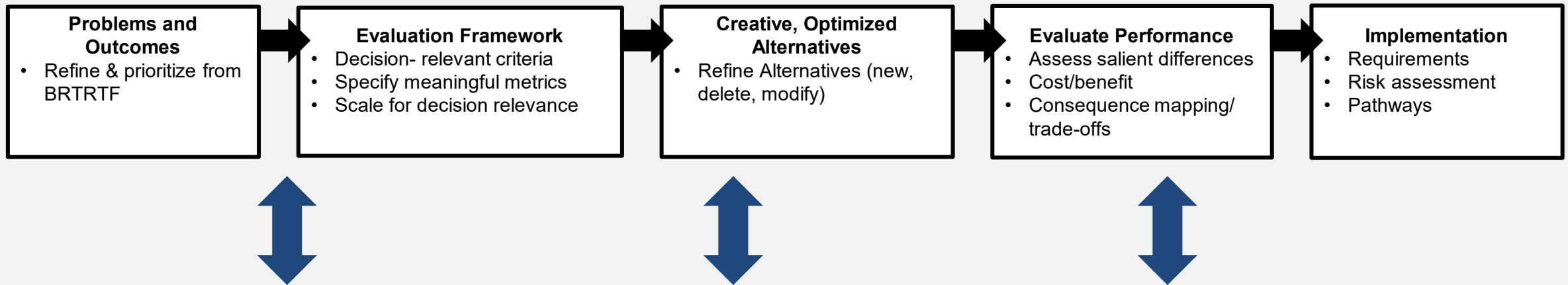
Key Challenges

- Divergent opinions on how to address priorities and means
- Institutional, financial, policy complexity
- Finding the right evidence to support transformation
- Complex, contested conversations

How can we build on momentum and create a consensus for change?

- Shared interests, agreement on desired outcomes
- Affirming both local and regional interests and roles
- Transparency and trust
- Time for dialogue

Collaboration Shapes Evaluation at Each Stage



Collaborative development with stakeholders and executives.
Dialogue and “**check points**” to explore, refine, stress test, course correct at formative points.

9-Month Timeline



Task 1: Scoping

- Collaborative work planning and expectations alignment

Task 2: Existing Conditions & Alternative Refinement

- Review BRTF work; refine NM Accountability Areas and Evaluation Criteria

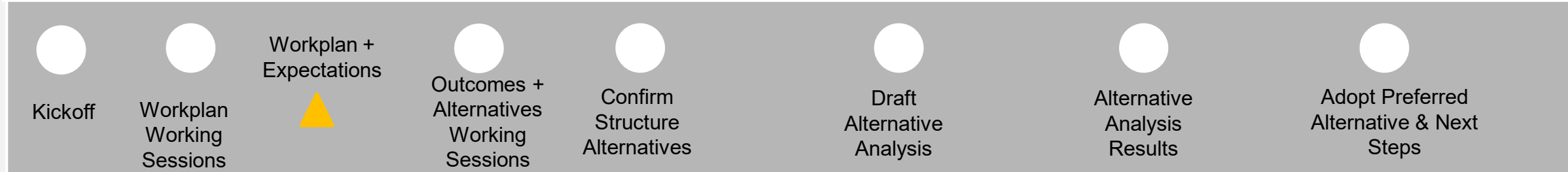
Task 3: Alternatives Analysis

- Identify/Assess Structure Alternatives for Business Case analysis
- Analysis of NM Alternatives and identify preferred alternative
- Recommendation on preferred NM Alternative and next steps

Task 4: Recommendations

- Commission takes action on preferred NM Alternative

Key Engagement and Decision Milestones



January/February Work

January

- Work plan development in collaborative working sessions:
 - Identify key issues and priorities
 - Role clarity, engagement and decision process
 - Business case methodology, measures, metrics etc.
 - Process for selection of structure alternatives for analysis
- Consultant team – background research and documentation

February

- Existing conditions assessment
- Network role definition and accountabilities
- Evaluation framework and metrics development
- Understanding relationship with Rail Grant