

Date: 14 October 2014

Item 14: Cycle Hire Implementation – Phase 2 and CHEI Project Close

This paper will be considered in public

1 Summary

ID/UIPF64		Cycle Hire		
Existing Financial Authority	EFC	Existing Project Authority	Additional Authority Requested	Total Authority
£133m	£133m	£157m	£0m	£157m

Authority Approval: to request approval for Barclays Cycle Hire Scheme (BCHS) Implementation Stage 6 closure comprising Cycle Hire Phase 2 and Cycle Hire Expansion and Intensification (CHEI) Projects.

Outputs and Schedule: Phase 1 of the BCHS (closed in December 2011) delivered 6,000 bicycles and supporting infrastructure over 45km² of central London in 2010. Phase 2 expanded the scheme to east London. Launching on time in March 2012 it increased the number of bicycles by 2,333 and delivered staged improvements to the service systems. Final delivery was delayed by a year to allow the contractor to concentrate on delivery of CHEI. The CHEI project expanded the scheme to south and west London, launching on time in December 2013 and increasing the number of bicycles by a further 2,400. Cycle Hire currently provides over 10,000 bicycles across 100km² and has become an iconic addition to the London landscape with 32 million cycling trips having taken place to date. The combined outturn BCR (for Phases 1 & 2 and CHEI) is 0.7:1 compared to an initial BCR of 1.2:1 for Phases 1 & 2 and 0.7:1 for CHEI.

- 1.1 The purpose of this paper is to brief the Finance and Policy Committee (FPC) on the end of the implementation phases of Cycle Hire and to approve the closure of Cycle Hire Phase 2 and Cycle Hire Expansion and Intensification (CHEI) projects.

2 Recommendation

- 2.1 **The Committee is asked to note the paper, including the proposed closures of both the Cycle Hire Phase 2 and the Cycle Hire Expansion and Intensification projects.**

3 Background

- 3.1 Barclays Cycle Hire (BCH) was launched in July 2010 as a standalone mode and was the first TfL mode to be sponsored. The scheme provides access to over

10,000 bicycles for hire at more than 750 locations in central and inner London and covers an area of 100km². An annual membership (currently £90) gives access to the network and unlimited journeys of up to 30 minutes for 25 pence a day. A daily subscription provides access to a bicycle for a minimal outlay of £2. The scheme has been a catalyst for change. Around 10 per cent of Londoners have used the scheme, 69 per cent of users have started to cycle, or cycle more since using the scheme, over 92 per cent have replaced a non-cycled trip and around 8 per cent of users have been inspired to buy their own bicycle.

- 3.2 BCH delivered a new and sustainable mode of transport readily accessible to London residents and visitors. Acting as a catalyst for behavioural change, the scheme was designed to remove a number of access barriers to cycling in London. Cycling would also become, for the first time, a revenue generating mode of transport. Phase 1 installed the initial network and supporting operational infrastructure, secured an operator and attracted a sponsor. Phase 1 was delivered in the spirit of the City Charter (a declaration of intent by London's elected leaders to work together for the benefit of London), through a partnership between TfL, the Mayor and the London Boroughs, and brought a new mode to London's streetscape in under a year. Phase 1 formally closed in 2011 with an outturn BCR of 0.6:1 compared with the BCR at implementation approval of 1.2:1.
- 3.3 Phase 2 extended the operational area of the scheme eastward ahead of the 2012 Games, supporting the Games legacy. Phase 2 was approved for implementation on 22 September 2010 (before initial launch), as a scope extension of Phase 1. An increased scope (systems upgrade and western spur) was approved by Finance and Policy Committee (delegated from TfL Board) on 27 July 2011 and the project was subsequently separated from Phase 1 following Phase 1 closure. Phase 2 launched in March 2012 and completed delivery of the service systems enhancements in May 2014.
- 3.4 Cycle Hire Expansion and Intensification (CHEI) extended the operational area to the south and west, into areas of lower Passenger Transport Accessibility Levels (PTALs), supporting increasing normalisation of cycling in London. CHEI was initially approved by Finance and Policy Committee (delegated from TfL Board) for development on 27 July 2011, approved for implementation on 20 September 2012 and for contract variation on 12 March 2013. Both approvals were by Surface Board (delegated from TfL Board). CHEI launched in December 2013 and completed delivery in March 2014.
- 3.5 Phase 2 and CHEI have reached project closure Gate 6. These closures have been aligned to support efficient and comprehensive project assurance and approvals as a combined submission. To ensure a complete review of Cycle Hire Implementation, the IAR reviewed all three phases, including Phase 1. The IAR has been completed and TfL PMO and IIPAG support project closure.
- 3.6 Cycle Hire aligns with the Mayor's Transport Strategy as prioritised through Surface Transport's 10 Principal Outcomes, contributing directly to 'More and safer cycling: enabling more people to cycle, more safely, more often'. The scheme has become one of London's key cycling programmes. It forms part of the Mayor's 'Cycling Revolution' which aims to increase the modal share of cycling to five per cent by contributing an anticipated 10.5 million trips by 2017/18 and 12.75 million Cycle Hire Trips per annum by 2026.

- 3.7 Cycle Hire contributes to delivery of The Mayor's Vision for Cycling in London by supporting the normalisation of cycling, making it something everyone feels comfortable doing. A growing proportion of Londoners surveyed for 'Attitudes to Cycling 2013' are using the scheme. 10 per cent said they have hired a bicycle compared with 7 per cent in 2012 and 3 per cent in 2011. Most Londoners (77 per cent) are aware of the scheme, rising to 91 per cent among existing cyclists. Research into cycling barriers and tipping points among low income groups identified BCH as an initiative that "goes some way to tackling the salient barriers for Hard Pressed considerers and provides tools and support for recent adopters to move their cycling forward" by helping to "increase trial and accessibility". The same research also confirmed that the scheme had become a "top of mind association around cycling for most" people and is "helping to broaden the typical London cyclist image" to encompass a wider range of people. Cycle Hire has established itself as an iconic feature of the London streetscape. Since launching in 2010, Cycle Hire has directly contributed over 32 million cycling trips, around 95 per cent of which are new cycling trips. Cycle Hire is enabling more people to cycle in central London without owning or needing to bring their own bicycle.
- 3.8 Cycle Hire service operations has integrated both expansion phases and is seeing a growth in usage, with nearly 33 million trips to date and July 2014 achieving almost 0.65 million trips in the month, up from 0.55 million in June 2014. A range of operational marketing initiatives are underway to further boost usage and encourage more people to try the scheme, realising the initial scheme vision:
- "To deliver an innovative form of transport that allows people to easily hire a bicycle to carry out short trips within central London. The system will be simple to use and reliable. Thousands of bicycles at convenient locations will mean that there will always be a bicycle for hire nearby. Cycle Hire will quickly become the ideal form of transport for short journeys in central London, providing users with the means to make a practical, quick and pleasant trip whilst helping them keep fit."

4 Proposal

Benefits (and Value)

- 4.1 Cycle Hire is a new mode of transport and as such presents a challenge for assessment with the same rigour as more established modes. The initial predicted monetised benefits were journey time savings compared with the mode transferred from, some ambience benefits and health benefits from more active travel. Work has been undertaken during implementation to establish formal values and methods for appraisal, and this is a work in progress. Monetised benefits are calculated based on trip numbers, trip durations and trip types.
- 4.2 Initial (pre scheme implementation) trip and revenue estimates were derived from pre-implementation research and assumed that:
- (a) 70 per cent of trips would fall within the free period;
 - (b) 95 per cent of income would be through daily and weekly subscriptions;
 - (c) 14.6 million trips would be made per annum; and
 - (d) casual use would be available at go live.
- 4.3 However, actual trips and revenue have been impacted by:

- (a) 90 per cent of trips being made in the 30 minute free period (76 per cent of casual trips and 97 per cent of member trips);
- (b) a higher proportion of active members having annual memberships (70 per cent in 2011, currently 50 per cent of all active subscriptions);
- (c) lower initial take up (around 7.5 million trips the first calendar year) and slower annual increases in trips (9 million for the calendar year to date);
- (d) casual users were able to participate 5 months later than members; and
- (e) the effect of a tariff increase (access fees only) in 2012.

4.4 The combined BCR for all phases is 0.7:1 based on outturn costs, revenues and benefits realised to date plus forecasts up to 2017/18, compared to an initial BCR of 1.2:1 for Phases 1 & 2 and 0.7:1 for CHEI. The BCR at Phase 1 close was 0.6:1.

4.5 The outturn assessment is also affected by lower than expected trips and revenues, compared with initial estimates, for the reasons stated in sections 4.2 and 4.3. Benefits are calculated to 2017/18, but are offset by the high cost of initial implementation and site delivery. The benefit of constructing around 750 sites (including streetscape and surfacing improvements) and the value of complementary measures delivered in Phase 1 are not accounted for in this calculation.

4.6 The implementation phases have successfully delivered the core scheme, two area expansions and a systems improvement that resolves early issues with billing and operations. Operationally the subsidy per trip has reduced from an initial £2.01 per trip to £1.36 per trip in 2014/15 and is expected to further reduce to £0.67 by 2017/18, supported by the capability delivered during implementation. The scheme is established, post implementation, and has created a good foundation on which to develop the business up to 2017 (when the current service contract expires) and offer a great service to more Londoners, making every cycle hire journey matter.

4.7 The summary of the economic appraisal and benefits for full implementation of all three Phases is tabulated below:

Economic Appraisal	
Final Cost, £k (gross implementation costs at outturn prices)	(133,000)
Net Present Values ,£k	
Implementation EFC	(121,320)
Operating Costs	(157,539)
Sponsorship	32,088
User Revenues	55,561
Net Financial Effect (ex 3 rd Party)	(191,211)
Borough and Developer Contributions	9,460
Net Financial Effect (inc 3 rd Party)	(181,750)
Appraisal Period	
	7 years
Total User Benefits, £k	129,381
Benefit : Cost Ratio	0.7:1

4.8 The monetised benefits realised to 2013/14 account for £55.3m of the expected total of £129.4m to 2017/18 and include: Journey Time Savings of £26m (£61.2m

expected overall to 2017/18); ambience benefits of £7.4m (£20.6m overall), and health benefits of £22.5m (£70m overall).

- 4.9 Cycling offers reliability, flexibility and economy. Cyclists move outside of the general stream of traffic and are generally unaffected by the time of day and traffic congestion, resulting in cycle journey times that are highly reliable, consistent and predictable. Cycling offers substantial journey time savings for many short journeys compared with walking, bus and underground.
- 4.10 As a new mode, there were no specific ambience benefits for cycle hire. Initial assessments were made using proxy measures, based on the value of improvements for similar types of infrastructure. Following a 'Willingness to Pay' exercise in 2013, a range of specific Cycle Hire values are now included in the BCDM. Ambience benefits can now be calculated for the provision of way-finding, the value of a new bicycle and maintained bicycle, improvements in bicycle and docking point availability and the value of CCTV and lighting at docking stations. Further work is planned to extend the range of features and improvements that can be valued in the future.
- 4.11 Improved health and fitness represent some of the most significant benefits associated with cycling. Using the World Health Organisation 'Health Economic Assessment Tool' (HEAT), the benefits of the reduction in mortality can be calculated for annual members. A method for calculating the benefits for all users is being developed and the early results suggest an additional annual benefit of around £0.3m for casual users, but this is not included in the benefits declared. A further calculation of absenteeism benefits is also being developed.
- 4.12 Quantified non-monetised benefits include contributions to cultural shift, modal shift, environmental benefits and improved transport opportunities.
- 4.13 A very small number of cyclists account for a large proportion of the all cycling trips in London, with around two per cent of cycling commuters accounting for around 50 per cent of all cycle trips. As described in section 3 above, Cycle Hire plays an important role in normalising cycling, by increasing the visibility and diversity of cyclists in central London and acting as a gateway into increased cycling beyond the scheme.
- 4.14 Each trip completed on a bicycle that would have been made by a carbon emitting mode will contribute to the reduction of harmful emissions, noise levels and to better comparative air quality. Around three per cent of trips were previously made by car or taxi. Around 56 to 58 per cent of trips were previously made by public transport, releasing capacity for new passengers wishing to transfer from personal motorised transport. The significant proportion of Cycle Hire customers who then buy their own bicycle will have the means to swap a previously motorised local trip (outside the scheme area) for a cycled one.
- 4.15 Cycle Hire provides additional around the clock public transport capacity at relatively low initial cost and complexity compared to delivering additional bus and underground provision. It is possible to design and install docking stations to fit in otherwise challenging locations and several docking stations are sited in areas of relatively low PTALs, including in parks and regeneration areas. Trip volumes increase significantly when other modes are closed, for example on strike days. Christmas and New Years Day are the busiest days on the network. Analysis of trip

patterns and user demographics suggest that the scheme supports shift working employment, especially in the early morning, evenings and at weekends.

5 Financial Implications

- 5.1 The final cost for Cycle Hire implementation (Phase 1, Phase 2 and CHEI) is £133m, 15 per cent under the approved Project and Financial Authorities of £157m. The main variances are £2.6m of unused management contingency, release of unused risk provision of £8.8m (£1.9m for Phase 2 and £6.9m for CHEI), £5m saved through renegotiation of the Serco contract (£0.5m for Phase 2 and £4.5m for CHEI) and £2.2m savings from use of the London Highways Alliance Contract (LoHAC) contract (for delivering the civils element of CHEI). A further £5.4m of variances are minor or represent accounting movements.
- 5.2 Cost estimates for Phase 1 implementation were developed against the prices secured with Serco at initial contract award. Phase 2 cost estimates were developed using Phase 1 pricing and prices submitted by Serco for the contract variation. CHEI estimates were based on 90 per cent of Phase 2 costs per site, assuming a separate tender for the construction of around 180 sites. CHEI also planned to undertake a pilot of the LoHAC contract, prior to full migration of future site delivery to LoHAC later in 2013. However, CHEI construction was fully delivered by LoHAC, yielding savings of £2.2m.
- 5.3 Limited benchmarking information was available to support Phase 1 estimation, particularly given the novel nature of the scheme and the accelerated timescales for delivery. However, the Phase 1 rate card would provide the initial benchmark against which future implementation costs could be compared.
- 5.4 Phase 2 reduced the cost of site designs by rejecting Serco's estimated costs and going to the market. Serco subsequently matched the best market price, reducing the cost of site designs by around 40 per cent. During Phase 2 some sites were delivered by TfL framework contractors, providing alternative pricing to support the estimation for CHEI.
- 5.5 CHEI site delivery was estimated using 90 per cent of Phase 2 costs and an objective was to 'maintain or reduce implementation cost per docking point compared with Phase 2'. The average construction cost per site fell from £22k to £19k, a reduction of around 14 per cent per site. The construction cost per docking point fell from £804 to £693.
- 5.6 Benchmarking of operational and systems costs is challenging, due to commercial confidentialities and other sensitivities impacting the transparency of costs, scope and standards. Like for like comparisons with other City Cycle Hire schemes are also impacted by different conditions in each jurisdiction, particularly the disparity in 'consents' overheads and the service levels supported. Cycle Hire is considered to be a very high quality scheme amongst other city cycle hire schemes.
- 5.7 A summary of the costs, funding, operational and maintenance costs is provided at Appendix 1. Ongoing operational and maintenance costs are fully funded in the business plan.
- 5.8 There is some third party funding from Boroughs and developers which is recoverable for expansion areas, some new sites and site relocations. All monies due to date have been recovered in line with funding agreements. All conditions associated with these funding agreements have been met by TfL. The recovery of

£2.8m, in respect of CHEI which is not due until March 2016 will be managed by the Cycle Hire business.

6 Lessons Learnt

- 6.1 Phase 1 incorporated lessons learnt from previous projects and best practice at the time to reduce delivery risk and build the operational and commercial model. The approach mirrored that employed for Congestion Charging and BCH was set up as a standalone mode, delivered by a single service provider. Integration with Oyster was actively considered and offered as a variant to bidders, but ultimately rejected for inclusion in the initial implementation for cost, technical, commercial and strategic alignment reasons. Although there is provision for adoption of a TfL Smartcard in the current contract, implementation before 2017 would be unaffordable and technically complex. The TfL strategic roadmap has developed since 2009, so the underlying business model is being redefined by the Cycle Hire Transformation programme for 2017/18 and beyond.
- 6.2 The lessons learnt from Phase 1 implementation were captured and informed Phase 2 delivery and certain variations to the operational contract. Key lessons brought forward to Phase 2 included the value of enhanced partnership working with Boroughs, adoption of NEC3 Option B to control costs and improve site delivery (as an alternative to a staged milestone approach) and detailed launch management.
- 6.3 Phase 2 further refined site delivery lessons learnt, enabling CHEI to transition all site design and construction from the Serco contract to in-house and LoHAC respectively. The scope of Phase 2 broadened to encompass the replacement of the initial systems build with a new fully integrated system, building on lessons learnt from an extended resolution of critical systems issues following Phase 1 launch and customer feedback. BCH was migrated to a fully supported version of the systems software with enhanced asset management, automated job scheduling capabilities and improved billing and customer self service processes.
- 6.4 Lessons learnt from Phase 2 informed CHEI site delivery, supported by a detailed construction manual and close supervision of the new LoHAC contractors by an experienced site delivery client team. CHEI cost estimation and delivery process lessons learnt have been applied to the BAU Intensification and Capital Renewals site delivery programmes and Cycle Hire Transformation. The CHEI contractual delivery milestone process incorporated lessons learnt to ensure improvements to the quality and scope of exit planning and hand-back provisions, to support Cycle Hire Transformation and service and asset transfer in 2017.
- 6.5 Further key lessons from the whole of Cycle Hire implementation include; the knowledge management benefits of resource continuity, the challenges associated with managing multiple implementation stages in parallel, pros and cons of using single service provider versus cost savings from use of consolidated buying power (LoHAC), cost and vulnerability associated with single sourcing via global supply chain versus ability to source competitively from multiple sources, and greater attention to ensuring robust, detailed requirements to ensure that the delivered capability is appropriate and able to support the benefits sought, and the value of creating integrated project structures, processes and controls. Improvements to forecasting of demand and management of benefits realisation have been implemented by BCH to support Cycle Hire Transformation and a benefits review of Cycle Hire implementation is planned for early 2015. BCH is also improving the quality and scope of exit planning and hand-back provisions.

- 6.6 Operational lessons learnt have also been captured and are being applied in the current BCH operation, or are informing the development of the future operating model and customer proposition. Key lessons learnt include; difficulties in comparing BCH with other cycle hire schemes to inform benchmarking of costs and performance, need for improvements in asset management to support visibility of lifecycle asset cost and performance, the need to reduce the cost and complexity of achieving continuous improvements and future operating cost reductions and resolution of IPR constraints and asset supply chain vulnerabilities and costs.
- 6.7 BCH has undertaken a comprehensive exercise to identify agreed 'problem statements' to inform a portfolio of improvements within the constraints of the current service model (to 2017) and to develop and deliver the future service model (from 2017). Internal capability has been enhanced with improved modelling expertise and tools, a whole service model and lifecycle management approach to requirements, cost management and forecasting.

7 Assurance

- 7.1 An Integrated Assurance Review has been completed for Phase 2 and CHEI. The assurance reports were positive and support project closure.
- 7.2 Recommended improvements to demand forecasting, estimation and benefits realisation are underway. The assurance review also recommended the preparation of a publication about Cycle Hire and external sharing of lessons learnt.
- 7.3 Surface Transport Board endorsed project closure on 26 August 2014.

List of appendices to this paper:

Appendix 1: Financial Tables

List of background papers:

Cycle Hire Implementation Business Case

Reports from the TfL Programme Management Office and Independent Investment Programme Advisory Group and the management response to those reports.

Contact Officer: Peter Blake, Director of Service Operations

Number: 020 3054 8095

Email: PeterBlake@tfl.gov.uk

Financial Tables

Phase 1, 2 & 3 - Project Costs		Actual						Forecast				Total
		£m	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
CHEI	Project costs (revenue)	0.0	0.0	0.0	0.0	1.3	0.7	0.0	0.0	0.0	0.0	2.1
	Project costs (capital)	0.0	0.0	0.0	0.0	0.6	16.0	0.4	0.0	0.0	0.0	17.3
	Gross Project Costs	0.0	0.0	0.0	0.0	1.9	17.0	0.5	0.0	0.0	0.0	19.4
	Third party contributions	0.0	0.0	0.0	0.0	0.0	4.6	0.0	0.0	0.0	0.0	4.6
	Net Project Cost	0.0	0.0	0.0	0.0	1.9	12.1	0.5	0.0	0.0	0.0	14.8
Phase 2	Project costs (revenue)	0.0	0.0	0.1	2.9	0.4	0.3	0.1	0.0	0.0	0.0	3.8
	Project costs (capital)	0.0	0.0	0.2	23.4	1.9	4.6	0.1	0.0	0.0	0.0	30.2
	Gross Project Costs	0.0	0.0	0.3	26.3	2.3	5.0	0.2	0.0	0.0	0.0	34.1
	Third party contributions	0.0	0.0	0.0	5.6	0.4	0.0	0.0	0.0	0.0	0.0	6.0
	Net Project Cost - Phase 2	0.0	0.0	0.3	20.7	2.0	4.9	0.2	0.0	0.0	0.0	28.1
Phase 1	Project costs (revenue)	0.0	2.3	9.2	0.3	0.0	0.0	0.0	0.0	0.0	0.0	11.2
	Project costs (capital)	0.9	14.6	44.6	7.9	0.4	0.0	0.0	0.0	0.0	0.0	68.4
	Gross Project Costs	0.9	16.9	53.8	7.6	0.4	0.0	0.0	0.0	0.0	0.0	79.5
	Third party contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Net Project Cost - Phase 1	0.9	16.9	53.8	7.6	0.4	0.0	0.0	0.0	0.0	0.0	79.5
Grand Total	Project costs (revenue)	0.0	2.3	9.3	2.6	1.7	1.1	0.1	0.0	0.0	0.0	17.1
	Project costs (capital)	0.9	14.6	44.8	31.3	2.9	20.8	0.6	0.0	0.0	0.0	115.9
	Gross Project Costs	0.9	16.9	54.0	33.9	4.6	21.9	0.7	0.0	0.0	0.0	133.0
	Third party contributions	0.0	0.0	0.0	5.6	0.4	4.6	0.0	0.0	0.0	0.0	10.6
	Grand Total	0.9	16.9	54.0	28.3	4.3	17.3	0.7	0.0	0.0	0.0	122.4

Phase 1, 2 & 3 - Income

		Actual						Forecast				
£m		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Tariff	Operating income	0.0	0.0	2.4	6.5	7.5	8.9	10.3	10.6	12.3	12.6	71.2
	Bad Debt Provision	0.0	0.0	0.0	0.3	0.5	0.2	0.2	0.3	0.4	0.4	2.4
	Total Tariff	0.0	0.0	2.4	6.2	7.0	8.7	10.0	10.3	11.9	12.2	68.8
Sponsorship	Sponsorship income	0.0	0.0	3.8	5.2	5.4	4.2	4.8	3.9	5.5	5.5	38.3
Other	Other Income	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.5
Grand Total		0.0	0.0	6.2	11.4	12.4	13.5	14.8	14.2	17.4	17.7	107.6

Phase 1, 2 & 3 - Operating Costs

£m		2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Opex	Operating costs	0.0	0.0	13.3	19.8	22.2	22.9	25.0	22.7	21.8	22.2	169.9
	Marketing & Research	0.0	0.0	0.0	0.0	0.0	0.2	1.5	1.2	1.2	1.0	5.0
	Staffing & Admin	0.0	0.0	0.0	0.8	1.3	1.1	1.5	1.5	1.6	1.6	9.4
	Total operating expenditure	0.0	0.0	13.3	20.6	23.5	24.3	27.9	25.4	24.6	24.8	184.3
Capital Renewals	Project costs (revenue)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Project costs (capital)	0.0	0.0	0.0	0.0	0.0	0.2	1.2	2.6	3.0	0.9	7.9
	Gross Project Costs	0.0	0.0	0.0	0.0	0.0	0.2	1.2	2.6	3.0	0.9	7.9
	Third party contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.2
	Net Project Cost - Phase 2	0.0	0.0	0.0	0.0	0.0	0.2	1.1	2.6	2.9	0.8	7.7
Grand Total		0.0	0.0	13.3	20.6	23.5	24.5	29.0	27.9	27.5	25.6	192.0