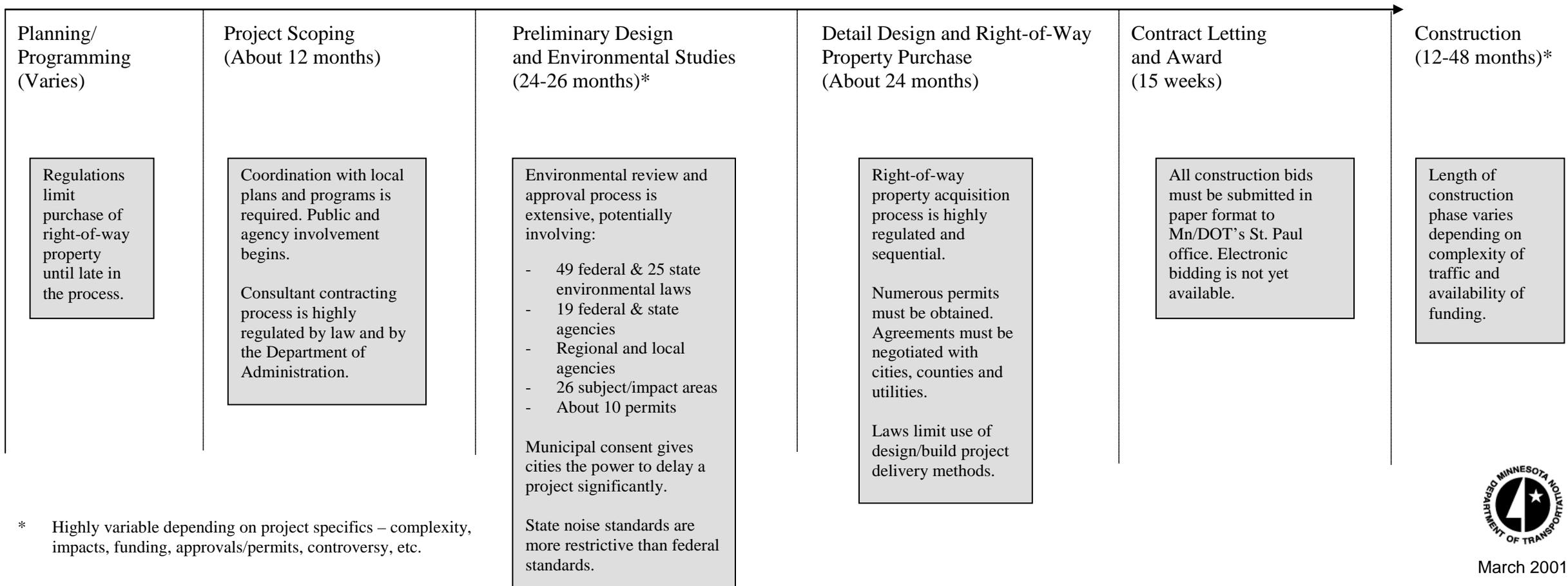


# Project Development Process

Project development – steps that must occur before construction – takes five to eight years for major projects that encounter relatively few obstacles. Projects that require extensive environmental reviews or that involve a variety of challenges and conflicting interests can take many more years as with Hiawatha Avenue reconstruction (25 years) and the Stillwater replacement bridge (40 years and counting.) The project development process is not necessarily linear and phases may overlap or occur simultaneously.

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\* Highly variable depending on project specifics – complexity, impacts, funding, approvals/permits, controversy, etc.

