



Quick Start Support Work Plan

Revision 2

for the period

July 1, 2004 – December 31, 2005

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1.0 Introduction

Overview: The Regional Corporation's vision—to deliver an integrated rapid transit network that will limit urban sprawl and accommodate rapid population and employment growth by enabling sustainable urban land use—includes the following key goals:

- Transportation Improvement—to double public transit ridership (by providing the fast, comfortable and convenient service that is required to attract new riders) with a corresponding decrease in automobile use
- Sustainable Development—to encourage the development of mixed-use urban centres at the main transportation nodes along the rapid transit corridors
- Community Enhancement—to enhance heritage and other local communities with a focus on improved quality of life for residents
- Economic Growth—to stimulate long-term economic growth by improving access to York Region's growing business centres

In 2002, following an extensive request for proposals ("RFP") process, the Partnership was established between the Regional Corporation and York Consortium 2002 (YC2002). Through this Partnership the original version of the York Region 2002 Rapid Transit Business Plan (the "Business Plan") was developed for the York Region Rapid Transit Plan (the "YRTP").

The Business Plan lays out a three-phase strategy to implement, over a 20-year period, a state-of-the-art rapid transit network, which will link York Region's (YR) emerging urban centres and improve inter-regional connections. Since the initial Business Plan was first written and endorsed by Regional Council in 2002, the Partnership has made significant progress:

- York Region Rapid Transit Corporation, a share capital corporation, was incorporated by the Regional Corporation to implement the YRTP
- The preliminary engineering and detailed design for Phase 1 of the YRTP, Quick Start, have been completed; the requisite funding agreements with the Federal and Provincial governments have been executed; and construction is underway in order that Quick Start services can begin in the Fall of 2005
- Operations and Maintenance (O&M) strategic planning for Quick Start is complete and the procurement of an O&M contractor is underway
- Planning and design work is underway for the Quick Start O&M facilities

- Work on preparation of ancillary contracts/agreements related to O&M has commenced
- The required Environmental Assessments (EAs) for Phase 2 of the YRTP, the Full Build System, apart from ongoing work on North Yonge, are generally nearing completion with final approvals from the Ministry of the Environment anticipated in 2005
- Manufacturing of the vehicles is underway
- A Network Configuration Report to evaluate the impacts of different rapid transit technologies on ridership, costs and sustainable land use was adopted by Regional Council in 2003
- The updated Business Plan (the “2004 Business Plan”) has been forwarded to the Federal and Provincial governments to obtain Phase 2 funding commitments, and Regional Council previously approved in principle the funding commitment of \$539 million, conditional upon obtaining matching funding from the Government of Canada and the Province of Ontario. Discussions are presently underway with Senior Government on the next phase of funding.

Work Plan: This work plan lays out the Quick Start Support (QSS) activities not included in the Design/Build (D/B) contract. The activities in this work plan are distinct from the Design/Build scope because they are neither detail design nor construction activities. This planning type work can be dealt with in a more cost effective manner outside the scope of the D/B contract. The detail design portion of the D/B contract is based on taking preliminary design (30% design) and carrying it through to 100% so that the contractor can construct it. Where ongoing conceptual design of an element is required it will be performed under QSS and the design concept is then incorporated for development/implementation as a change to the D/B scope.

This work is separate and distinct from the work performed under the Year 2 work plan. Year 2 work was complete as of June 30, 2004. Work described in this work plan addresses conceptual planning and design work that has either come up since 6/30/04 or which has carried over due to outstanding issues that have not been resolved in a timely manner arising from issues totally outside the control of the project team.

Quick Start Support activities described in this work plan include:

- Section 2.0- Program Management / Controls and Administration
- Section 3.0- Design/Build Construction Support (Technical and Planning Support / Facilities/Real Estate)
- Section 4.0- Communications
- Section 5.0- Branding and Launch of Quick Start
- Section 6.0- Quick Start Operations and Maintenance

2.0 Program Management / Controls and Administration

2.1 Program Management

Working in partnership with, and in accordance with the overall policies and plans adopted by the Regional Corporation, Quick Start program management will:

- Assist the Vice President of YRRTC in management and integration of the various physical and organizational components of YRTP
- Provide proactive, effective and efficient leadership of the York Consortium 2002 (YC2002) program team, within the overall work of the partnership
- Allocate appropriate resources for all program stages, elements and activities compatible with the requirements of the program
- Promote clear, open communication with the Regional Corporation, key stakeholders and the community
- Oversee and coordinate at a strategic level all activities related to the implementation and operations and maintenance of Quick Start to facilitate YR in bringing the initial BRT services on stream in fall 2005
- Provide periodic updates detailing the status of QSS activities to the Regional Corporation. A periodic update will be provided to the Regional Corporation which documents the status of deliverables. The goal will be to seek direction from the Regional Corporation with respect to additional (out of scope) activities and existing “in scope” work.

Deliverables:

- 2.1.1 Periodic Updates summarizing status of deliverables and “out of scope” activities where applicable

Legal Support

York Region is generally responsible for legal input to Quick Start. However, limited legal support may be required from YC2002 on a focused, on-demand basis to support technical activities by the project team.

Deliverables:

2.1.2 Legal memoranda and correspondence as required

2.2 Controls and Administration

Working with the Regional Corporation, York Consortium 2002 will provide the following controls and administrative support:

- Allocation of program facilities, consumables, resources, subcontracts and expenses
- A breakdown of program activities with associated costs, durations and timing
- Maintenance of program records
- Administrative and controls staff
- Internal and external invoicing and payment
- Program procedures updates

Joint Project Office

York Consortium 2002 will manage the office space at 1 West Pearce Street in Richmond Hill and pay monthly charges and fees on behalf of YR. If reconfiguration of existing space or additional space is required, York Consortium 2002 will work with Region staff to plan for new/revised office space and office needs. Any capital costs for reconfiguration of space or new space is not included in this work plan.

As part of the joint project office management, YC2002 will manage and pay on behalf of YR the ongoing monthly charges including:

- Rental of facility space (including all costs for parking, maintenance, and other standard office rental fees)
- All required permits and/or taxes
- Power consumption charges
- Other utilities charges (i.e., gas, water, etc.)

- High-speed data service charges
- Computer network system and software
- Telephone, fax and data charges
- Office supplies (i.e., paper, engineering supplies, other Joint Project Office supplies)
- Office equipment (i.e., furniture, copiers, printers, etc.)

Project Controls/Work Breakdown Structure

The YRTP Project Control System previously developed will be updated to include necessary revisions to incorporate QSS cost/schedule and document control systems. York Consortium 2002 will implement the project controls needed to regulate and report project activities at an appropriate level of detail. The project control functions can generally be categorized as follows:

- **Cost Control.** York Consortium 2002 will allocate the project budget by QSS WBS (Work Breakdown Structure) activity code. The QSS WBS will be expanded as needed to maintain an appropriate level of cost control by category. A key aspect of the cost control system will be the integration with the reporting needs of the Regional Corporation.
- **Schedule Control.** YC2002 will create a detailed project schedule, using the WBS as the primary schedule of activities. The WBS will be expanded as needed to define a schedule with appropriately detailed activities and dependencies. The schedule will be updated on a monthly basis and will show the status of current activities.
- **Data and Document Control.** York Consortium 2002 will maintain the Data Management Library in the Joint Project Office. The Data Management Library will house original copies of all QSS project documents, and will be controlled by a database, to provide for logical storage and retrieval of project information. York Consortium 2002 will maintain an index list of all electronic copies of all documents that it produces for the QSS projects. Paper copies of documents obtained by York Consortium 2002 will be stored in the Data Management Library.

Deliverables:

- 2.2.1 QSS WBS to adequately address issues of schedule and cost control and monitoring of budgets against actual costs
- 2.2.2 Updates for the Regional Corporation's monthly Progress Report
- 2.2.3 Update Document Management Library in the Joint Project Office, and assemble all QSS project documents

2.2.4 Detailed project schedule for Quick Start Support activities, updated monthly

Payments and Processing

This task includes preparation of the monthly invoicing and other billing records for QSS as well as assisting the Regional Corporation with the invoicing of any costs to the Government of Canada and Province of Ontario.

Deliverables

2.2.5 Monthly invoices and other billing records for QSS

2.2.6 Assist the Regional Corporation by providing information supporting YR invoicing of shared costs to senior levels of government

Program Procedures

York Consortium 2002 established and implemented project procedures to administer the day-to-day operations of York Consortium 2002 and the Regional Corporation within the Joint Project Office for Year One Work and Year Two Work. York Consortium 2002 will review and revise the procedures to reflect the QSS work requirements.

Deliverables

2.2.7 Update Program Procedures for QSS

3.0 Design/Build Construction Support

Working proactively with the Regional Corporation, the Design/Build contractor, local municipalities and other key stakeholders, the goals to support Quick Start Design/Build are to:

- Assist the Design/Build team with ongoing liaison and coordination with key stakeholders and other transit organizations by providing planning and technical support, subject to and separate from, the obligations of the design/build contractor
- Liaise and coordinate with the Design/Build team regarding issues at the interface formed by: the Design/Build work; the vehicle supply contract; the O&M activities related to BRT services; and the YRT facilities services and activities
- Produce concept level designs for “non-O&M” facilities
- Coordinate real estate related issues not under D/B contract

3.1 Technical and Planning Support

The Year 2 work scope completed the strategic “Technical and Planning” work for Quick Start. This task provides the detailed “Technical and Planning” support required to resolve ongoing service-related issues for the Quick Start project. In particular, interfaces with other agencies and transit providers regarding terminals and other facilities that are outside of the scope of the Design/Build Contract will be supported. YC2002 planning will support:

- Ongoing resolution of Quick Start detailed service and planning issues related to other transit agencies and appropriate documentation of issues and resolutions including the following:
 - YRT – all terminals and off-street stops where YRT interfaces with Quick Start
 - GO Transit – Finch, Newmarket, Langstaff and Unionville terminals
 - TTC – Downsview and Don Mills subway stations
- Ongoing resolution of other Quick Start detailed service and planning issues related to off-street routings and facilities (or those on private lands), including York University, Langstaff, Markham-Stouffville Hospital, IBM, Promenade Mall and Bernard Terminal and appropriate documentation of issues and resolutions
- Ongoing resolution of service and planning issues related to routings and stop locations for Quick Start Design/Build with local municipalities (e.g., contingency plans for construction timing of Enterprise Drive) where there are not D/B contractor responsibilities and appropriate documentation of issues and resolutions
- Ongoing planning liaison with YRT and other stakeholders related to Quick Start Design/Build and documentation of meetings and other liaison activities as appropriate
- Ongoing planning support to Communications (i.e. presentation speakers) with regard to Quick Start Design/Build and development of presentation materials where appropriate

3.2 Passenger Facilities/Real Estate Coordination

Passenger Facilities

This task focuses on passenger facilities design activities not included in the D/B contract scope for Quick Start elements as listed below. O&M facilities design work is covered under Section 6.0 of this document. Design activities will include:

- Planning and design concepts for pedestrian bridge adjacent to Richmond Hill Centre station
- Ongoing coordination with GO Transit facilities concept design at Finch Terminal

Deliverables:

- 3.2.1 Concept drawings for the proposed pedestrian bridge adjacent to Richmond Hill Centre station;
- 3.2.2 Concept-level designs for potential enhancements to Quickstart facilities contemplated by the Region (detail design for elements to be advanced into construction would be performed as a change order to the D/B contract); potential enhancements include:
 - The YRT/YRTP joint stop signage program;
 - “Gateway Planting” at selected regional centres;
 - Heritage modifications to typical “mini” design
 - Potential QS facilities at the Bayview/Hwy 7 site, and associated joint development
- 3.2.3 Preparation of “Pattern Book” for Quick Start facilities.

Real Estate Coordination

YC2002 will provide Quick Start real estate coordination support as listed below:

- Input on all property issues along the corridors and terminals
- Interface with land owners on property issues
- Advise on property for O&M facility options
- Advise/interface with York Geomatics on mapping program
- Interface with York Transportation, Works and Planning Departments on development applications and inputs on Quick Start
- Input on local planning documents on Quick Start stop locations
- Attend bi-weekly Development Review Committee meetings and provide focused input on site plans, official planning amendments and zoning applications

Deliverables:

- 3.2.4 Formal responses to Transportation, Works and Planning on site plans, official planning amendments and zoning applications

4.0 Communications

Working In conjunction with the Regional Corporation, the goals of the YC2002 communications team are to:

- Promote the benefits of Quick Start and rapid transit to public and private sector organizations, stakeholders, special interest groups and the general public
- Establish a distinct image for the YRTP program
- Promote a consistent message for the Quick Start program
- Produce and distribute a range of information on Quick Start using a variety of media
- Develop communications materials to support ongoing strategic planning, activities and events

4.1 Program-wide Communications Support

Communications support includes updating the Communications Plan, providing ongoing communications support to YRTP management, and managing the creative resources required to deliver the requisite collateral materials.

Communications activities will continue to incorporate recognition of Quick Start funding support in collateral materials developed both internally and in conjunction with YRT to support Design/Build construction. Correspondence will be prepared as required (agendas, minutes, memoranda, letters, e-mails and reports, appropriate) to provide the necessary communications support to Design/Build activities.

Communications support will be provided to YRTP Management with regard to the Quick Start Project Team (Program Technical Coordination, Task Leaders and Go Live Meetings). YC2002 will manage:

- Internal and external writing, graphic, production etc.
- staffing resources to support the launch of Quick Start services
- Necessary graphics software and supplies

Deliverables:

- 4.1.1 Document controlled key memoranda, letters, reports
- 4.1.2 Updated YRTP Business Case, report and presentation to Regional Council
- 4.1.3 Graphic software/supplies (e.g. proprietary fonts, pantone book, graphics software, web software, stock photography)
- 4.1.4 Action items update reports, go live meeting agendas and minutes (up to 50)

4.2 General Public and Stakeholder Outreach

Stakeholders include the general public, special interest and community groups, local businesses and their employees, developers, landowners, and existing users of public transit. The YRTP contact database will be updated on an ongoing basis to support the Quick Start Design/Build contract and legislated privacy/security procedures will be implemented to protect data collected. Working with staff from the Regional Corporation, required information and key messages about Quick Start progress will be prepared for media releases, presentations and editorials.

Both specialized and targeted print materials, including fact sheets, brochures and newsletters, will be developed as well as presentations for community groups (e.g., Heritage Groups, Ratepayers Associations), community festivals, local business association events or conferences, and/or panel discussions/workshops that focus on one or more specific aspects of Quick Start.

Deliverables:

- 4.2.1 Fact sheets (up to 6), brochures (up to 6) and newsletters (up to 4 issues)
- 4.2.2 Local community, local business, conference and event presentations (up to 6)

4.3 Communications with Regional and Local Municipal Government

In conjunction with the Design/Build contractor and the Region, Communications will develop reports, presentations and fact sheets to update Regional and local municipal Councils and staff about construction schedules, progress and Quick Start services. The provision of clear and consistent messaging and information will assist municipalities in communicating with their internal and external stakeholders.

Communications will also work with municipal communications staff to facilitate the timely distribution of information about construction through municipal communications channels and publications.

Deliverables:

- 4.3.1 Regional and local Municipal reports and presentations (up to 30)

- 4.3.2 Municipal Communications Matrix to identify opportunities to distribute construction information through Regional and local Municipal communication channels
- 4.3.3 Fact Sheets (up to 8) and articles (up to 4)

4.4 Communications with Transit Agencies

Quick Start is being positioned as the initial phase of a unique service that will provide the “missing transit link” required to provide York Region’s residents and business community with a fast, comfortable and convenient family of transit services. As construction proceeds, existing transit stops will be relocated and/or shared with other transit services. The potential for negative feedback from existing transit riders and drivers who experience increased travel times along the primary corridors during the construction process is considerable. Quick Start construction must be positioned in a manner that clearly communicates the long-term benefits that will accrue from temporary inconveniences. It is important that the non-Regional transit agencies operating within York Region (GO Transit, TTC and Brampton Transit), be apprised of construction progress and provide existing transit riders with positive information about the Region’s transit vision while the construction phase is underway.

Deliverables:

- 4.4.1 Meeting minutes, agendas, presentations to call centre staff, drivers, supervisors of GO Transit, Brampton Transit and TTC (up to 6)
- 4.4.2 Fact sheets (up to 6)

4.5 Ongoing Website Support

The existing website (yorkinmotion.com) will be updated on a regular basis to provide ongoing information about Quick Start construction and services. A new website to be launched in December 2004 to incorporate the new rapid transit brand and key messages will also be updated regularly with construction information.

Deliverables:

- 4.5.1 Construction updates (up to 20)
- 4.5.2 Monthly website usage summaries (15)

4.6 Communications Support to D/B Contractor

YC2002 communications will provide support to the Design/Build contract team and the Construction Liaison Officer, and support and promote public awareness with regard to construction progress. YC2002 will continue to work with York Regional Corporation staff to attract positive media attention at key milestones

Deliverables:

- 4.6.1 Develop collateral materials for the Design/Build contractor
- 4.6.2 Memoranda to Design/Build contractor regarding branding standards (up to 4)
- 4.6.3 Key Design/Build construction messages memoranda (up to 3)
- 4.6.4 Construction milestone media event records and associated media kit materials (up to 3 media events) (November 2004, March 2005 and June 2005)
- 4.6.5 Monthly records of Design/Build Construction Liaison Officer requests for communications support (14)
- 4.6.6 Collateral materials required by Construction Liaison Officer, which include Fact Sheets (up to 4), posters and signage (up to 4 design concepts)

4.7 YRT/YRTP Communications Coordination and Support

This task relates to the integration of Quick Start and YRT services. Activities will relate to: (a) communications with existing transit riders and the public during the Quick Start construction phase, which is scheduled to run from July 2004 through August 2005; and (b) the coordination of efforts to provide a clear understanding of the relationship between the existing local transit services and the new BRT service. YRT/YRTP coordination tasks will include:

- Facilitation of public requests for information and materials
- Liaise with YRT regarding the design/development of fare media

Deliverables:

- 4.7.1 Call centre aids to enable customer service representatives to effectively answer customer inquiries about the rapid transit program and construction (up to 3) (October 2004-December 2005)
- 4.7.2 Training presentations to call centre customer service representatives (up to 3) (December 2004, June 2005, August 2005)

5.0 Branding and Launch of Rapid Transit System

During Year Two Work, the application of branding elements was primarily related to the technical components of Quick Start (e.g., livery). As Quick Start approaches service implementation, the technical efforts will be reduced while the communications elements will increase to facilitate increased public relations, advertising and marketing activities associated with the launch of services in the fall of 2005. A key component of communications activities will be to bring the new brand to life for consumers and stakeholders.

5.1 Brand Launch

YC2002 communications will oversee and coordinate the introduction of the new brand to both internal and external stakeholders and the public. The application of branding standards, requirements for secondary branding and co-branding applications will be managed to ensure the new branding and identity is appropriately incorporated in all collateral marketing and communications materials.

New media has grown in importance as a communication tool. As conventional media entices the general public to learn more about the proposed new rapid transit system, the web will provide a readily available source of the most current information on the project and its progress. Detailed information regarding planned routes, future phases, technology, environmental assessment and all other aspects of the project will be presented in an innovative and enticing way.

The investment in new media at this stage will pay dividends for ongoing project communications throughout the life of the project as a library of reusable multi-media assets is created. The web is a key communication tool that we will use to reinforce the key brand messages and value propositions of the system. Readily accessible, current information will allow people to learn both how the new system will work and how it will work for them.

Deliverables:

- 5.1.1 Internal brand launch event
- 5.1.2 External brand launch event
- 5.1.3 Development and launch of a new, interactive, multimedia website

5.2 Service Launch

Although Quick Start will operate as an important link between local bus and express bus and rail services, it is also a distinct and separate service to improve mobility both within York Region and into the neighbouring Regions of Toronto, Peel and Durham. It supports York Region's urban centres and corridors plan, and lays the foundation for subsequent phases of the YRTP.

The rollout of Quick Start services in the fall of 2005 must therefore achieve a number of objectives, primary of which is increasing transit mode share. Key to enticing riders to the new system is ensuring they understand the benefits the new system will bring to them. YC2002 communications will deliver integrated marketing campaigns that are adapted across the full communications mix (street, public relations, advertising etc.) that ensures maximum exposure and effectiveness of the brand message.

Deliverables:

- 5.2.1 Collateral materials to promote Quick Start's integrated fare policy, schedules and routes to the general public, local businesses, and existing transit riders (brochures, flyers, posters, promotional items, in-building displays per approved Communications Plan and budget)
- 5.2.2 Public relations campaigns (up to 3) with associated media kits, releases and media buys
- 5.2.3 Market Research Reports (up to 2)
- 5.2.4 Advertisements (conventional and/or new media) (up to 7)
- 5.2.5 Programs/agendas for Quick Start roll-out events (up to 3)
- 5.2.6 Web updates (e.g. news releases/articles, upcoming events and promotions)
- 5.2.7 Web interactive modules (up to 4) to introduce new interactive features and create continued interest in the site, keeping people coming back for new information presented with creativity and flair – including such things as incorporation of narrative presentations, interactive timelines, online videos, maps and games (January 2005, June 2005, September 2005, December 2005)
- 5.2.8 York in motion existing text repurposed (converted) to York Region website

6.0 Quick Start Operations and Maintenance

Operations and Maintenance is an essential element in the launch of Quick Start. Under Year 2 the strategic planning for O&M was completed and this work plan covers the work to implement that strategic plan. YC2002 will provide the following services in support of Quick Start O&M:

- Support procurement of O&M Service Provider
- Provide requirements and implementation support for O&M Facilities
- Provide operational review of Intelligent Transportation Systems
- Operations input for Field Facilities (e.g., shelters, stops, control boxes etc.)
- Provide O&M Planning support
- Provide operational input into Fare Policy finalization
- O&M Outside Agency Agreement support to YR

6.1 O&M Service Provider Contract

The selection of an O&M contractor is the critical path process, for the successful commencement of the Quick Start system in fall 2005. YC2002 will provide the following support to YR with regard to the selection of an O&M Service Provider:

- Development and issuance of O&M Service Provider Request for Proposal (RFP) and preparation and issuance of RFP addenda as required
- Prepare for and participate in Proponents meeting
- Develop RFP evaluation criteria
- Close RFP process and participate in O&M Service Provider evaluation. RFP closure date is December 8, 2004.
- Support and participate in negotiation with preferred proponent(s)
- Development and issuance of O&M Service Provider Contract and Notice to Proceed
- Provide strategic assistance to YR during YR administration of the O&M contract
 - Period 1- Mobilization
 - Period 2- Staged start of Quick Start

Deliverables:

- 6.1.1 Support development and issuance of O&M Service Provider Request for Proposal (RFP) by the Regional Corporation

- 6.1.2 Support development and issuance of RFP addendum as required by the Regional Corporation
- 6.1.3 Support Issuance O&M Service Provider Contract and Notice to Proceed

6.2 Quick Start O&M Facilities

The arrival of the new Quick Start fleet, presently scheduled for April 2005, requires immediate planning and outfitting of O&M facilities. O&M facilities will be required in both the North and South areas of the service area and will require the following support:

North Maintenance Facility –The North Facility will be located at 18106 Yonge Street. The Regional Corporation has contracted with URS to design and supervise/procure the modifications to the site. YC2002 will provide the following support services:

- Identify O&M requirements for Quick Start and include in RFP to O&M Service Provider
- Assist the Regional Corporation in providing an upgraded facility
- Liaise between YR/URS and the O&M Service provider

South Maintenance Facility- The South Maintenance Facility is in the process of being selected. YC2002 will provide the following support for this process:

- Assist in developing and finalizing the strategy for the South Facility (choice between 1, 2 or 3 sites)
- Support the region in selection of a site for the south satellite O&M by preparing concept-level site plans for the following sites:
 - 14th Ave & Woodbine
 - Elgin Mills
- As part of the RFP evaluation process evaluate South Facility proposals
- Support the Regional Corporation in selection of a site by developing cost analysis
- Provide support to the DB during Construction and Implementation

Deliverables:

- 6.2.1 Committee reports as required
- 6.2.2 Business analysis including property and construction/modification costs of sites
- 6.2.3 Concept-level site plans for the following sites:

- 14th Ave & Woodbine
- Elgin Mills

6.2.4 Site Plan Approval (SPA) package for the preferred site

6.3 Intelligent Transportation Systems (ITS)

YC2002 will provide support to the Regional Corporation in review of operational requirements for ITS. YC2002 will provide the following ITS support:

- Provide operational review of Interim Transit Control Centre (ITCC) location and requirements
- Assist/support operational requirements and review of ITS including critical timelines and incorporate in the RFP
- Liaise between the O&M RFP requirements and the D/B Contractor

6.4 Field Facilities

Field facilities include terminals, shelters, stops, electrical and IT control boxes and utility interfaces for Quick Start. Following receipt of the 100% design approvals, the Design/Build contractor commenced construction of these facilities during the 2004 construction window. Testing will continue during the winter months with final acceptance in 2005. O&M procedures must be devised and implemented for smooth construction, minimize rework on field facilities and facilitate the hand-over to O&M contractors. YC2002 will provide the following field facility support:

- Provide strategic overview of O&M related activities and procedures related to field facilities
- Assist in the definition of O&M requirements and procedures related to fixed facilities, shelters and stops (including local road maintenance, and snow and garbage removal), transit signal priority, communications equipment and bus bays
- Assist the Regional Corporation/YR in developing contractor procurement to meet these requirements
- Review timelines associated with handover of design/build elements to O&M contractor(s) and provide review of plan for deployment of field facilities

6.5 O&M Planning Support

6.5.1 Service Implementation and Planning Support

This task is distinct from other planning and technical activities supporting Design/Build. These activities provide the planning and technical support required to resolve service-related issues affecting O&M and service implementation, including scheduling and more detailed service development for the Quick Start project, including those involving other agencies and the public.

The interface between YRTP and YRT will be developed in accordance with the outline strategy laid out in this work plan. The goal is to take the Regional Corporation an incremental step toward full integration of all of its transit services. This incremental approach will support the uniqueness and creativity related to the BRT and Partnership and which is required on an ongoing basis to further develop BRT, and subsequently LRT, while gradually bringing in the proven experience of the Regional Corporation's operations staff.

The handling of contracts related to BRT will be undertaken in accordance with the predetermined scope and procedures developed by YRTP. By the end of this transition period, it is expected that YRT will: administer the O&M contract on behalf of YRTP, and in accordance with pre-determined parameters and service standards developed by YRTP; and operate the region-wide call centre for all operations-related contacts from the public.

YC2002 will perform the following service planning activities:

- Oversee Quick Start service scheduling and review detailed service schedules for all implementation phases to interface with the O&M contractor
- Provide ongoing service and planning input to implementation and O&M procedures (fare policies/procedures, operational policies/procedures, passenger/public information, organizational development, etc.) for Quick Start
- Maintain ongoing liaison with YRT and other agencies on service, fare and other integration issues related to implementation and development of Quick Start operational policies and procedures, including documentation of meetings and other liaison activities as appropriate
- Provide ongoing planning support to communications (presentations, etc.) related to Quick Start implementation and development of presentation materials where appropriate

Deliverables:

6.5.1.1 Develop detailed service specifications for each of four implementation phases, consistent with and building on the Service Plan and implementation timetable, sufficient for service (vehicle) scheduling, service integration with YRT and other affected transit agencies, and other service development and implementation activities for Quick Start

6.5.2 Quick Start Post-Implementation Planning Support

YC2002 will provide Post-Implementation Planning support and work with the Regional Corporation to address issues brought about by Quick Start O&M and service implementation. YC2002 will provide the following planning support:

- Monitoring and evaluating of Quick Start services following each of four phases of implementation (September-December 2005), including:
 - identification and initiation, where appropriate, of required remedial or other actions
 - any required adjustments to service specifications and schedules of subsequent implementation phases based on results of previous phases
 - coordination of monitoring and follow-up actions with YRT and other transit service providers

6.6 Fare Policy

Quick Start and local YRT services require integrated revenue collection and seamless transfer policies. During Year Two Work, a draft YRTP/YRT fare policy was developed. This policy will be refined and updated to establish procedures for reconciling fare media from ticket vending machines and outside sales outlets, and for coordinating Quick Start proof-of-payment tickets with YRT's on-board fare box system. The updated fare policy will also address any fare and/or transfer agreements with connecting transit agencies (i.e., GO Transit, TTC, and neighboring regional transit services in Peel and Durham).

YC2002 will perform the following tasks associated with fare policy:

- Provide strategic review to Fare Policy/Revenue Management process
- Assist with minor refinements to the fare policy to include revenue tracking, interface with other transit agencies and O&M procedures
- Assist to identify requirements to procure contractor services for managing fare equipment activities, including revenue and ticket media, and develop O&M Fare Strategy

- Assist YRT to prepare RFP to procure contractor(s) services
- Review completed RFP process and approve/issue contract(s) to obtain services as required for Quick Start
- Assist YRT to prepare fare enforcement policy (November 2004-February 2005)

Deliverables:

6.6.1 Final YRTP/YRT fare policy

6.7 O&M- Outside Agency Support

YC2002 will provide support to the Regional Corporation and YRT in preparing and negotiating agreements with outside agencies including:

- GO Transit
 - GO Memorandum of Understanding
 - Terminal Facilities Agreement at Finch, Newmarket and Unionville
 - Operating Agreement for supply of vehicle operators
 - Commercial Agreement(s) for Terminal and Operating Agreement
- Toronto Transit Commission (TTC)
 - Terminal Facility Agreements at Downsview and Don Mills
 - Commercial Agreement for Terminal Facility