

To: York Region Rapid Transit Corporation Board of Directors
From: Mary-Frances Turner, President
Subject: YRRTC 2010-2020 Business Plan

Recommendation

It is recommended that:

1. The York Region Rapid Transit Corporation (YRRTC) Board of Directors endorse the 2010-2020 YRRTC Business Plan.

Purpose

The purpose of this report is to:

- Obtain the Board's endorsement of the strategic business goals and direction YRRTC will focus on over the course of the next 10 years.

Background

Governance structure changed to a Board structure

- In September 2009, YRRTC revised its corporate governance model to a Board structure. Regional Council appointed a Board of Directors who will help establish future policies and objectives and oversee the Corporation's overall performance.

Mission Statement reinforces continued dedication to the Viva brand

- One of the most compelling things about the Viva brand is the emotional connection it makes. It cannot lose this spirit. It makes it unique, fun and appealing. It is a key to continued success and future efforts will not stray from the core essence of the Viva brand.

- YRRTC's Mission Statement is a formal, short written statement that conveys the framework and context within which YRRTC's strategies are formulated. It provides an overall goal, sense of direction and highlights the company's core values.

Analysis

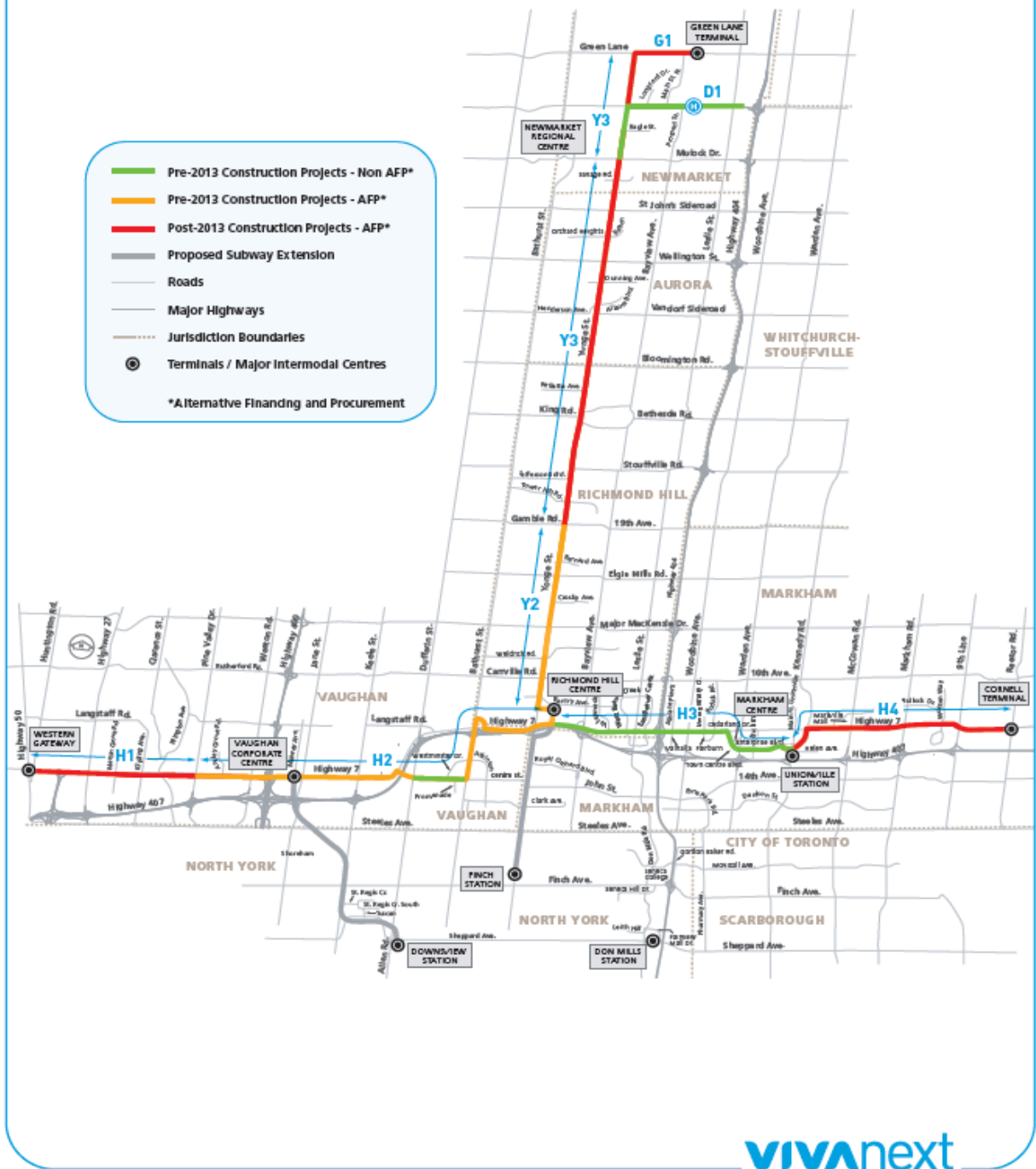
To guide the execution of the vivaNext Rapid Transit Plan, YRRTC has prepared a 10-year business plan

- A 10-year business plan has been prepared for the period of 2010-2020.
- The Plan is organized into three main business units that cover three time horizons – 2010, the period between 2010-2015, and the period between 2015-2020. The three main business units are:
 - Capital (Pages 3-14)
 - Development (Pages 15-18)
 - Strategic Operations (Pages 19-22)
- The 2010 capital unit also includes an Implementation Plan (pages 7-10) that lays out more definitive activities during this period.
- These plans drove the content and direction of the 2010 capital and operations budgets and will be used to guide future budgets as well.

Capital Projects are organized under funded and non-funded projects

- On page 3, the funded and non-funded capital projects are listed in the boxes along the top row. A system map is included on the next page of this report for reference.
- The key elements related to each of these funded and non-funded projects are categorized down the left side and specified under each project.
- The Business Plan (starting on page 4) notes the primary goal within each project description along the top, and identifies four key areas that are required to achieve that primary goal – Funding, Construction, Instruments, Governance and Communications.
- Under the project columns, goals are identified for each of these four key areas.
- The major funded capital projects for 2010 are:
 - Y3.2 (Yonge Street – Mulock to Davis)
 - D1 (Davis Drive – Yonge to Southlake Health Centre)
 - Y2 (Yonge Street – Highway 7 to 19th Ave)
 - H2 (Highway 7 – Pine Valley to Yonge)
 - H3 (Highway 7 – Yonge to Kennedy)
 - Spadina Subway Extension
 - Cornell Terminal
 - Operations, Maintenance, and Storage Facility (OMSF) in Richmond Hill

VivaNext funding map



Year One Capital Implementation Plan

- The Implementation Plan (starting on page 7) provides specific detail to achieve specific goals and objectives required to move the projects forward for funded projects.
- Specific projects are listed along the top, while five focal points are listed down the left side – Funding, Governance, Procurement, Project Implementation/ Construction, and Communications.
- Under each project, specific goals and tasks are identified for each of these five focal points.

Development, and Strategic Operations are key project units with projects and activities to be delivered over the next ten years.

- The key development projects for 2010 are in relation to:
 - Steeles West Station
 - Richmond Hill/Langstaff Urban Growth Centre (Anchor Hub)
 - Unionville Mobility Hub
 - Cornell Terminal
- The key operational activities for 2010 relate to:
 - Viva operations and maintenance 5-year contract
 - Infrastructure Ontario BRT Concession
 - Anchor Hubs – roles, framework, funding, performance, etc.
 - Parking Operations – governance, funding, standards, etc.

Business Plan is a blueprint in a scalable framework that enables the YRRTC Board to guide future activities of the YRRTC office

- Over the next 10 years, this business plan will help guide and direct the YRRTC Board and staff in their efforts to prioritize funded and unfunded work in achieving the primary goals.
- When fully funded, York Region's rapid transit plan will deliver rapid transit infrastructure in excess of \$12.5 billion dollars in York Region.

Conclusion

- In 2010, YRRTC aims to achieve the following:
 - Finalize business arrangements to move funded projects forward;
 - Secure all land requirements for funded projects.
 - Start construction of funded rapidways, terminals, OMSF facility and the Cornell Terminal.
 - Finalize master plan and business arrangements with key land holders/developers.

- Confirm scope and design details related to Spadina subway extension stations within York Region.
- Advance the Yonge subway extension project.
- Create public awareness, provide continual updates and maintain public support.

Over the coming years, YRRTC and York Region will play an important role in shaping the delivery of the rapid transit system, securing new revenue streams and encouraging transit-orientated development.

For more information on this report, please contact Mary-Frances Turner, President, York Region Rapid Transit Corporation at 905-886-6767, Ext. 1010.

Mary-Frances Turner
President

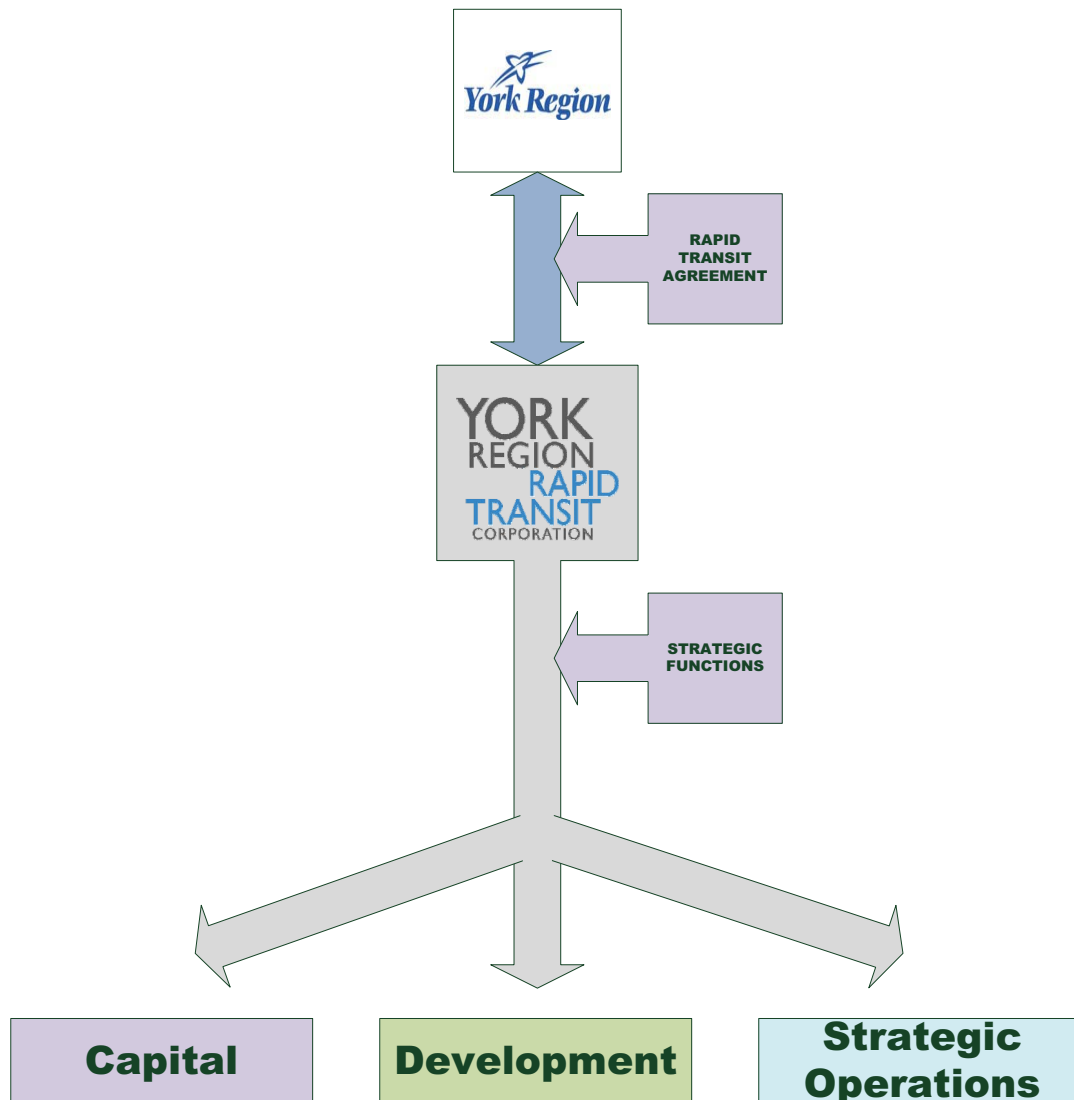
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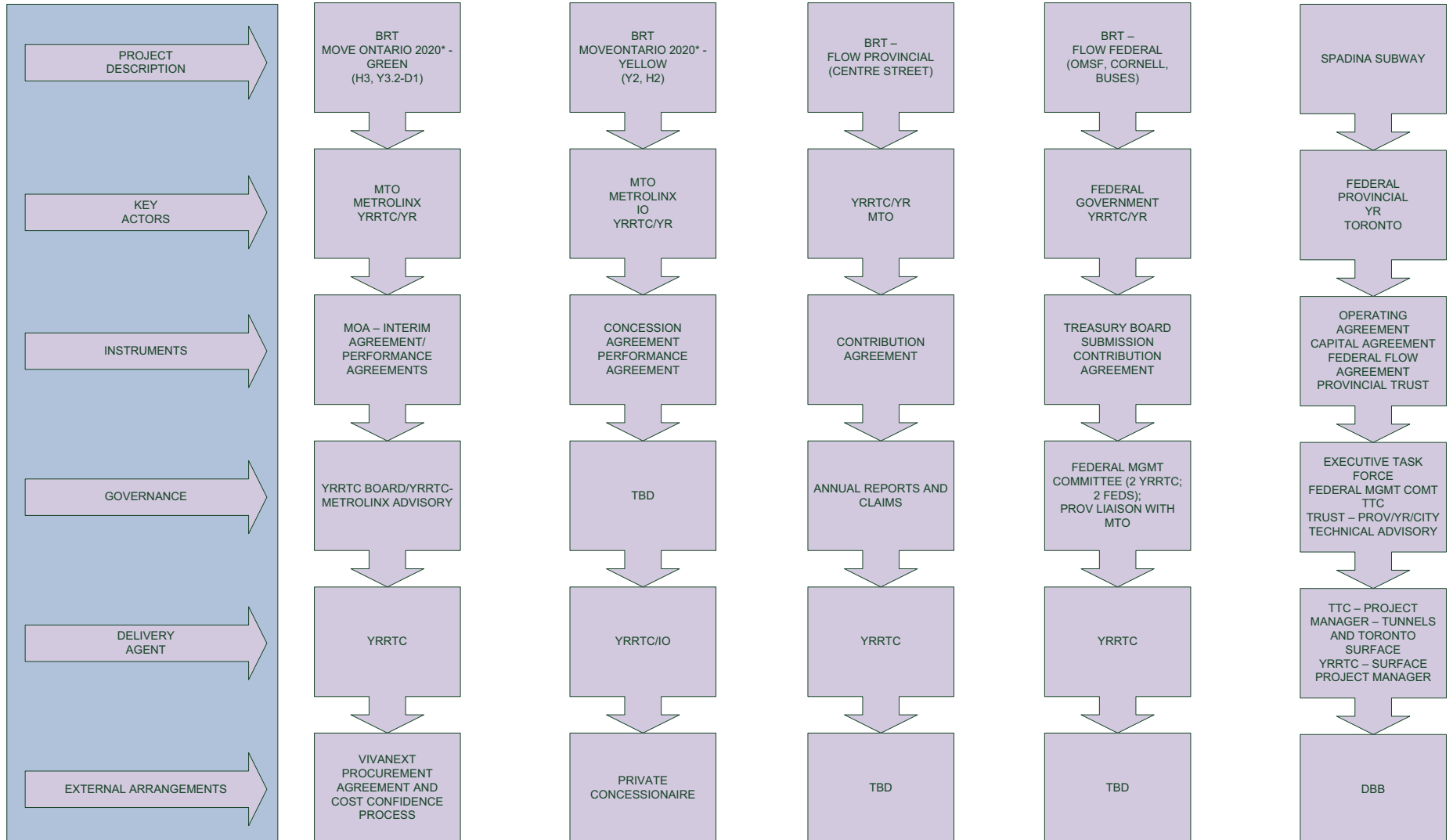
YORK
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CORPORATION

2010 - 2020
Business Plan

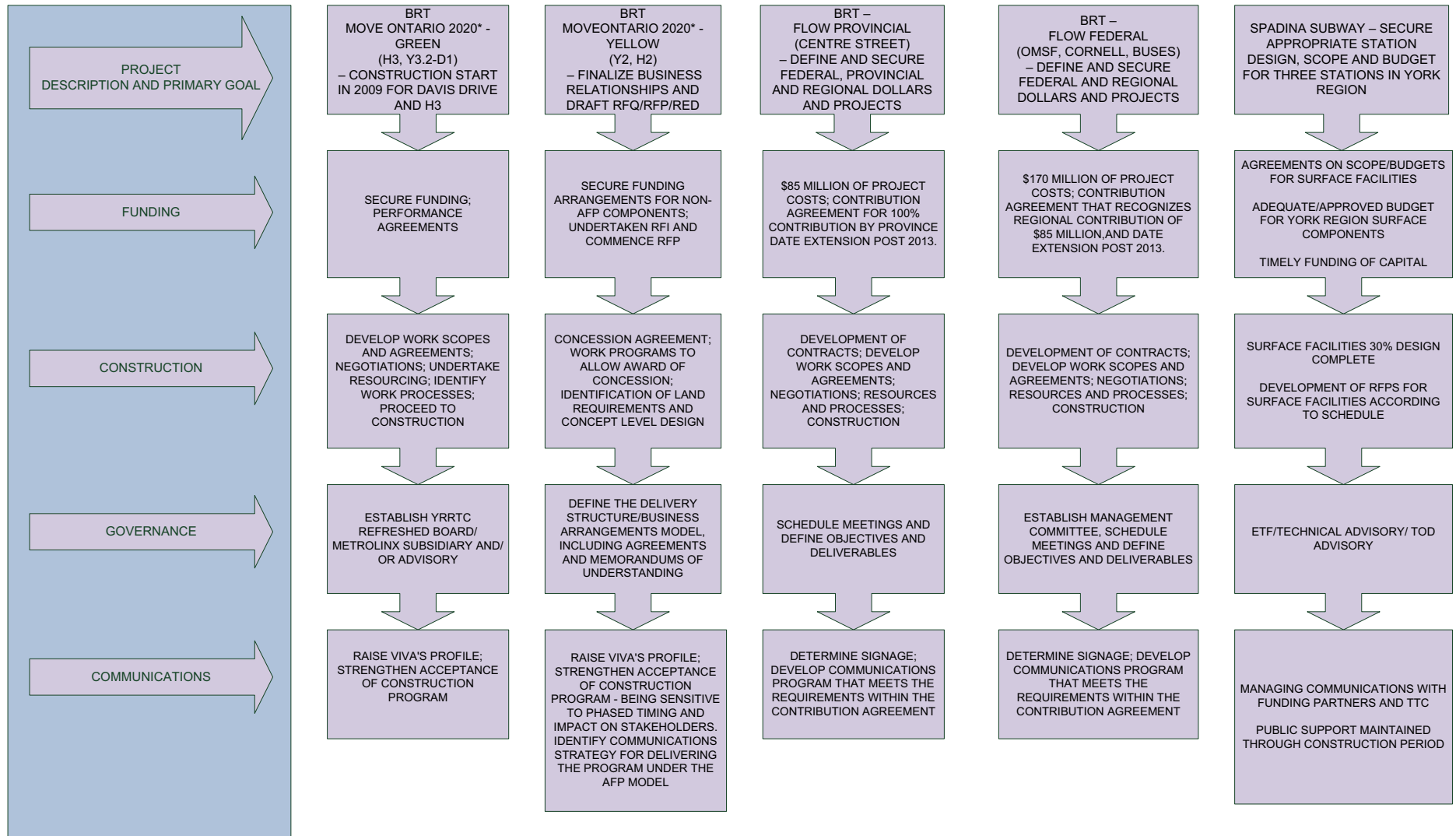


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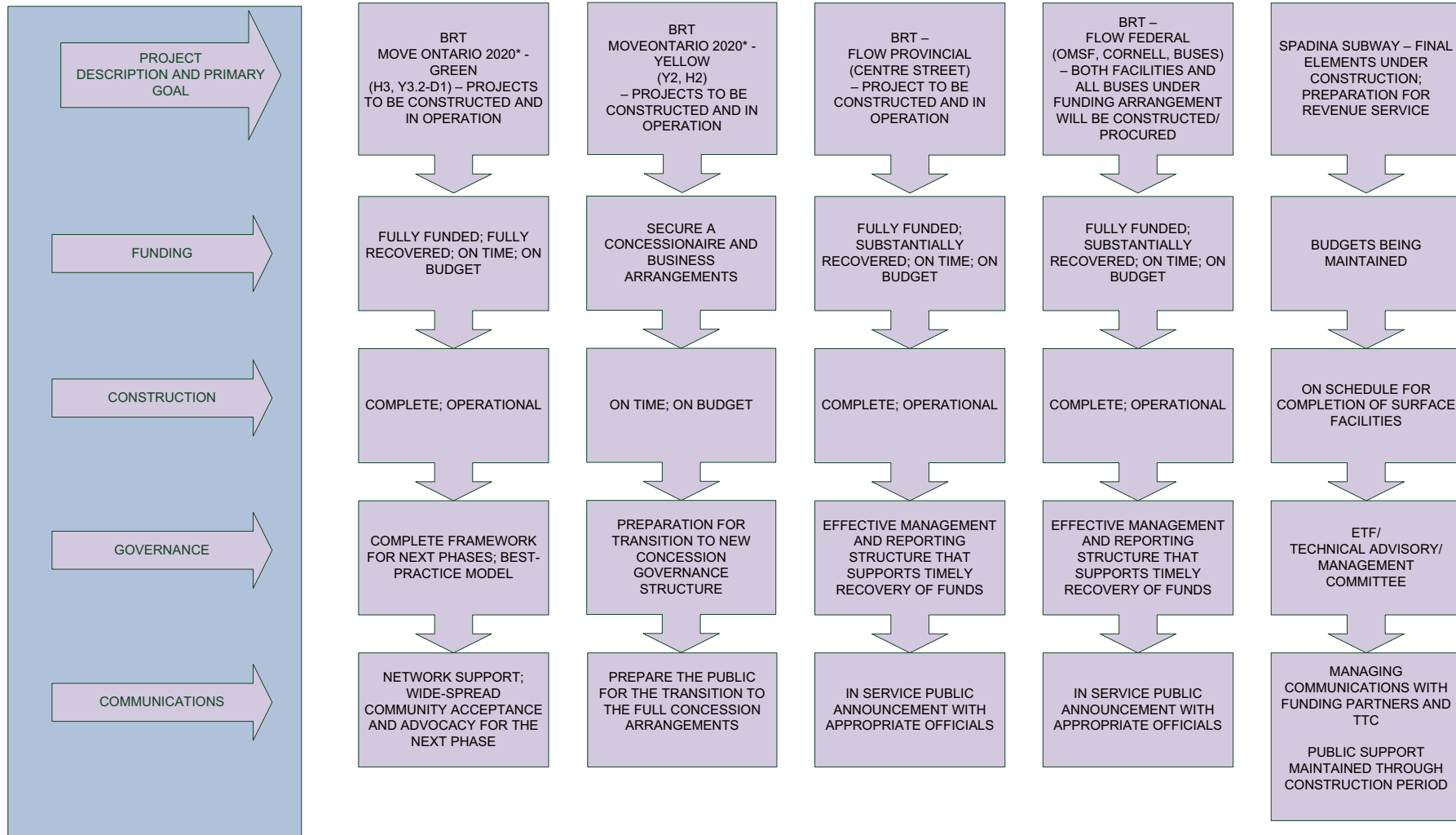
YRRTC FUNDED CAPITAL PROJECTS



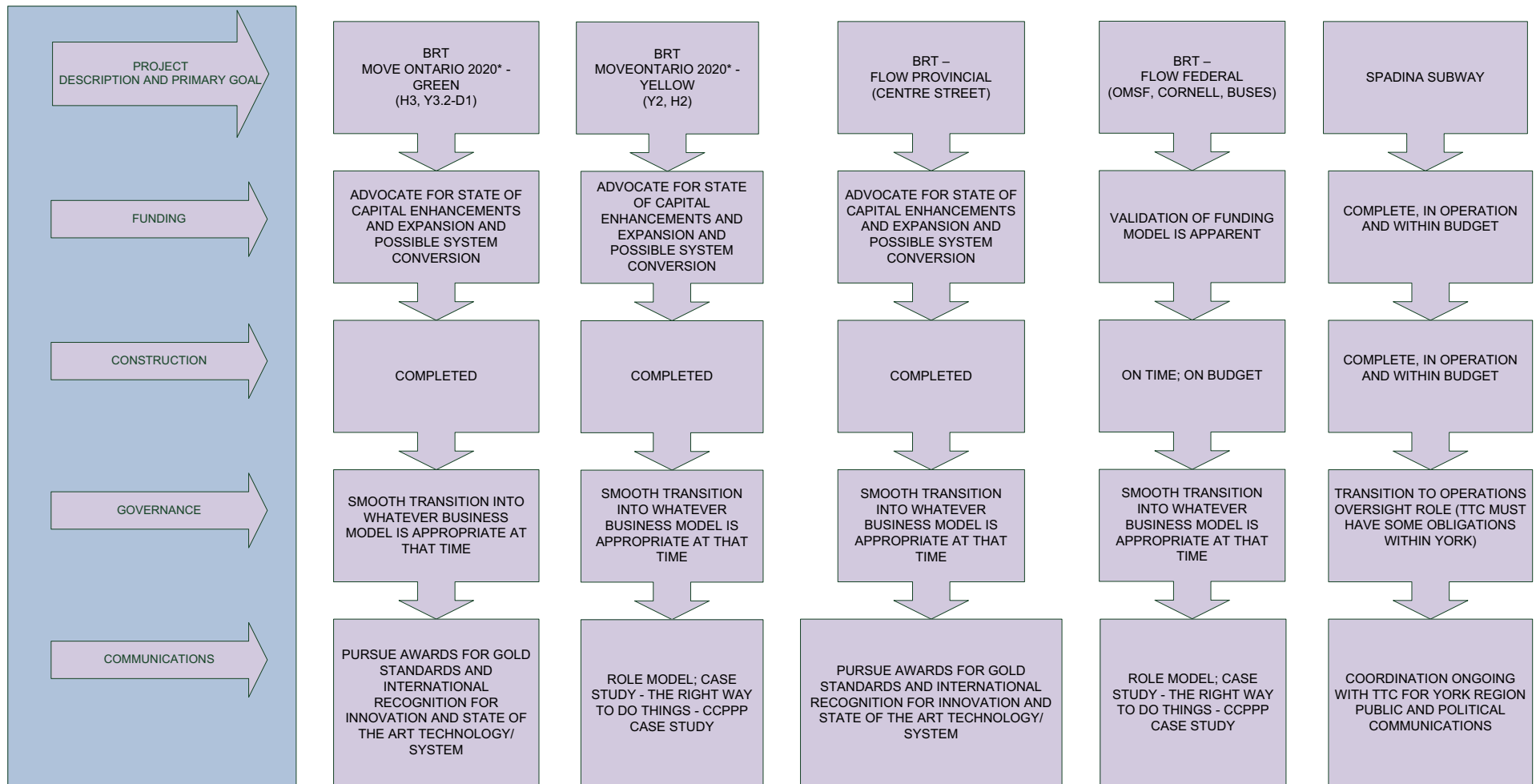
Funded Capital – 1 Year Business Plan



Funded Capital – 5 Year Business Plan



Funded Capital – 10 Year Business Plan





**2010 – 1 Year Implementation Plans for Capital
Projects – Funded Projects**

Funded Capital – 1 Year Implementation Plan (Metrolinx plus FLOW Centre Street)



	H3 – Hwy 7 from RHC to Kennedy		Y3.2 – D1 – Davis Drive and Yonge Street		Centre Street Rapidways and Stations	
Funding	AGREEMENTS Oct 2009: MOA – Interim Funding Agreement (JV) CLAIMS Nov 2009: Commence flow of funds from Metrolinx to YRRTC (ST)		AGREEMENTS Oct 2009: MOA – Interim Funding Agreement (JV) CLAIMS Nov 2009: Commence flow of funds from Metrolinx to YRRTC (ST)		AGREEMENTS Jan 2010: Provincial FLOW Contribution Agreements - \$255 Million (ST) CLAIMS Establish process for claims submissions and frequency (ST)	
	REPORTING Jan 2010: Establish reporting format and protocol (ST)		REPORTING Jan 2010: Establish reporting format and protocol (ST)		REPORTING Jan 2010: Establish reporting format and protocol (ST)	
Governance	AGREEMENTS Dec 2009: Performance Agreement – Mx, YRRTC, YR (JV) Dec 2009: Procurement Agreement – Mx, YRRTC, YR, YC (JV) Dec 2009: Ancillary Agreement (Companion Agreement) – Mx, YRRTC (JV) Dec 2009: Execution of Rapid Transit Agreement - YRRTC, YR (JV)		AGREEMENTS Dec 2009: Performance Agreement – Mx, YRRTC, YR (JV) Dec 2009: Procurement Agreement – Mx, YRRTC, YR, YC (JV) Dec 2009: Ancillary Agreement (Companion Agreement) – Mx, YRRTC (JV) Dec 2009: Execution of Rapid Transit Agreement - YRRTC, YR (JV)		AGREEMENTS Dec 2009: Procurement Agreement – Mx, YRRTC, YR, YC (JV) Dec 2009: Ancillary Agreement (Companion Agreement) – Mx, YRRTC (JV) Dec 2009: Execution of Rapid Transit Agreement - YRRTC, YR (JV)	
	REPORTING March 2010: Annual requirements under Performance Agreement (ST) Dec 2009: Requirements under MOA – Interim Agreement (ST) YRRTC Board Quarterly Report (ST)		REPORTING March 2010: Annual requirements under Performance Agreement (ST) Dec 2009: Requirements under MOA – Interim Agreement (ST) YRRTC Board Quarterly Report (ST)		REPORTING March 2010: Annual requirements under Performance Agreement (ST) Jan 2010: Requirements under FLOW Contribution Agreement (ST) YRRTC Board Quarterly Report (ST)	
Procurement	POLICY Dec 2009: Develop Governance Framework Model, including roles, responsibilities, authorities and delegations – Mx, IO, YRRTC, YR, Advisories, Boards (JV) Jan 2010: Development of Board policies and staff authorities (JV)		POLICY Dec 2009: Develop Governance Framework Model, including roles, responsibilities, authorities and delegations – Mx, IO, YRRTC, YR, Advisories, Boards (JV) Jan 2010: Development of Board policies and staff authorities (JV)		POLICY Dec 2009: Develop Governance Framework Model, including roles, responsibilities, authorities and delegations – Mx, IO, YRRTC, YR, Advisories, Boards (JV) Jan 2010: Development of Board policies and staff authorities (JV)	
	PROCUREMENT PLANS Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up (PM)		PROCUREMENT PLANS Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up (PM)		PROCUREMENT PLANS Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up (PM)	
Project Implementation/ Construction	COST CONFIDENCE AGREEMENTS Design Build Contract (PM) PROCUREMENT DOCUMENTS Bid Submission, Evaluation and Negotiation – Enter 19 week process (ST) Request for Qualification/Proposal (PM) Award or release RFP documents (ST)		COST CONFIDENCE AGREEMENTS Design Build Contract (PM) PROCUREMENT DOCUMENTS Bid Submission, Evaluation and Negotiation – Enter 19 week process (ST) Request for Qualification/Proposal (PM) Award or release RFP documents (ST)		COST CONFIDENCE AGREEMENTS Design Build Contract (PM) PROCUREMENT DOCUMENTS Bid Submission, Evaluation and Negotiation – Enter 19 week process (ST) Request for Qualification/Proposal (PM) Award or release RFP documents (ST)	
	PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM)		PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM)		PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM)	
Communication	AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)		AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)		AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)	
	STAKEHOLDERS RELATIONS Establish communications protocol (DA) Produce briefing documents/ event plans (DA) Highlight project milestones (DA)		STAKEHOLDERS RELATIONS Establish communications protocol (DA) Produce briefing documents/ event plans (DA) Highlight project milestones (DA)		STAKEHOLDERS RELATIONS Establish communications protocol (DA) Produce briefing documents/ event plans (DA) Highlight project milestones (DA)	
Communication	PUBLIC RELATIONS Establish construction communications plan (DA) Media Relations/ Issues management (DA) Create/ Maintain ongoing dialog (DA)		PUBLIC RELATIONS Establish construction communications plan (DA) Media Relations/ Issues management (DA) Create/ Maintain ongoing dialog (DA)		PUBLIC RELATIONS Establish construction communications plan (DA) Media Relations/ Issues management (DA) Create/ Maintain ongoing dialog (DA)	

Funded Capital – 1 Year Implementation Plan (FLOW)

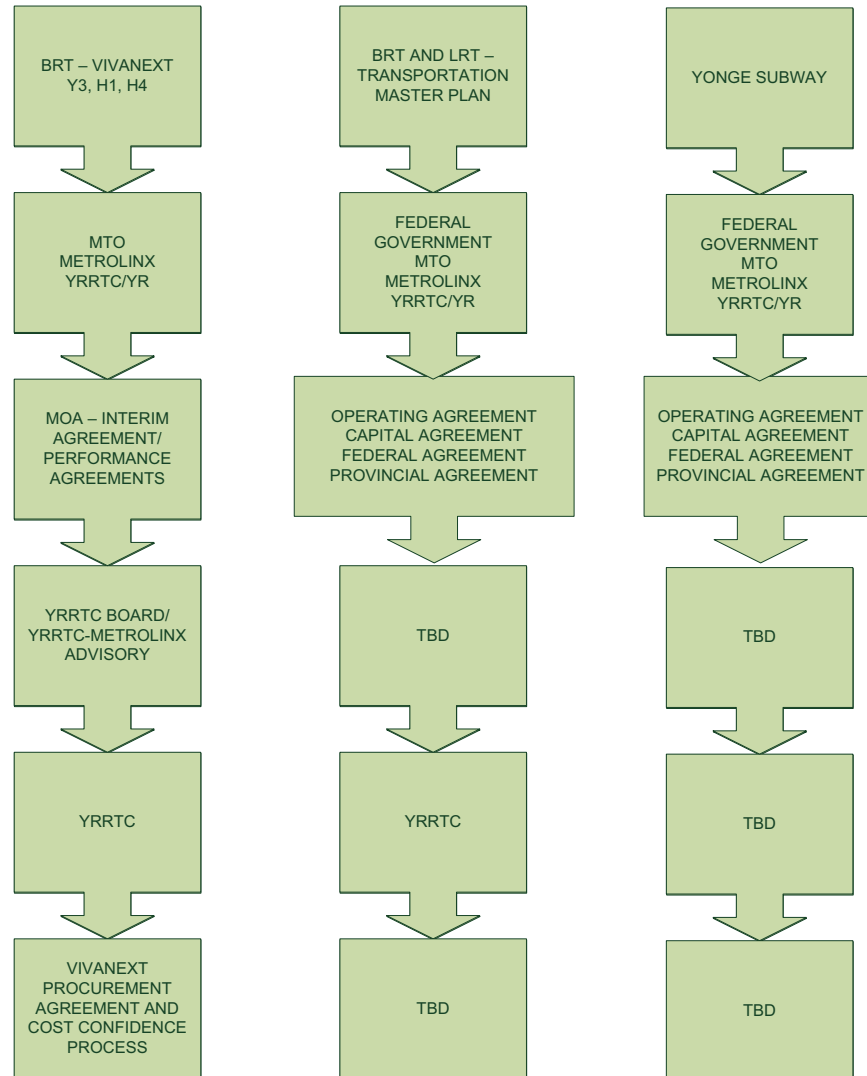
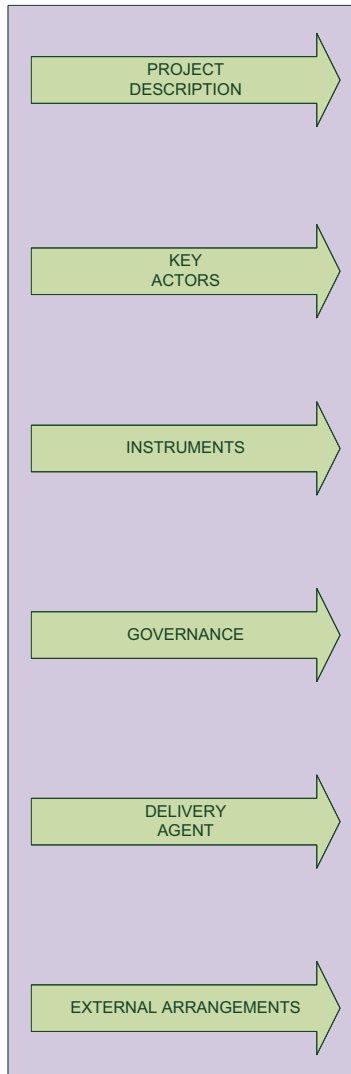
	Cornell		Operations Maintenance and Storage Facility		
Funding	AGREEMENTS Feb 2010: Contribution Agreement (ST) TREASURY BOARD SUBMISSION Feb 2010: Submission to TB (ST)		REPORTING Feb 2010: Establish reporting format and protocol (ST) CLAIMS Feb 2010: HCoMS B1 schedules and processing of claims (ST)		
Governance	AGREEMENTS Dec 2009: Execution of Rapid Transit Agreement - YRRTC, YR (JV) PROJECT OVERSIGHT COMMITTEE (POC) May 2010: Commence meetings (ST)		REPORTING March 2010: Annual requirements under Contribution Agreement (ST) YRRTC Board Quarterly Report (ST) POLICY Jan 2010: Development of Board policies and staff authorities (JV)		
Procurement	PROCUREMENT PLANS Procurement Plan: Scope of Work 15-30% design, Schedule (PM/DC)		PROCUREMENT PROCESS AGREEMENTS Design Build Contract (PM) Release RFQ/RFP documents (ST) Bid Submission, Evaluation and Negotiation, Award (ST)		
			PROCUREMENT PLANS Procurement Plan: Scope of Work 15-30% design, Schedule (PM/DC)		
Project Implementation/ Construction	PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM)		AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)		
Communication	STAKEHOLDER RELATIONS Establish communications protocol (DA) Produce briefing documents/ event plans (DA) Highlight project milestones (DA)		PUBLIC RELATIONS Establish construction communications plan (DA) Media Relations/ Issues management (DA) Create/ Maintain ongoing dialog (DA)		

Funded Capital – 1 Year Implementation Plan (MoveOntario IO Projects)

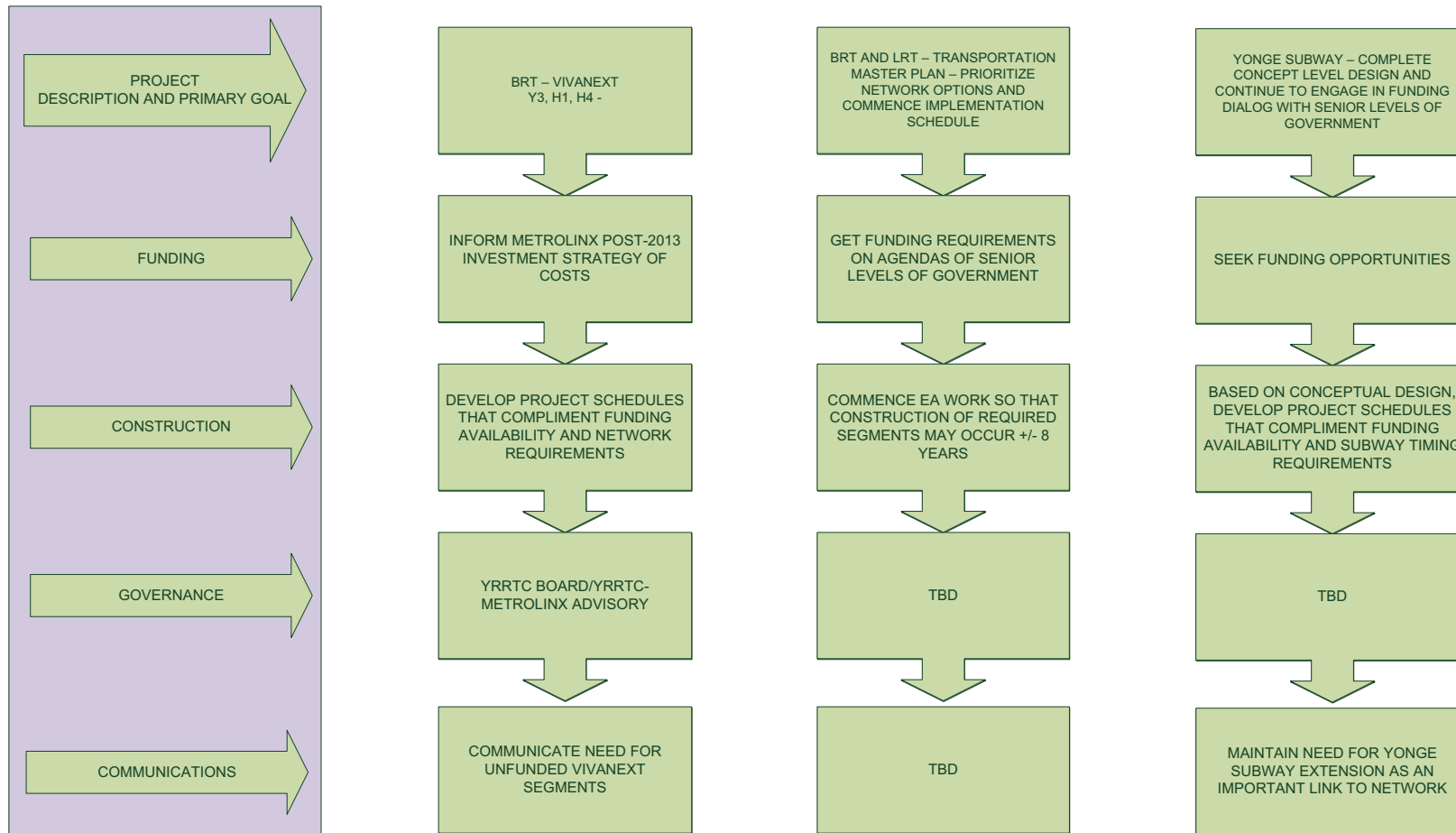


	H2 – Highway 7 from Pine Valley Drive to Richmond Hill Centre	Y2 – Yonge Street from Richmond Hill Centre to 19 th Avenue	
Funding	AGREEMENTS TBD (JV) CLAIMS Commence flow of funds from Metrolinx to YRRTC for YRRTC PMO costs (ST) REPORTING Mar 2010: Establish reporting format and protocol (ST)	AGREEMENTS TBD (JV) CLAIMS Commence flow of funds from Metrolinx to YRRTC for YRRTC PMO costs (ST) REPORTING Mar 2010: Establish reporting format and protocol (ST)	
Governance	AGREEMENTS Feb 2010: Project Charter (JV) REPORTING Feb 2010: IO Metrolinx Reporting Requirements (ST) YRRTC Board Quarterly Report (ST) POLICY Jan 2010: Develop Governance Framework Model, including roles, responsibilities, authorities and delegations – Mx, IO, YRRTC, YR, Advisories, Boards (JV) Jan 2010: Development of Board policies and staff authorities (JV)	AGREEMENTS Feb 2010: Project Charter (JV) REPORTING Feb 2010: IO Metrolinx Reporting Requirements (ST) YRRTC Board Quarterly Report (ST) POLICY Jan 2010: Develop Governance Framework Model, including roles, responsibilities, authorities and delegations – Mx, IO, YRRTC, YR, Advisories, Boards (JV) Jan 2010: Development of Board policies and staff authorities (JV)	
Procurement	PROCUREMENT PLANS Procurement Plan: Scope of Work, Schedule (PM) PROCUREMENT DOCUMENTS Request for Qualification/Proposal (PM) AGREEMENTS Design Build Contract (PM) Release RFQ/RFP documents (ST) Bid Submission, Evaluation and Negotiation – Enter 19 week process (PM) Financial Close (ST)	PROCUREMENT PLANS Procurement Plan: Scope of Work, Schedule (PM) PROCUREMENT DOCUMENTS Request for Qualification/Proposal (PM) AGREEMENTS Design Build Contract (PM) Release RFQ/RFP documents (ST) Bid Submission, Evaluation and Negotiation – Enter 19 week process (PM) Financial Close (ST)	
Project Implementation/ Construction	PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM) AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)	PROPERTY COORDINATION Possession/ Permission to Enter (DC) Property Mapping (DC) Construction Coordination (PM) Utility Coordination (PM) AWARD OF WORK Early works – Notice to Proceed (PM) Final design – Notice to Proceed (PM) Revised Scope of Work – 60% design (PM) Design Build Agreement Execution (JV)	
Communication	STAKEHOLDER RELATIONS Establish communications protocol (DA) Produce briefing documents (DA) Highlight transformation/ growth management (DA) PUBLIC RELATIONS Establish/ Maintain ongoing dialog (DA) Media Relations/ Issues management (DA) Create pre-construction communications plans (DA)	STAKEHOLDER RELATIONS Establish communications protocol (DA) Produce briefing documents (DA) Highlight transformation/ growth management (DA) PUBLIC RELATIONS Establish/ Maintain ongoing dialog (DA) Media Relations/ Issues management (DA) Create pre-construction communications plans (DA)	

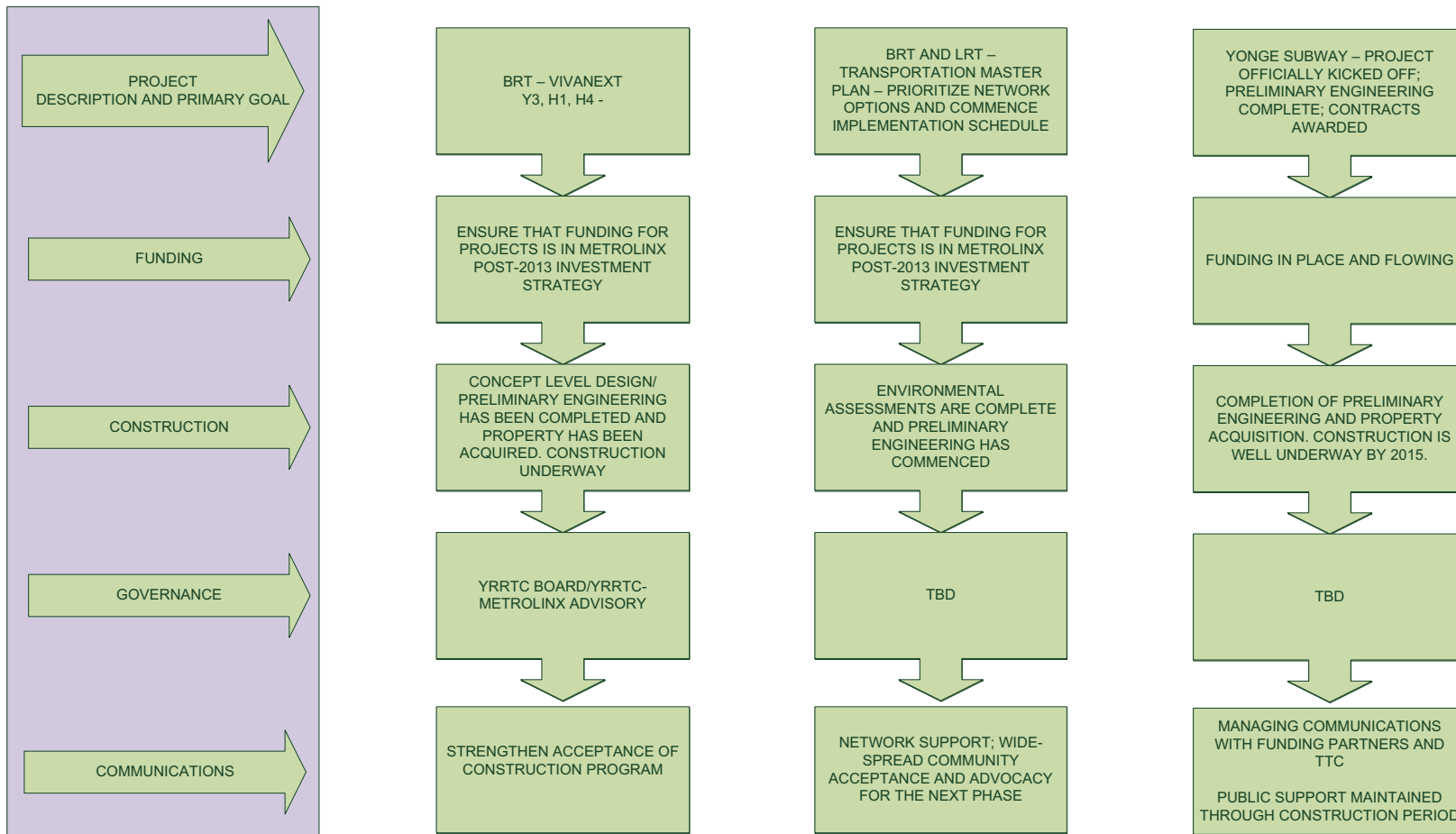
YRRTC Unfunded Capital Projects



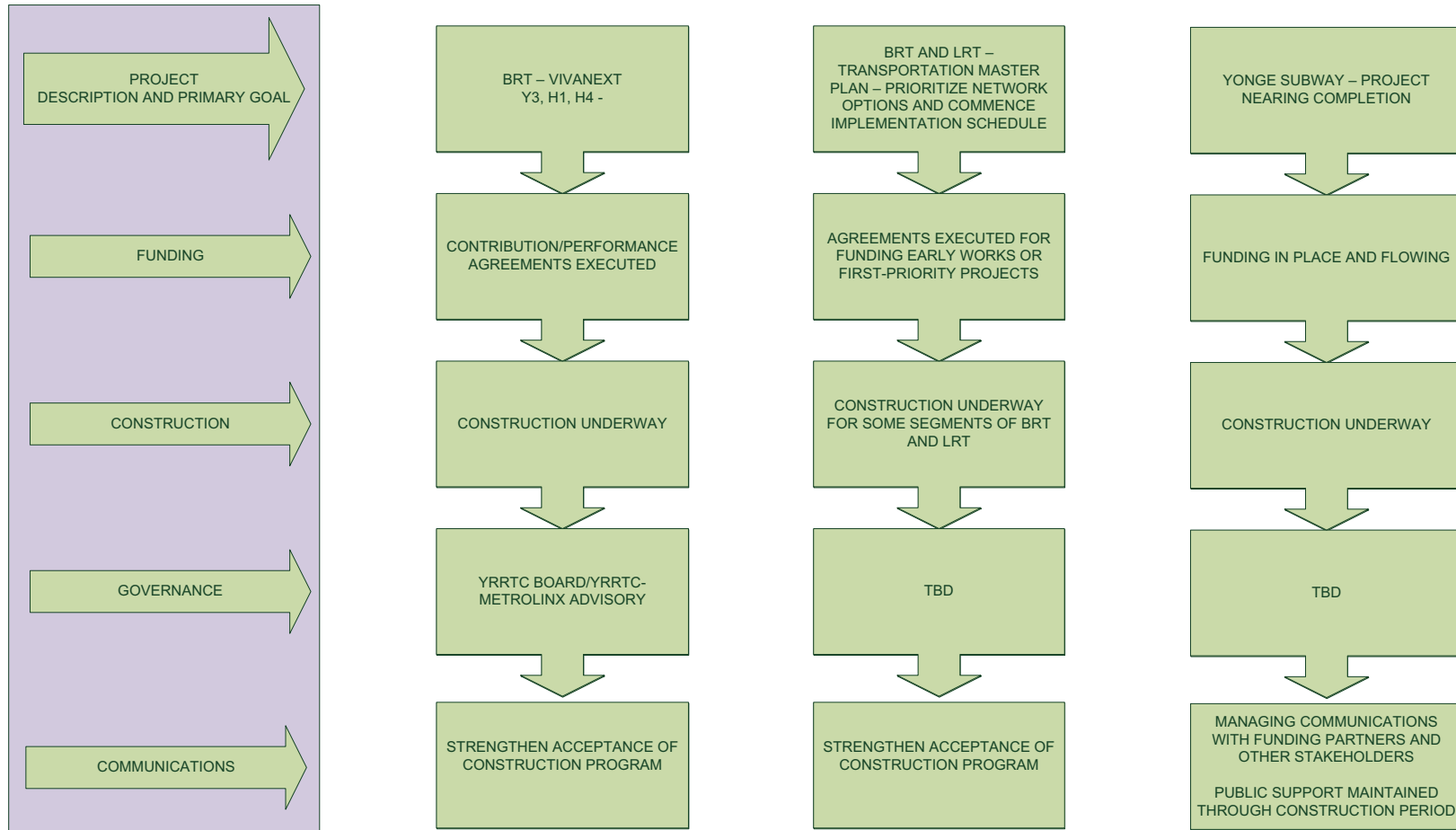
Unfunded Capital – 1 Year Business Plan

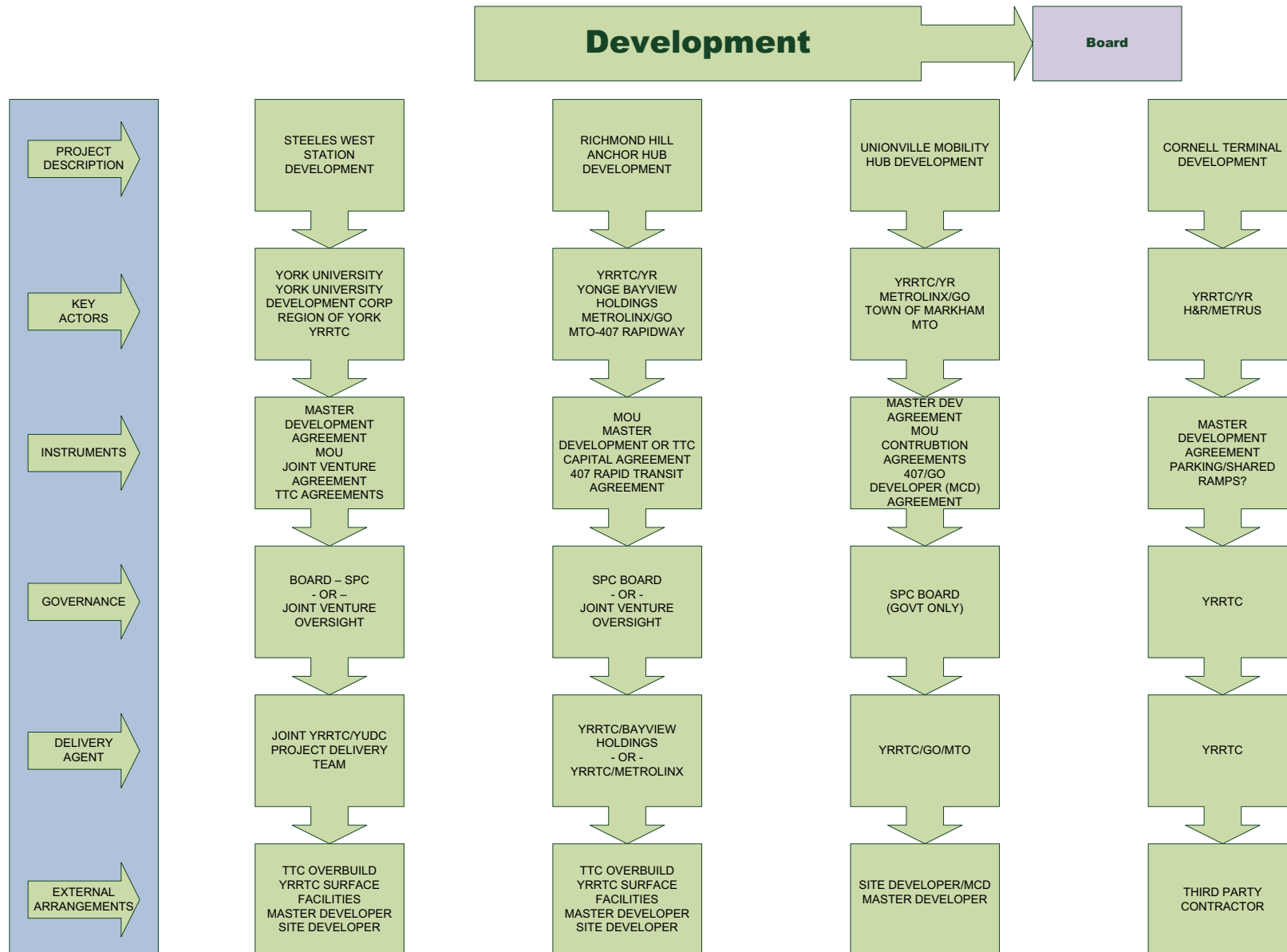


Unfunded Capital – 5 Year Business Plan

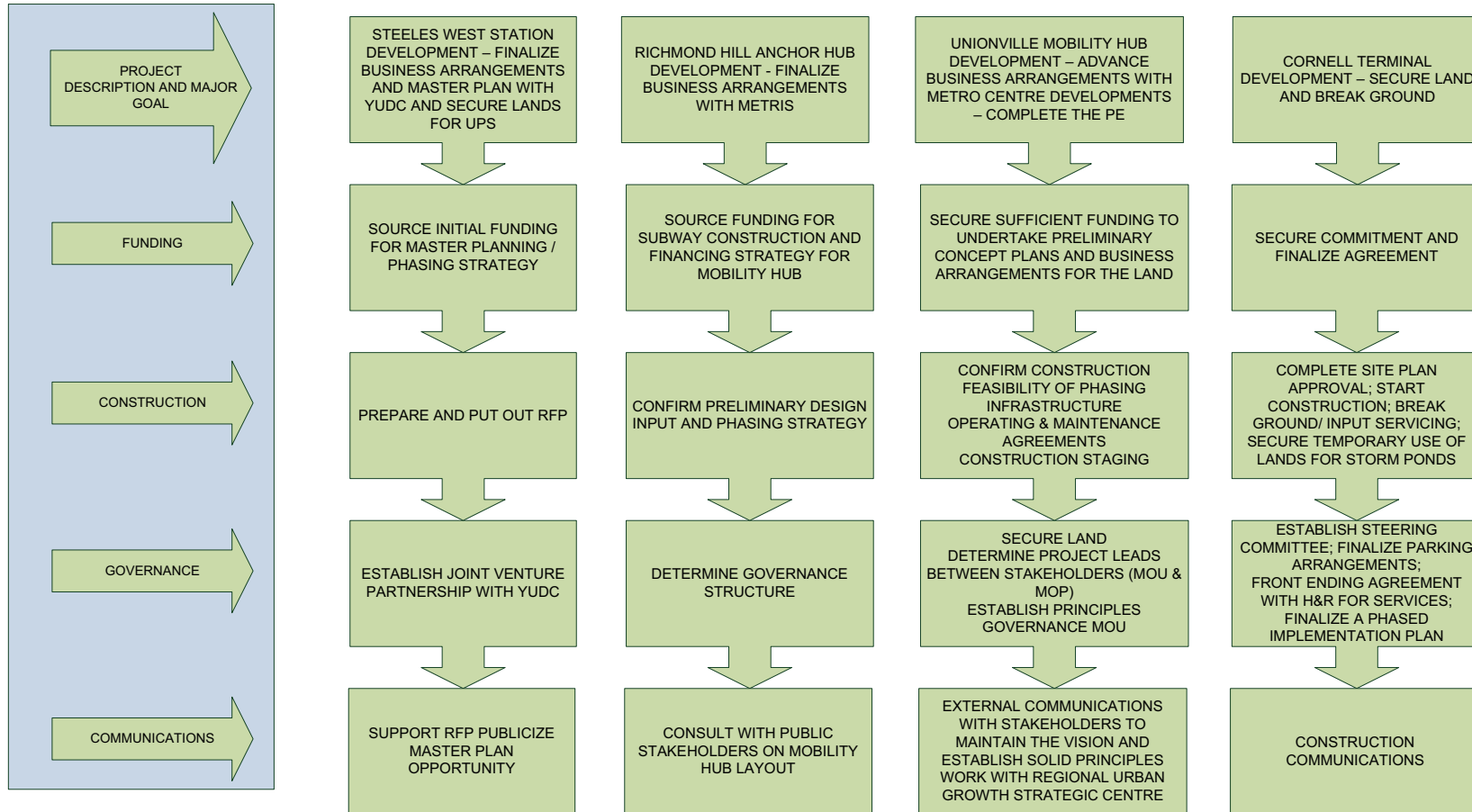


Un-Funded Capital – 10 Year Business Plan

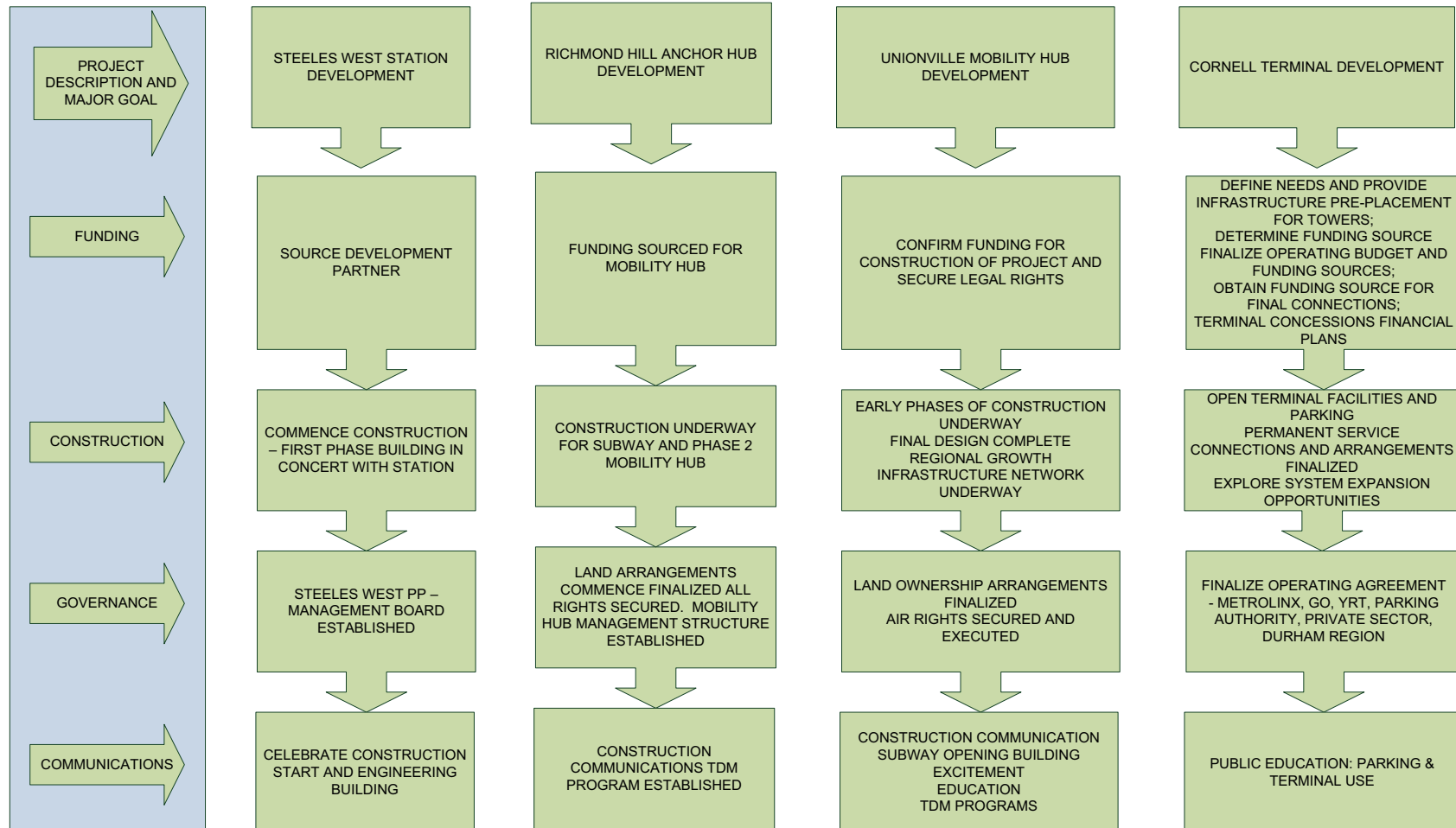




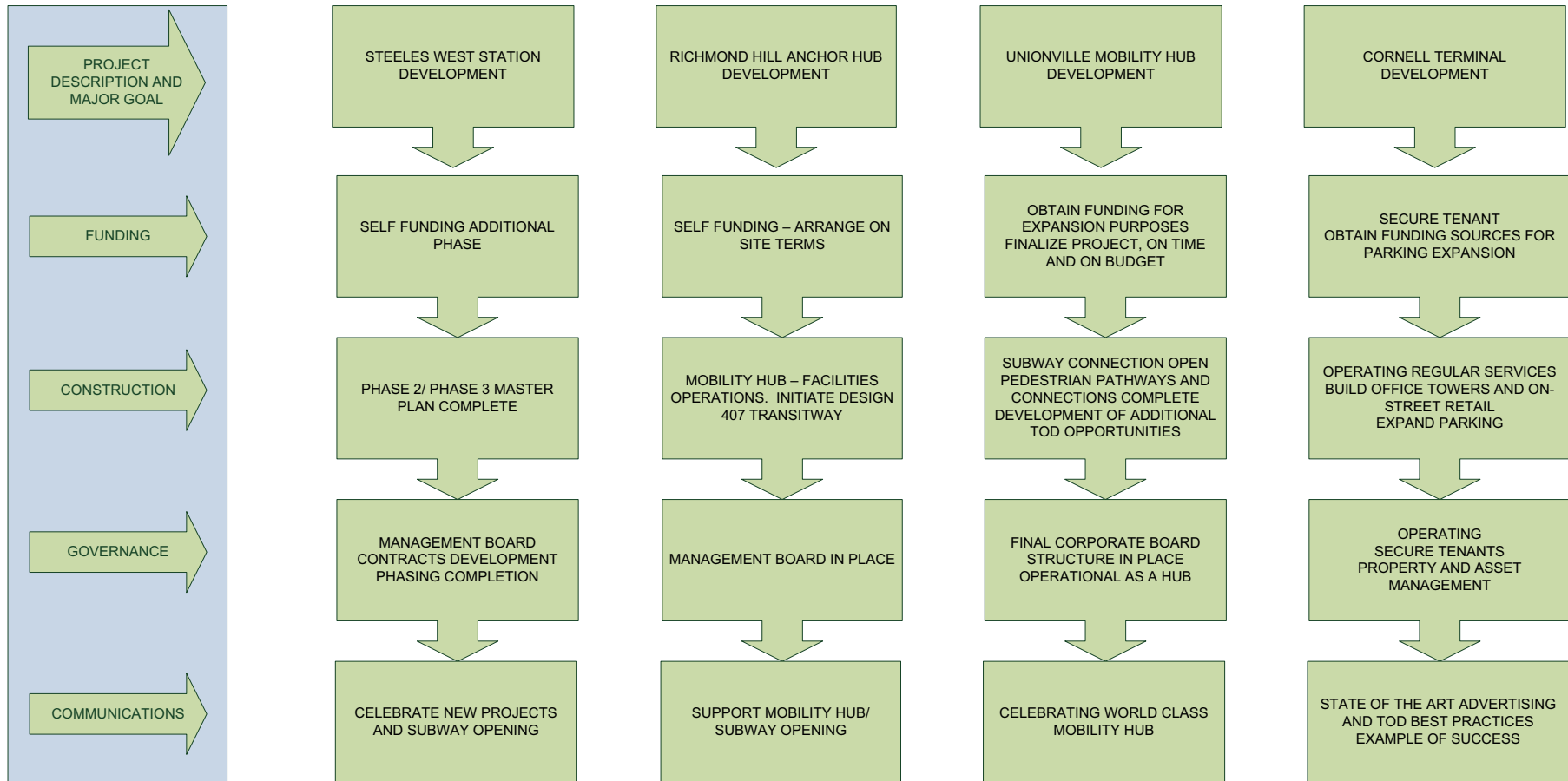
Development – 1 Year Plan

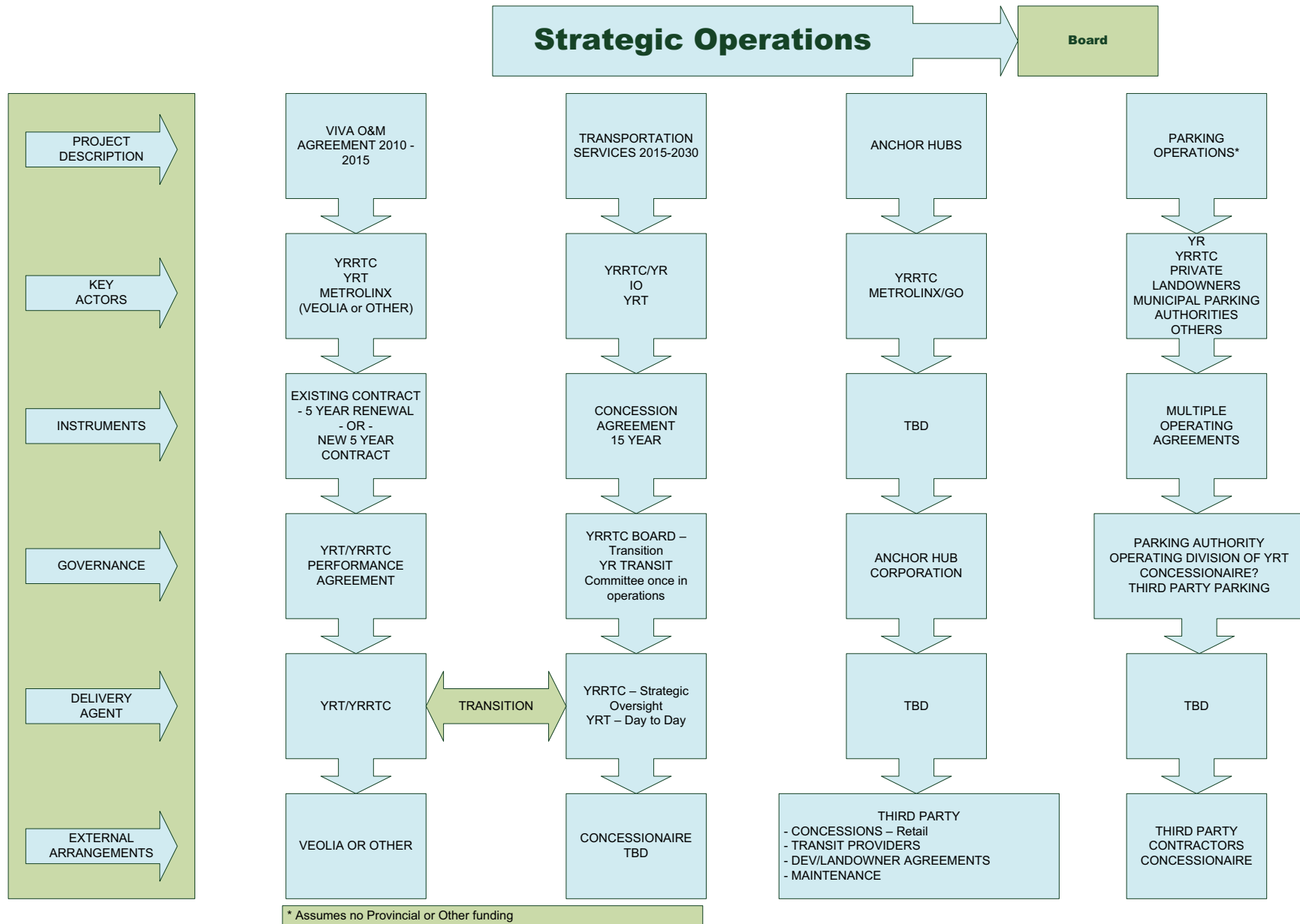


Development – 5 Year Plan

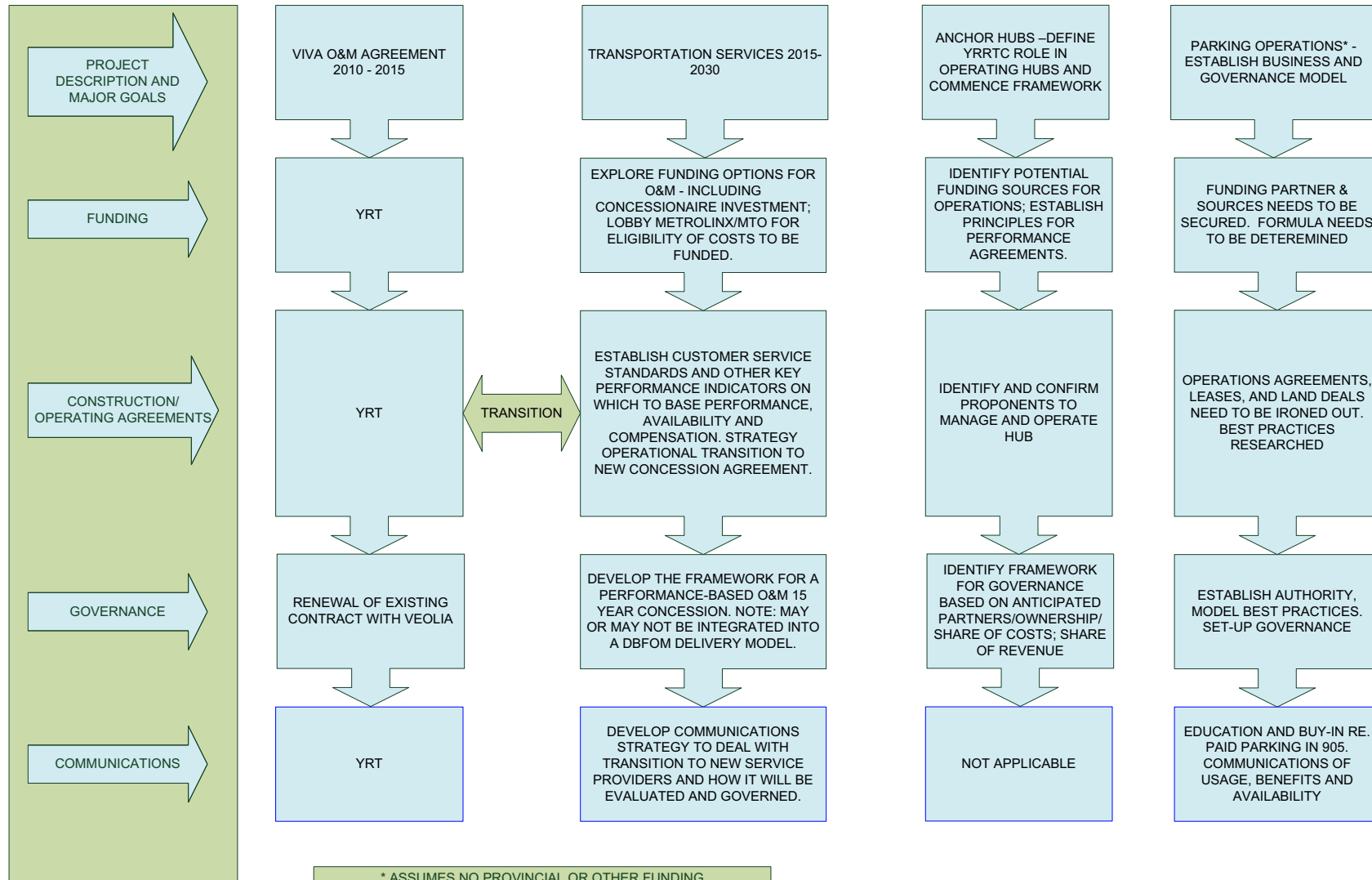


Development – 10 Year Plan

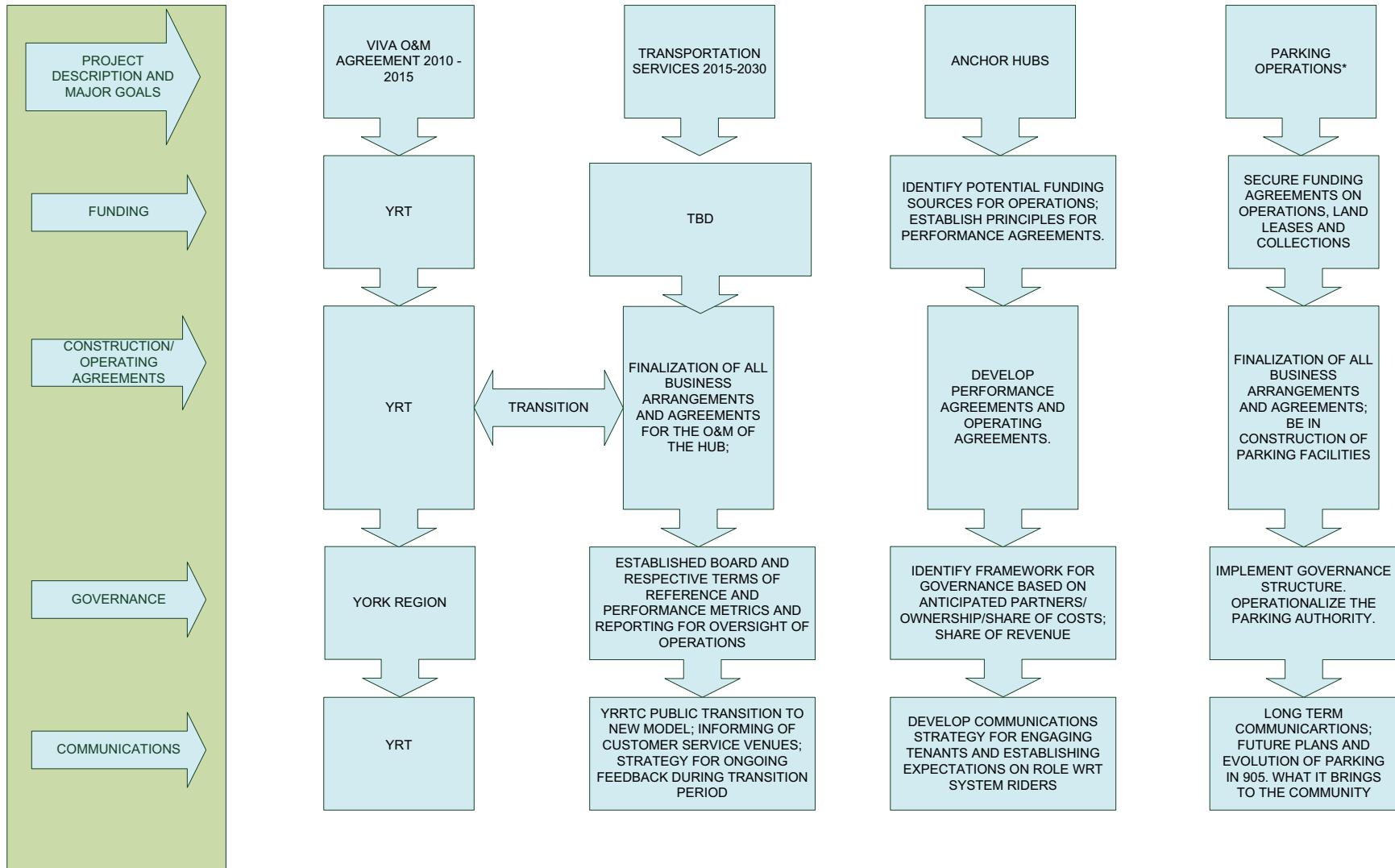




Strategic Operations – 1 Year Plan

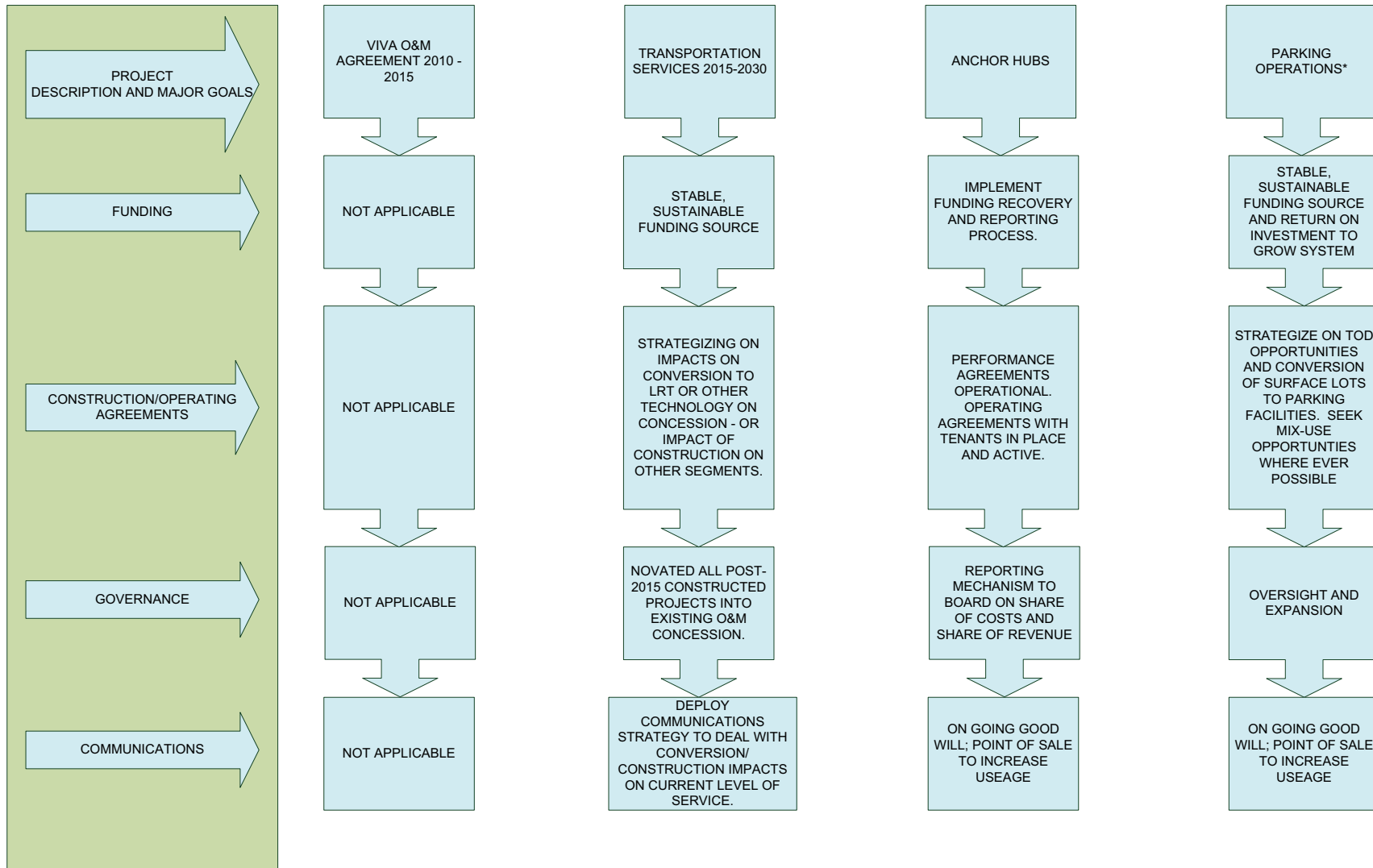


Strategic Operations – 5 Year Plan



* ASSUMES NO PROVINCIAL OR OTHER FUNDING

Strategic Operations – 10 Year Plan



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