

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

Recommendation

It is recommended that:

1. The York Region Rapid Transit Corporation (YRRTC) Board of Directors receive the updated business plan for information.

Purpose

The purpose of this report is to:

- Provide the Board with an updated business plan which highlights current year progress toward our 2010 goals and objectives and the strategic business goals and direction YRRTC will focus on over the course of the next 10 years.

Background

Board approved YRRTC's 10-year business plan in January 2010

- In January 2010, the YRRTC Board of Directors approved the 2010-2020 business plan to guide the execution of the vivaNext Rapid Transit Plan.
- The business plan (*see Attachment 1*) 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 3-20)
 - Development (pages 21-24)
 - Strategic Operations (pages 25-28)
- The 2010 capital unit also includes an Implementation Plan (pages 11-16) that lays out more definitive activities/results 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.

Analysis

In the Funded Capital section, new columns highlight progress updates and/or significant changes to the original business plan

- A “6 Month Update” column has been added to the Funded Capital – 1 Year Business Plan (pages 4-8) to quickly identify achievements in 2010 and what items remain focused on for 2010.
- In the Funded Capital – 5 Year and 10-Year section (pages 9-10), shaded columns indicate significant changes to the originally presented business plan.
- In the remainder of the 10-year business plan, minor updates have been made to the Development, and Strategic Operations sections.

Significant achievements made within the first six months of 2010 as new funding schedule was introduced by the Province of Ontario (see updated map that follows)

- Milestone achievements include the following:
 - Established a solid 5 in 10 funding program with Metrolinx
 - Negotiated and executed memorandum of agreement with Metrolinx
 - Executed rapid transit agreement with York Region
 - Organized and fully established the YRRTC Board
 - Acquired the necessary property for D1 and H3 segments
 - Commenced the H3 cost confidence process
 - Established and delivered comprehensive communications and community outreach programs
 - Completed preliminary engineering on Y2 segment
 - Secured approval for shifting Centre Street work to Vaughan Metropolitan Centre (H2-VMC) to coincide with subway opening



- Significant activity was advanced by YRRTC, including:
 - Financial Approvals Protocol
 - Metrolinx Master Agreement and Project Charters
 - D1 early works cost confidence process
 - Spadina subway property matters and station designs
 - Securing rapid transit site for an operations and maintenance centre and releasing a request for proposals for the preliminary engineering of the facility
 - Federal EA work on H3 and D1 segments
 - Property acquisition for Y2 and H2 segments

On target to achieve remaining 2010 business objectives

- YRRTC is focused on achieving the remaining 2010 business objectives as outlined in the business plan:
 - Advance property acquisition for all remaining segments
 - Execute the Metrolinx Master Agreement and Project Charters
 - Complete H3 negotiations and award work
 - Complete D1 early works cost confidence process and award work
 - Secure funds and advance OMSF
 - Take delivery of some new rapid transit Viva NovaBus buses
 - Continue to advance communications/outreach programs to support the business objectives and public/stakeholder information needs

Development, and Strategic Operations are key business units with projects and activities to be delivered over the next 10 years

- The key development projects for 2010 are:
 - Steeles West Station
 - Richmond Hill/Langstaff Urban Growth Centre (Anchor Hub)
 - Cornell Terminal
- The key operational activities for 2010 are:
 - 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 and mid-year updates 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 a significant financial investment of several billion dollars in rapid transit infrastructure in York Region.

Conclusion

- Significant achievements were made within the first six months of 2010.
- The business plan has been updated to reflect the Provincial 5 in 10 capital budget allocation to the rapid transit system.
- YRRTC is on target to achieve the remaining 2010 business objectives as outlined in the business plan.
- YRRTC will continue to work with internal and external stakeholders to ensure adherence to critical project timelines as the various project segments move forward.
- 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 Dale Albers, Chief Communications Officer, York Region Rapid Transit Corporation at 905-886-6767, Ext. 1020.

Mary-Frances Turner
President

September 7, 2010

Attachments (1)

YORK-#2280095-v8-RT__4__YRRTC_Mid-year_Business_Plan_Update

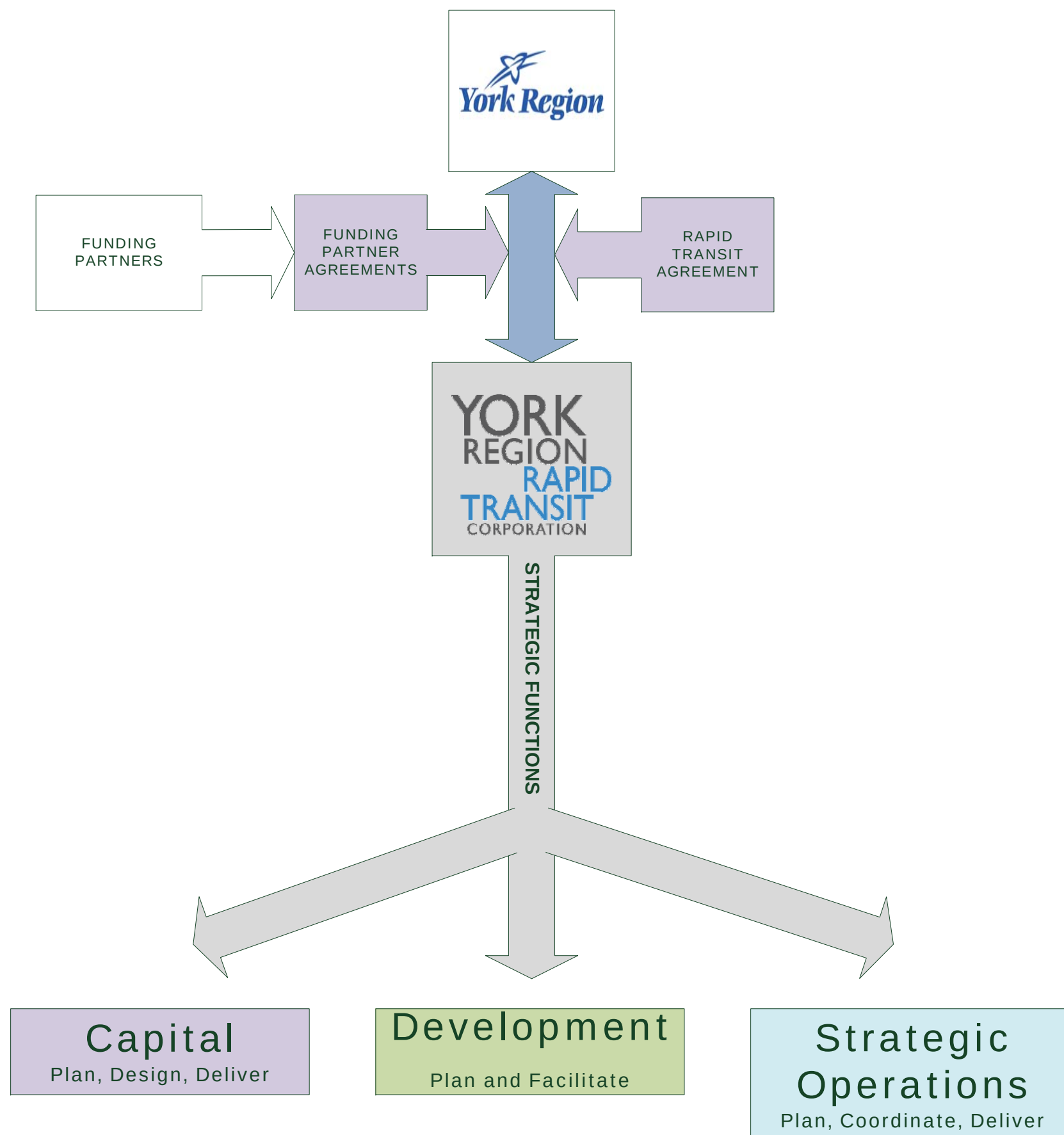


YORK
REGION
RAPID
TRANSIT
CORPORATION

2010 – 2020
Business Plan

2010
Mid-
Year
Update

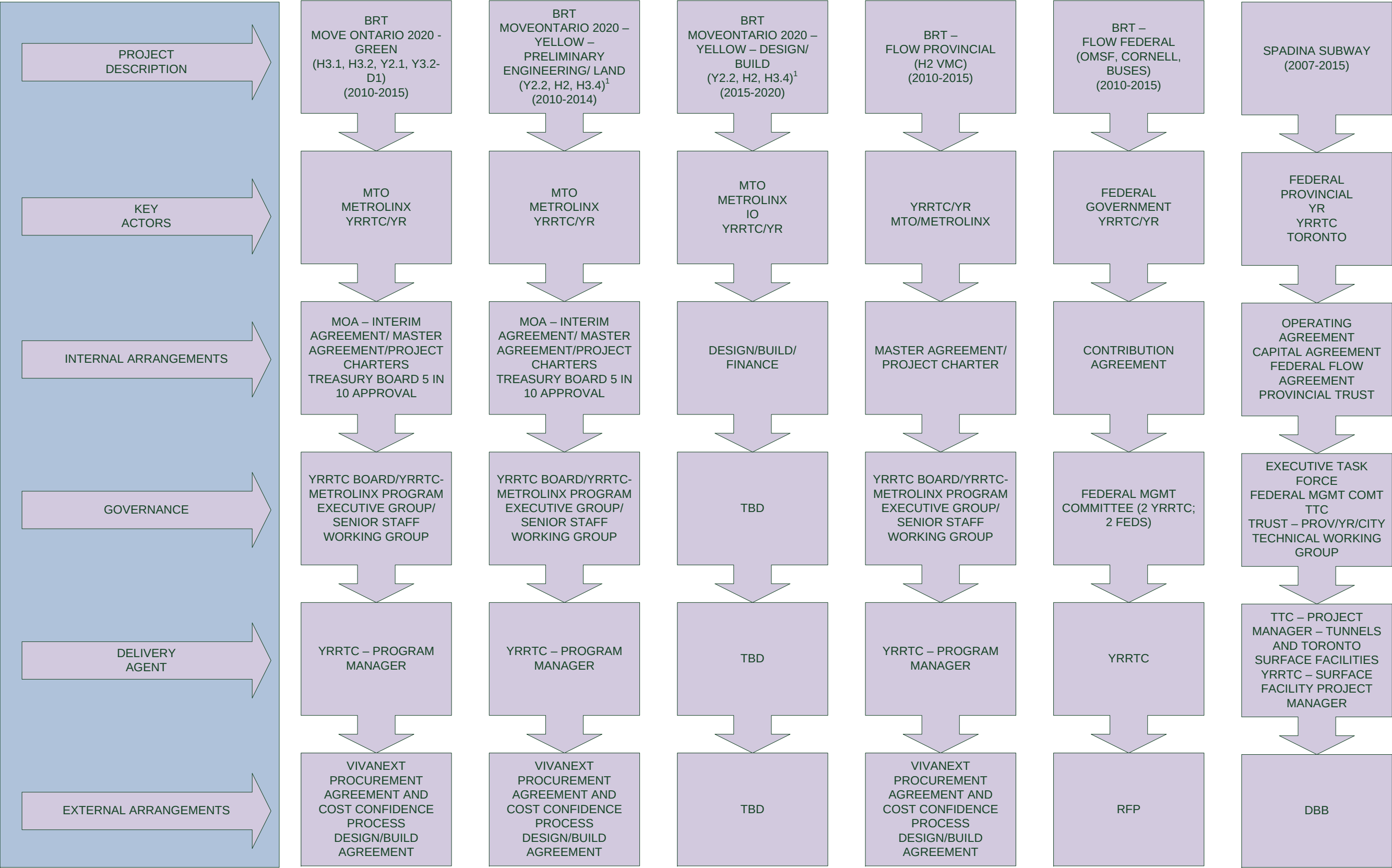
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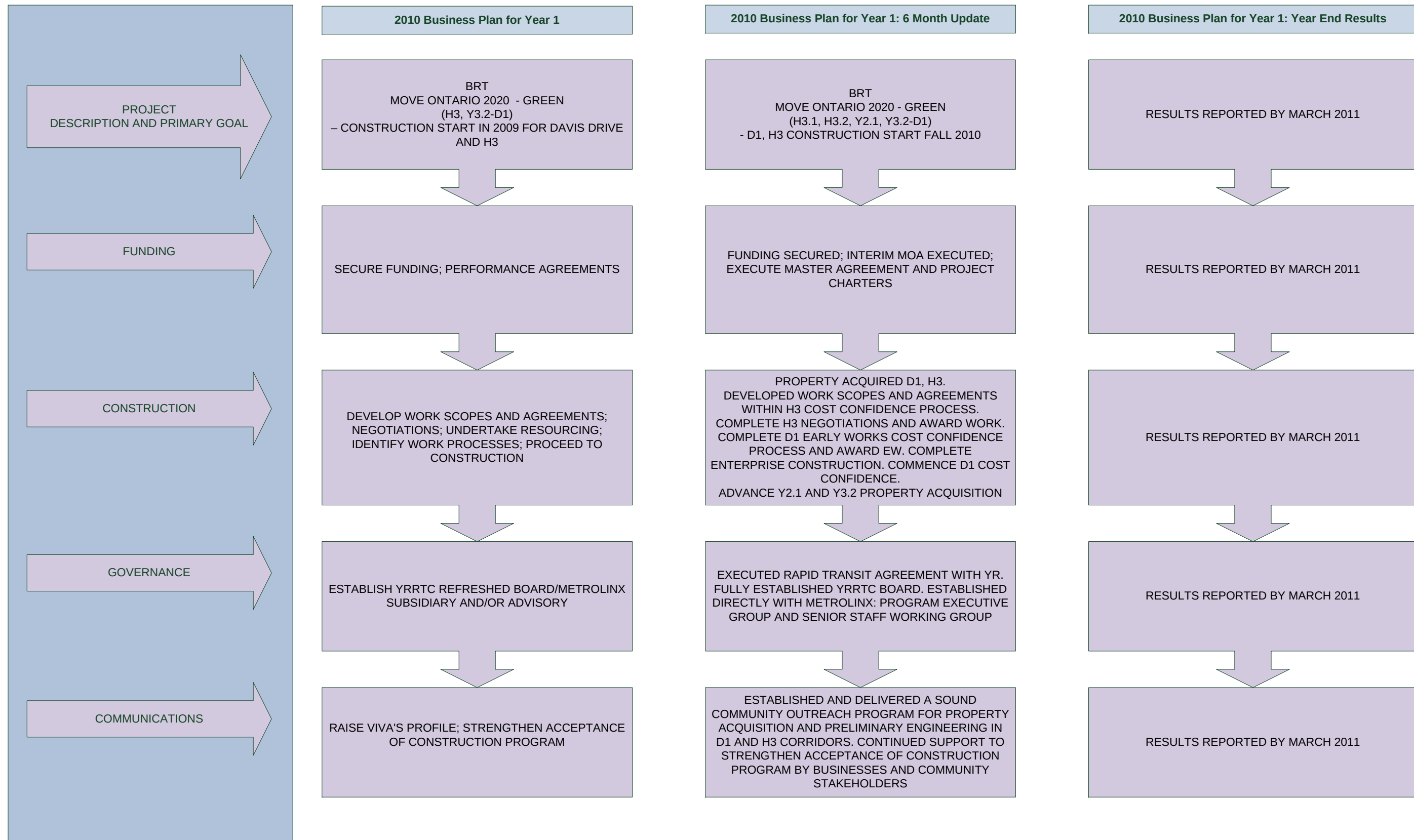
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YRRTC FUNDED CAPITAL PROJECTS

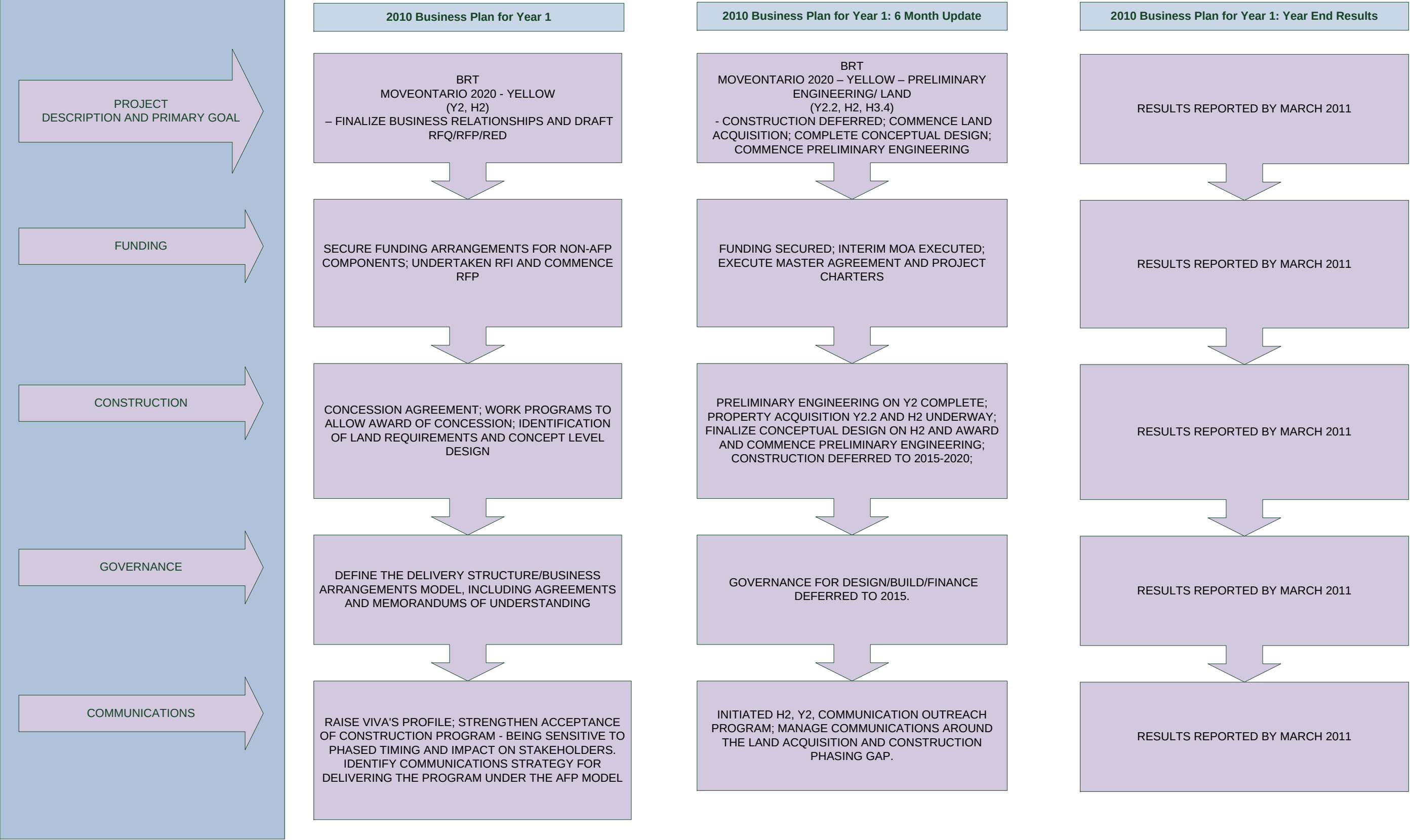


Footnote 1: Major construction on Yellow segments deferred 2015-2020. Land and preliminary engineering: 2010-2014.

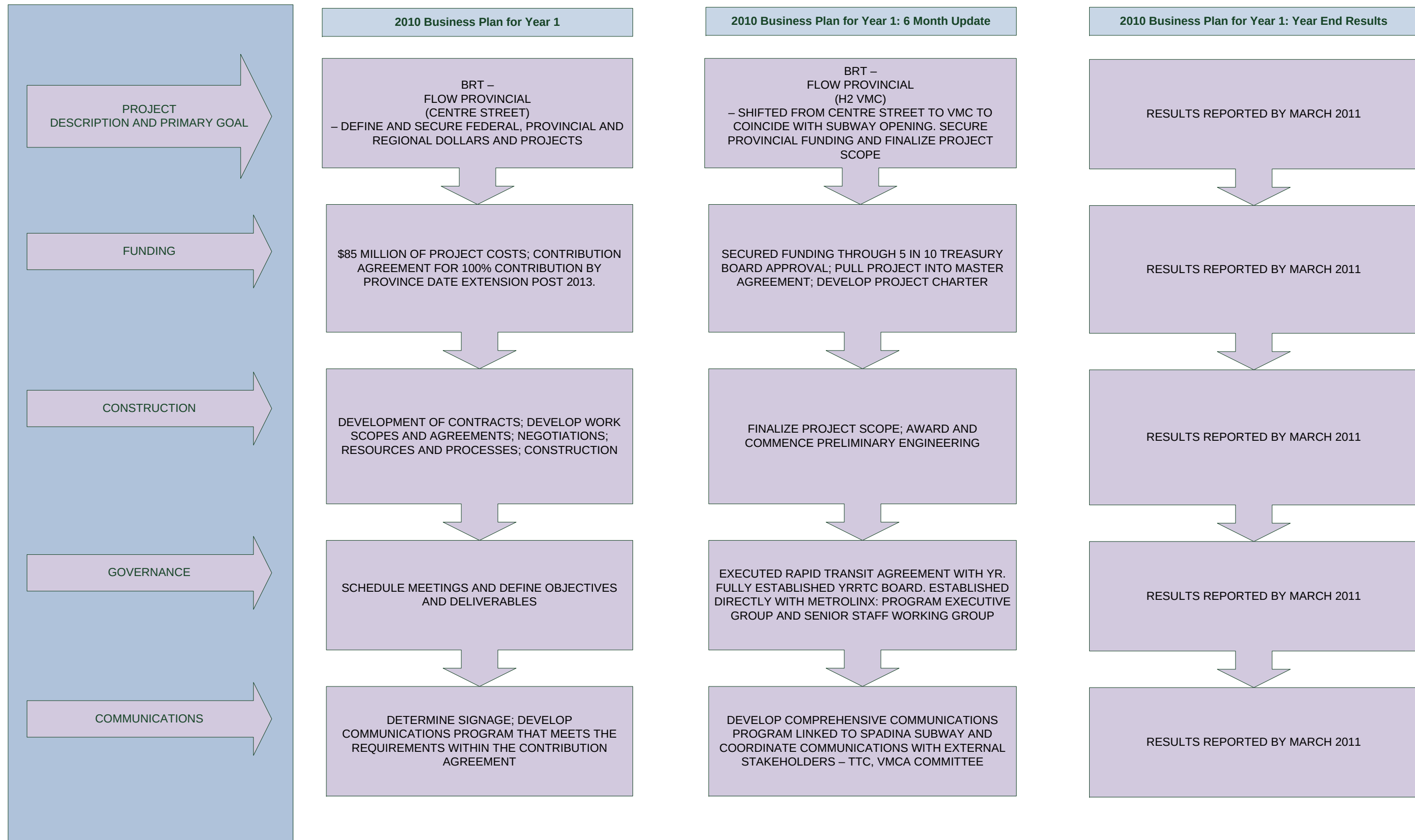
Funded Capital – 1 Year Business Plan – Green Bundle - 2010



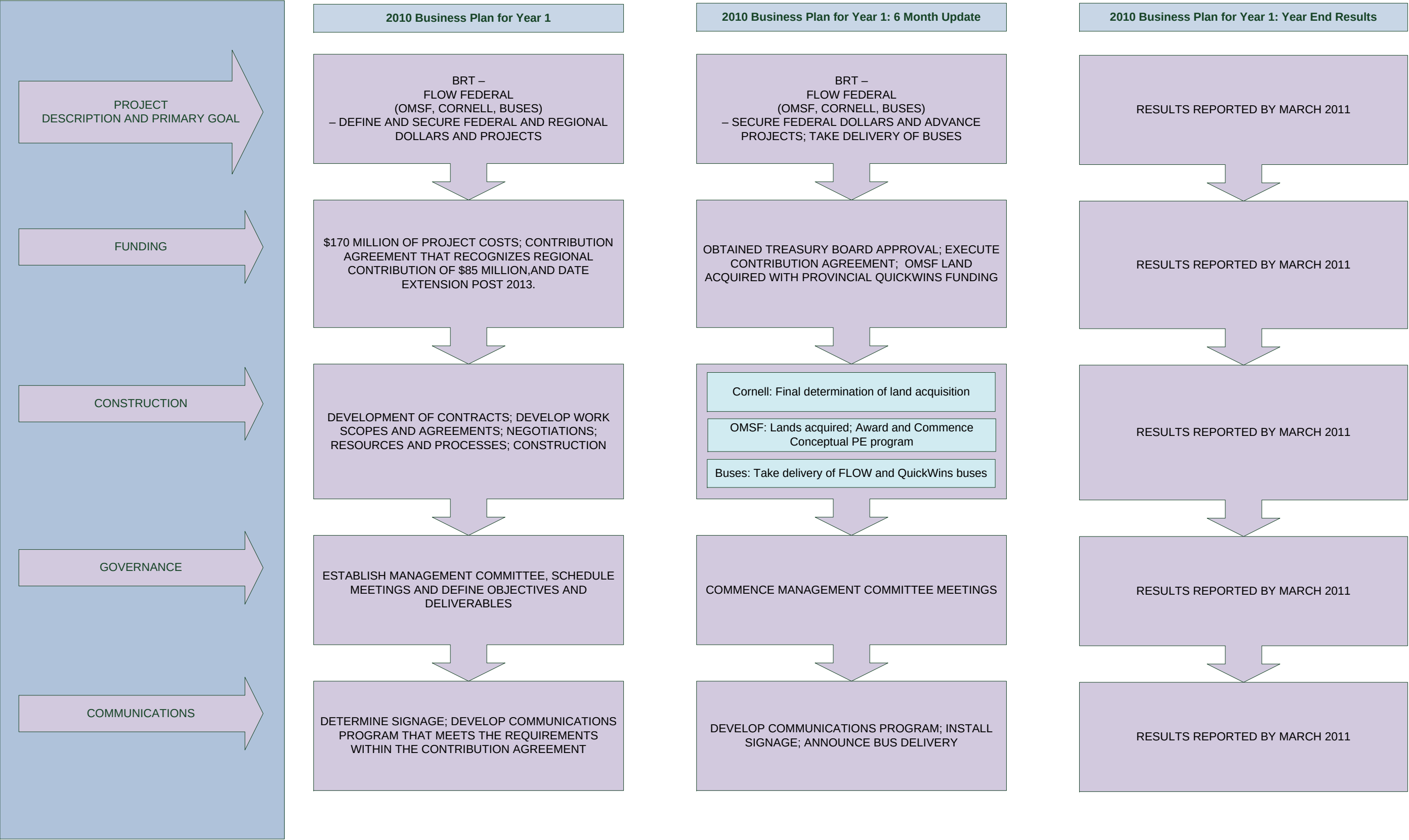
Funded Capital – 1 Year Business Plan – Yellow Bundle - 2010



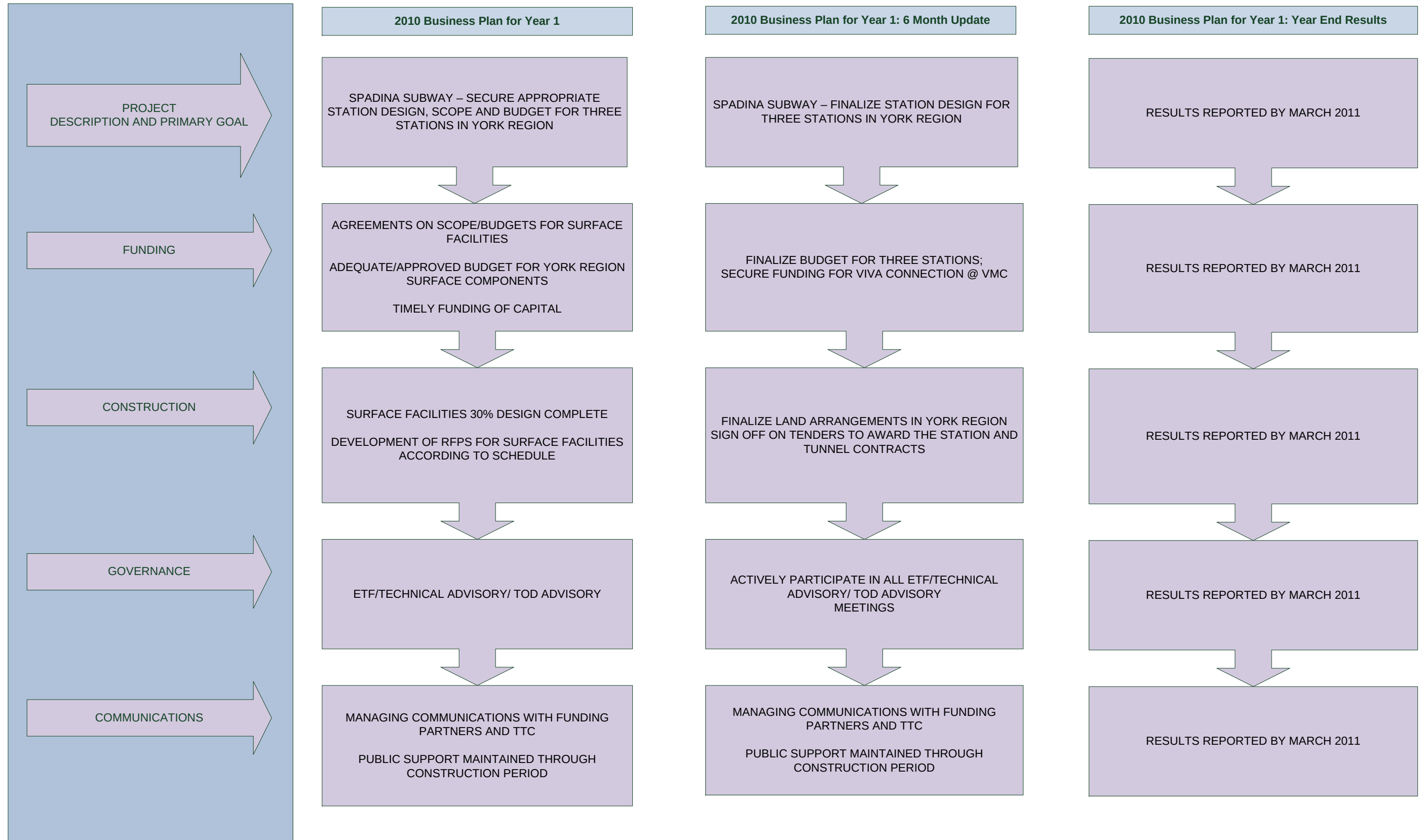
Funded Capital – 1 Year Business Plan – H2 VMC Bundle - 2010



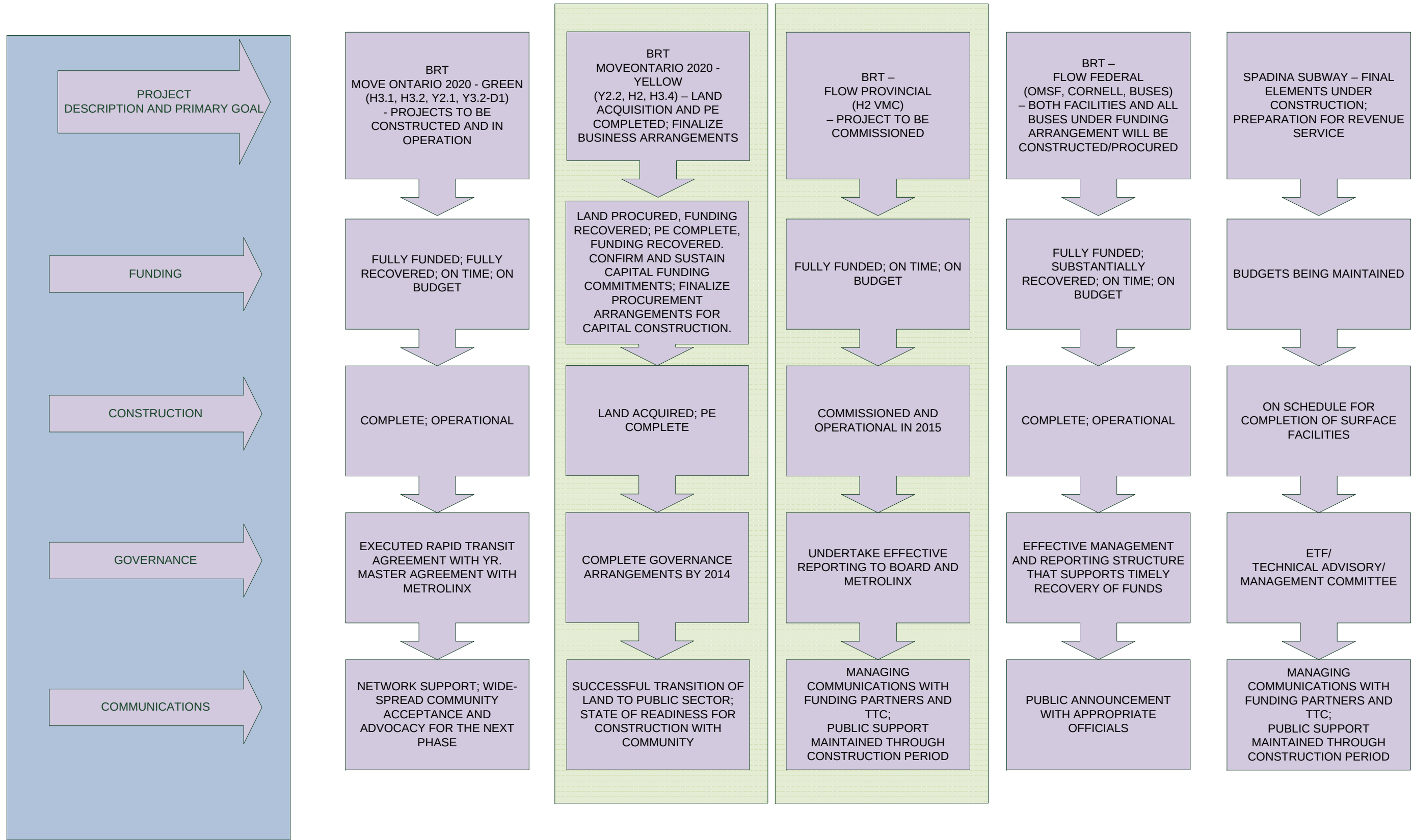
Funded Capital – 1 Year Business Plan – FLOW Federal Bundle - 2010



Funded Capital – 1 Year Business Plan – FLOW Spadina Subway - 2010

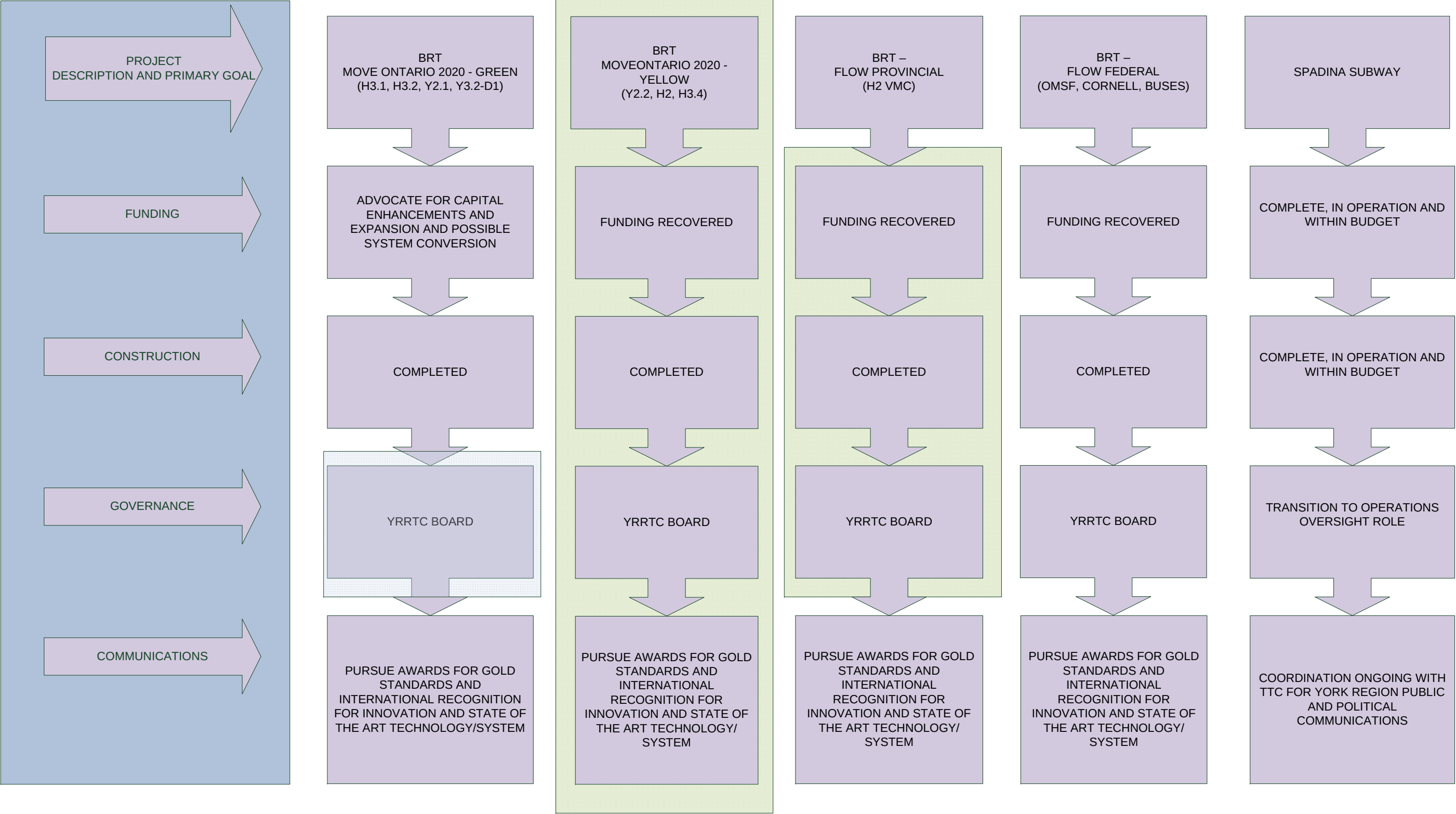


Funded Capital – 5 Year Business Plan – 2010 to 2014 – 2010 Mid-Year Update



Added shading represents significant changes from plan identified at beginning of year

Funded Capital – 10 Year Business Plan – 2010 Mid-Year Update

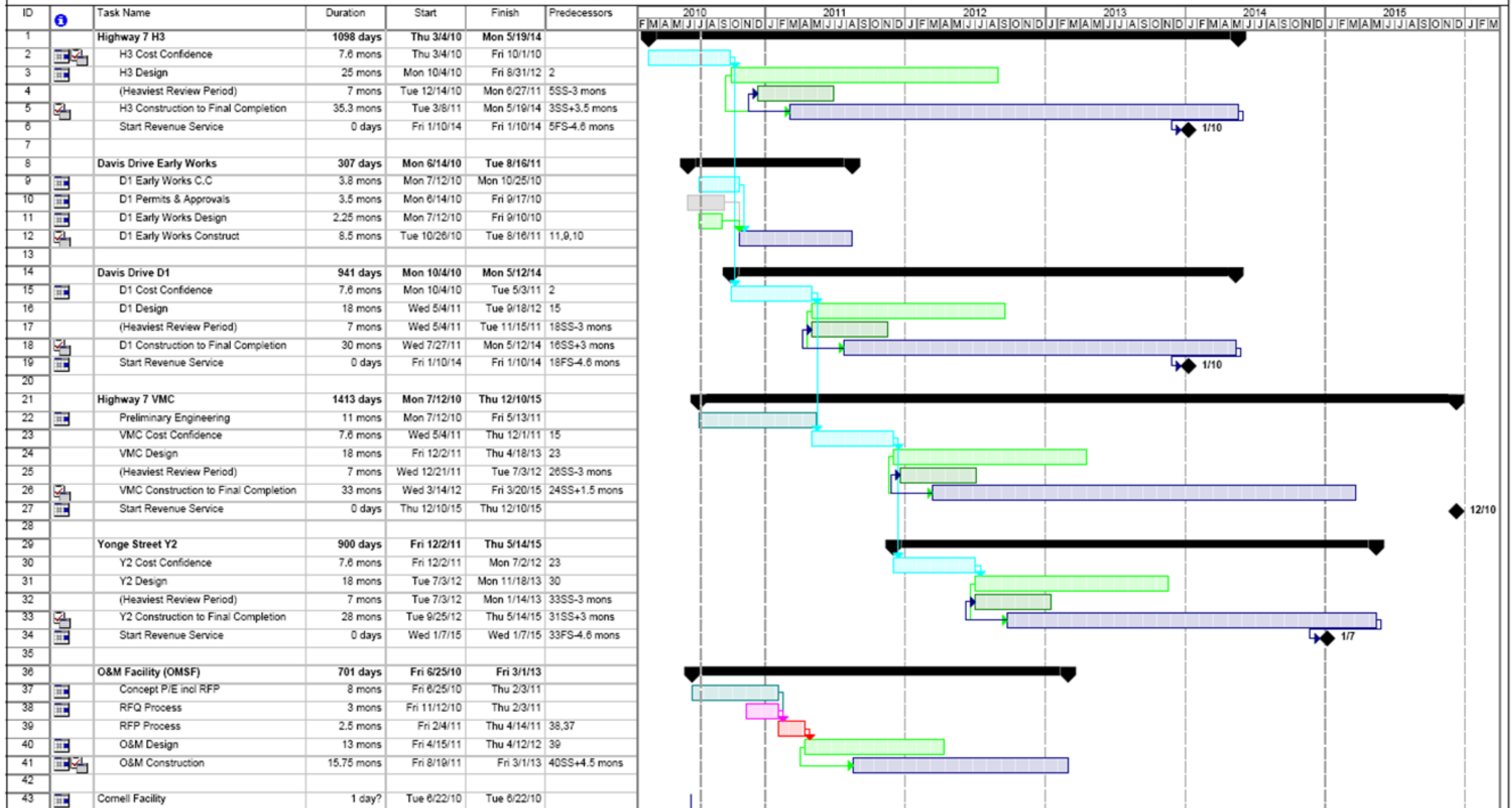


Added shading represents significant changes from plan identified at beginning of year



2010 – 1 Year Implementation Plans for Funded
Capital Projects

vivaNext Projects Schedule - Based on Cost Confidence Process



Project: Rapidway General Timeline
Date: Fri 7/16/10

Task
Split



Progress
Milestone



Summary
Project Summary



External Tasks
External Milestone

Deadline



Note: Construction Durations do not include 2-month winter shutdown per year

Funded Capital – 1 Year Implementation Plan (Metrolinx plus FLOW H2 VMC) – 2010 Mid-Year Update



		H3.1 and H3.2 – Hwy 7 from RHC to Warden				Y3.2 – D1 – Davis Drive and Yonge Street				H2 VMC Rapidways and Station Integration with Spadina Subway			
Funding		AGREEMENTS		REPORTING		AGREEMENTS		REPORTING		AGREEMENTS		REPORTING	
		Oct 2009-Sept 2010: MOA – Interim Funding Agreement	JV	Sept 2010: Establish flow of information and reporting format and protocol	ST	Oct 2009-Sept 2010: MOA – Interim Funding Agreement	JV	Sept 2010: Establish flow of information and reporting format and protocol	ST	Sept 2010: Integration of Provincial FLOW project with Master Agreement	ST	Sept 2010: Establish flow of information and reporting format and protocol	ST
Governance		CLAIMS				CLAIMS				CLAIMS			
		Mar 2010: Commence flow of funds from Metrolinx to YRRTC	ST	Jul 2010: Commence Invoicing to Metrolinx to allow funding from Reserve	ST	Mar 2010: Commence flow of funds from Metrolinx to YRRTC	ST	Jul 2010: Commence Invoicing to Metrolinx to allow funding from Reserve	ST	Mar 2010: Commence flow of funds from Metrolinx to YRRTC	ST	Jul 2010: Commence Invoicing to Metrolinx to allow funding from Reserve	ST
		AGREEMENTS		REPORTING		AGREEMENTS		REPORTING		AGREEMENTS		REPORTING	
		Rapid Transit Agreement - YRRTC, YR. Executed Sept 2009	JV	Dec 2009: Requirements under MOA – Interim Agreement	ST	Rapid Transit Agreement - YRRTC, YR. Executed Sept 2009	JV	Dec 2009: Requirements under MOA – Interim Agreement	ST	Rapid Transit Agreement - YRRTC, YR. Executed Sept 2009	JV	Dec 2009: Requirements under MOA – Interim Agreement	ST
		Mar 2010: VivaNext Procurement Agreement - YRRTC, YR, YC	JV	Sept 2010: Annual requirements under Master Agreement	ST	Mar 2010: VivaNext Procurement Agreement - YRRTC, YR, YC	JV	Sept 2010: Annual requirements under Master Agreement	ST	Mar 2010: VivaNext Procurement Agreement - YRRTC, YR, YC	JV	Sept 2010: Annual requirements under Master Agreement	ST
		Sept 2010: Master Agreement – Mx, YRRTC, YR	JV	YRRTC Board Quarterly Report	ST	Sept 2010: Master Agreement – Mx, YRRTC, YR	JV	YRRTC Board Quarterly Report	ST	Sept 2010: Master Agreement – Mx, YRRTC, YR	JV	YRRTC Board Quarterly Report	ST
		Sept 2010: Project Charter	ST			Sept 2010: Project Charter	ST			Sept 2010: Project Charter	ST		
		POLICY				POLICY				POLICY			
		See Agreements	JV	June 2010: YRRTC Purchasing Policy and Execution of Documents Policy	JV	See Agreements	JV	June 2010: YRRTC Purchasing Policy and Execution of Documents Policy	JV	See Agreements	JV	June 2010: YRRTC Purchasing Policy and Execution of Documents Policy	JV
Procurement		PROCUREMENT PLANS		COST CONFIDENCE		PROCUREMENT PLANS		COST CONFIDENCE		PROCUREMENT PLANS		COST CONFIDENCE	
		Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up	PM	Design Build Contract	PM	Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up	PM	Design Build Contract	PM	Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up	PM	Design Build Contract	PM
		PROCUREMENT DOCUMENTS		Bid Submission, Evaluation and Negotiation – Enter 19 week process	ST	PROCUREMENT DOCUMENTS		Bid Submission, Evaluation and Negotiation – Enter 19 week process	ST	PROCUREMENT DOCUMENTS		Bid Submission, Evaluation and Negotiation – Enter 19 week process	ST
		Request for Qualification/Proposal	PM	Award or release RFP documents	ST	Request for Qualification/Proposal	PM	Award or release RFP documents	ST	Request for Qualification/Proposal	PM	Award or release RFP documents	ST
Project Implementation/ Construction		PROPERTY COORDINATION		AWARD OF WORK		PROPERTY COORDINATION		AWARD OF WORK		PROPERTY COORDINATION		AWARD OF WORK	
		Possession/ Permission to Enter	DC	Early works – Notice to Proceed	PM	Possession/ Permission to Enter	DC	Early works – Notice to Proceed	PM	Possession/ Permission to Enter	DC	Early works – Notice to Proceed	PM
		Property Mapping	DC	Final design – Notice to Proceed	PM	Property Mapping	DC	Final design – Notice to Proceed	PM	Property Mapping	DC	Final design – Notice to Proceed	PM
		Construction Coordination	PM	Revised Scope of Work – 60% design	PM	Construction Coordination	PM	Revised Scope of Work – 60% design	PM	Construction Coordination	PM	Revised Scope of Work – 60% design	PM
		Utility Coordination	PM	Design Build Agreement Execution – October 2010	JV	Utility Coordination	PM	Design Build Agreement Execution – December 2010	JV	Utility Coordination	PM	Design Build Agreement Execution - TBD	JV
Communication		STAKEHOLDERS RELATIONS		PUBLIC RELATIONS		STAKEHOLDER RELATIONS		PUBLIC RELATIONS		STAKEHOLDER RELATIONS		PUBLIC RELATIONS	
		Established communications protocol	DA	Establish construction communications plan	DA	Established communications protocol	DA	Establish construction communications plan	DA	Established communications protocol	DA	Establish construction communications plan	DA
		Produce briefing documents/ event plans	DA	Media Relations/ Issues management	DA	Produce briefing documents/ event plans	DA	Media Relations/ Issues management	DA	Produce briefing documents/ event plans	DA	Media Relations/ Issues management	DA
		Highlight project milestones	DA	Create/ Maintain ongoing dialog	DA	Highlight project milestones	DA	Create/ Maintain ongoing dialog	DA	Highlight project milestones	DA	Create/ Maintain ongoing dialog	DA

Funded Capital – 1 Year Implementation Plan (Metrolinx plus FLOW H2 VMC) – 2010 Mid-Year Update - Continued



	Y2.1 – Yonge Street from Highway 7 to Major Mackenzie			
Funding	AGREEMENTS		REPORTING	
	Oct 2009-Sept 2010: MOA – Interim Funding Agreement	JV	Sept 2010: Establish flow of information and reporting format and protocol	ST
	CLAIMS			
	Mar 2010: Commence flow of funds from Metrolinx to YRRTC	ST	Jul 2010: Commence Invoicing to Metrolinx to allow funding from Reserve	ST
Governance	AGREEMENTS		REPORTING	
	Rapid Transit Agreement - YRRTC, YR. Executed Sept 2009	JV	Dec 2009: Requirements under MOA – Interim Agreement	ST
	Mar 2010: VivaNext Procurement Agreement - YRRTC, YR, YC	JV	Sept 2010: Annual requirements under Master Agreement	ST
	Sept 2010: Master Agreement – Mx, YRRTC, YR	JV	YRRTC Board Quarterly Report	ST
	Sept 2010: Project Charter	ST		
	POLICY			
	See Agreements	JV	June 2010: YRRTC Purchasing Policy and Execution of Documents Policy	JV
Procurement	PROCUREMENT PLANS		COST CONFIDENCE	
	Procurement Plan: Scope of Work 30% design, Schedule, Capital cost build up	PM	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
Project Implementation/ Construction	PROPERTY COORDINATION		AWARD OF WORK	
	Possession/ Permission to Enter	DC	Early works – Notice to Proceed	PM
	Property Mapping	DC	Final design – Notice to Proceed	PM
	Construction Coordination	PM	Revised Scope of Work – 60% design	PM
	Utility Coordination	PM	Design Build Agreement Execution - TBD	JV
Communication	STAKEHOLDER RELATIONS		PUBLIC RELATIONS	
	Established communications protocol	DA	Establish construction communications plan	DA
	Produce briefing documents/ event plans	DA	Media Relations/ Issues management	DA
	Highlight project milestones	DA	Create/ Maintain ongoing dialog	DA

Funded Capital – 1 Year Implementation Plan (FLOW)



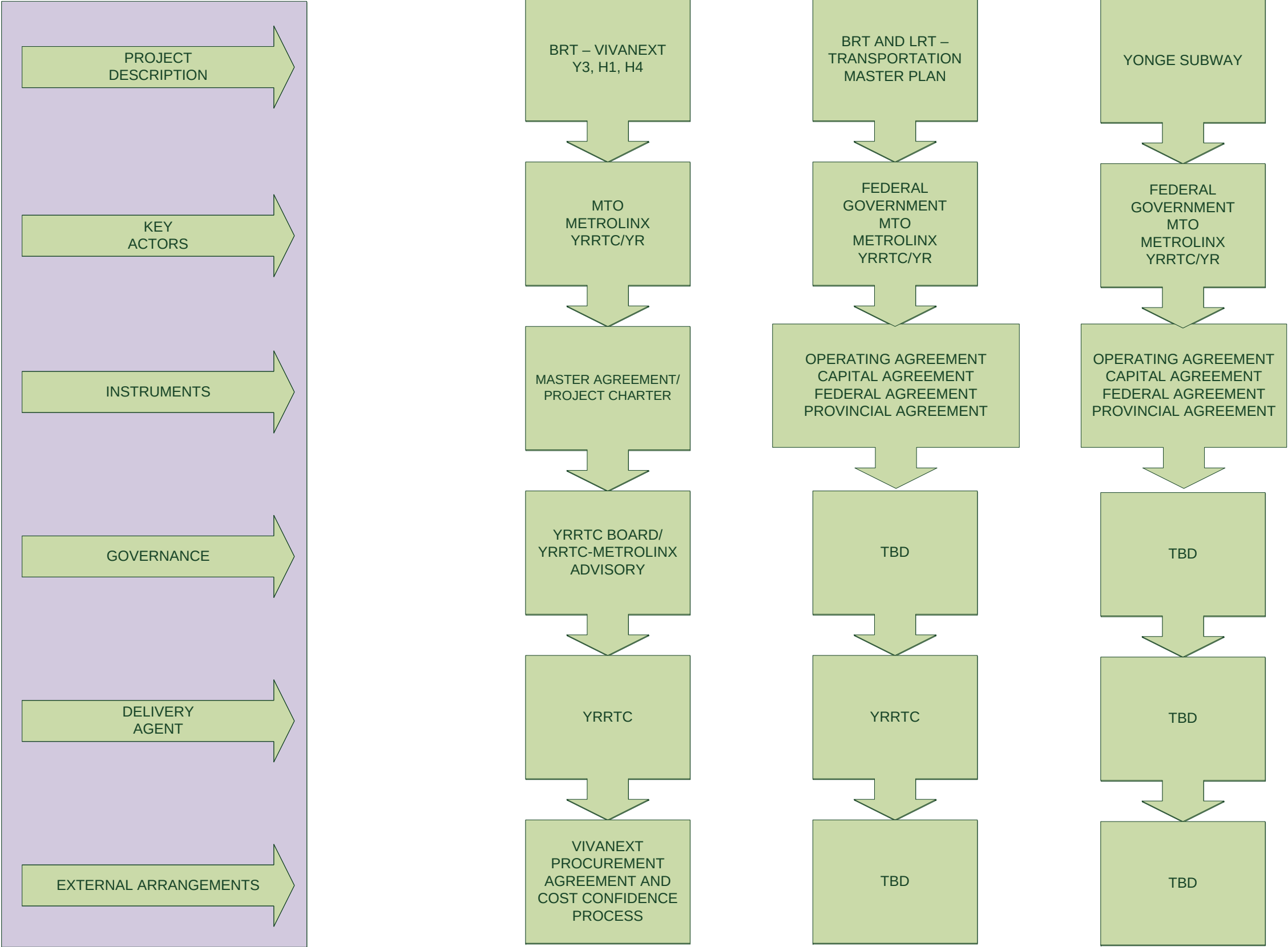
	Cornell	Operations Maintenance and Storage Facility	
Funding	AGREEMENTS Aug 2010: Contribution Agreement (ST) TREASURY BOARD SUBMISSION Feb 2010: Submission to TB (ST) REPORTING Feb 2010: Establish reporting format and protocol (ST) CLAIMS Feb 2010: HCoMS B1 schedules and processing of claims (ST)	AGREEMENTS Aug 2010: Contribution Agreement (ST) TREASURY BOARD SUBMISSION June 2010: Submission to TB (ST) REPORTING Sept 2010: Establish reporting format and protocol (ST) CLAIMS Sept 2010: HCoMS B1 schedules and processing of claims (ST)	
Governance	AGREEMENTS Rapid Transit Agreement - YRRTC, YR – Executed Sept 2009 (JV) PROJECT OVERSIGHT COMMITTEE (POC) Sept 2010: Commence meetings (ST) REPORTING Sept 2010: Annual requirements under Contribution Agreement (ST) YRRTC Board Quarterly Report – Q1 in June; Q2 in Sept (ST) POLICY June 2010: YRRTC Purchasing Policy and Execution of Documents Policy (JV)	AGREEMENTS Rapid Transit Agreement - YRRTC, YR – Executed Sept 2009 (JV) PROJECT OVERSIGHT COMMITTEE (POC) Sept 2010: Commence meetings (ST) REPORTING Sept 2010: Annual requirements under Contribution Agreement (ST) YRRTC Board Quarterly Report – Q1 in June; Q2 in Sept (ST) POLICY June 2010: YRRTC Purchasing Policy and Execution of Documents Policy (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) PROCUREMENT PROCESS (cont.) AGREEMENTS Design Build Contract (PM/DC) Release RFQ/RFP documents (ST) Bid Submission, Evaluation and Negotiation, Award (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 - TBD (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 - TBD (JV)	
Communication	STAKEHOLDER RELATIONS Established 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)	STAKEHOLDER RELATIONS Established 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)

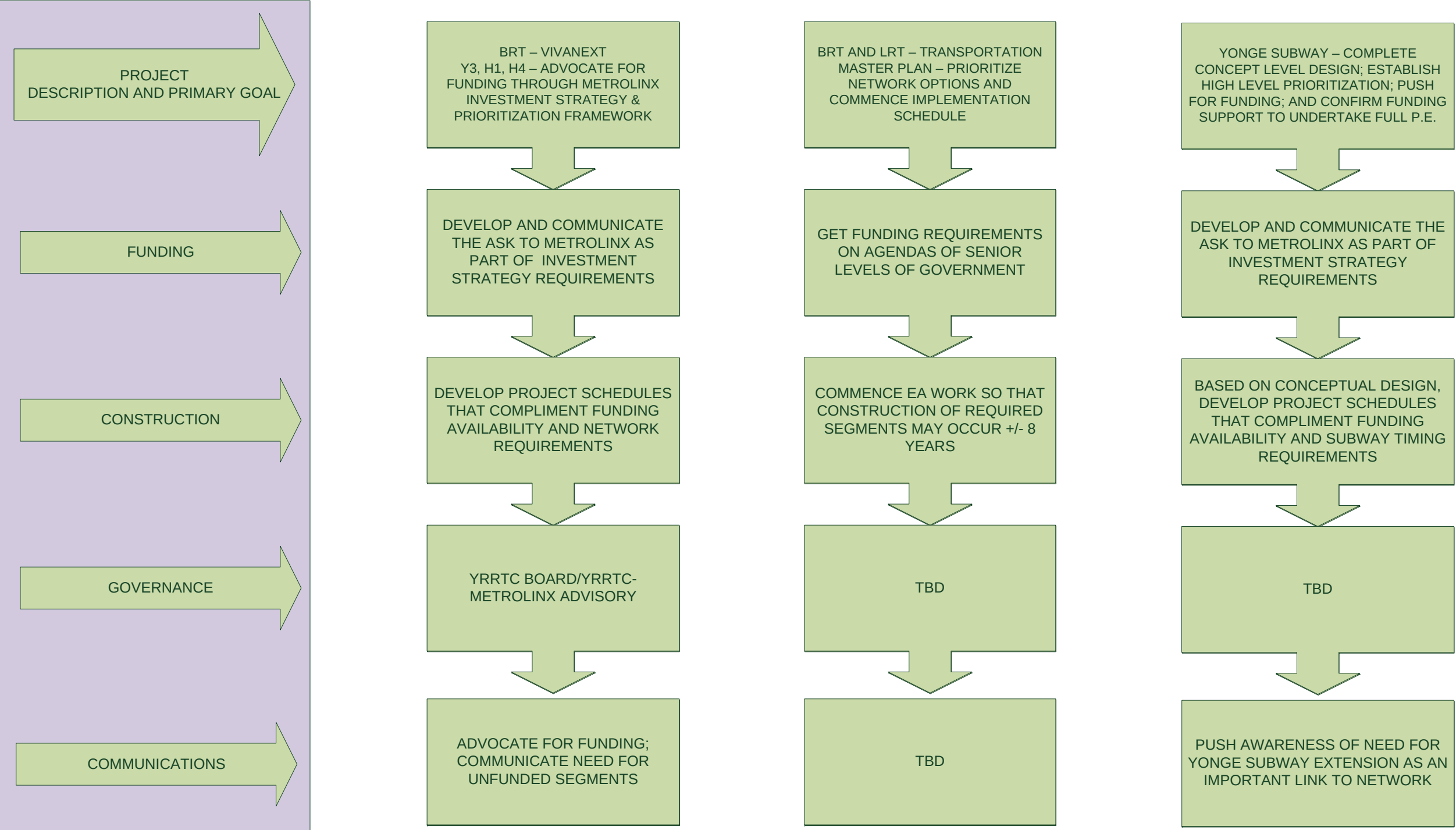


		H2 – Highway 7 from Pine Valley Drive to Richmond Hill Centre				Y2.2 – Yonge Street from Major Mackenzie to 19 th Avenue				H3.4 – Highway 7 from Birchmount to Kennedy			
Funding		AGREEMENTS				REPORTING				AGREEMENTS			
		TBD	JV	Deferred	ST	TBD	JV	Deferred	ST	TBD	JV	Deferred	ST
Governance		CLAIMS				CLAIMS				CLAIMS			
		Deferred	ST			Deferred	ST			Deferred	ST		
Procurement		POLICY				POLICY				POLICY			
		Deferred	JV	Deferred	JV	Deferred	JV	Deferred	JV	Deferred	JV	Deferred	JV
Project Implementation/ Construction		PROCUREMENT PLANS				PROCUREMENT PLANS				PROCUREMENT PLANS			
		Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM
Communication		PROCUREMENT DOCUMENTS				PROCUREMENT DOCUMENTS				PROCUREMENT DOCUMENTS			
		Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM
Project Implementation/ Construction		PROPERTY COORDINATION				PROPERTY COORDINATION				PROPERTY COORDINATION			
		Deferred	DC	Deferred	PM	Deferred	DC	Deferred	PM	Deferred	DC	Deferred	PM
Communication		AWARD OF WORK				AWARD OF WORK				AWARD OF WORK			
		Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM	Deferred	PM
Communication		STAKEHOLDER RELATIONS				STAKEHOLDER RELATIONS				STAKEHOLDER RELATIONS			
		Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA
Communication		PUBLIC RELATIONS				PUBLIC RELATIONS				PUBLIC RELATIONS			
		Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA	Deferred	DA

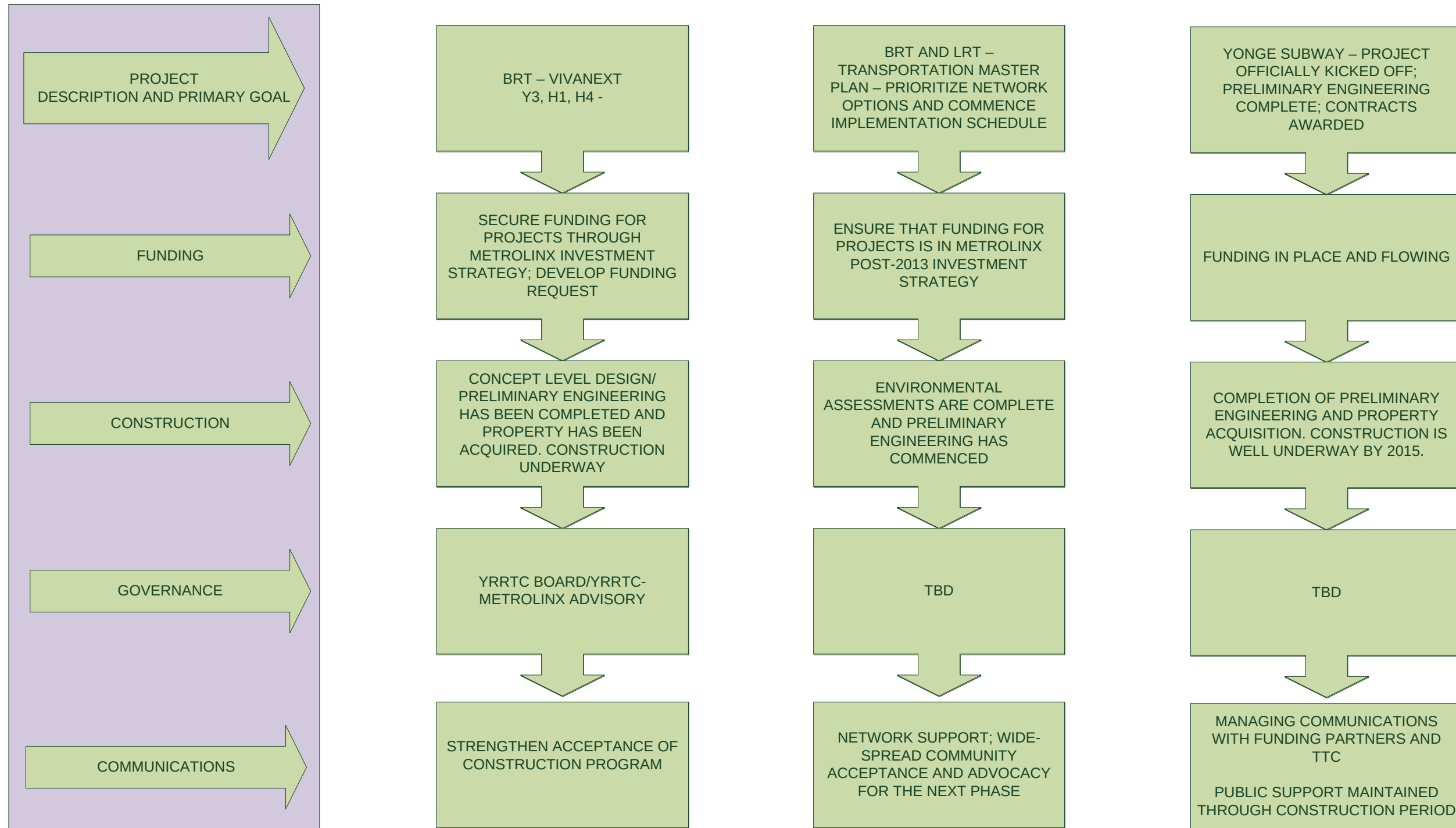
YRRTC Unfunded Capital Projects



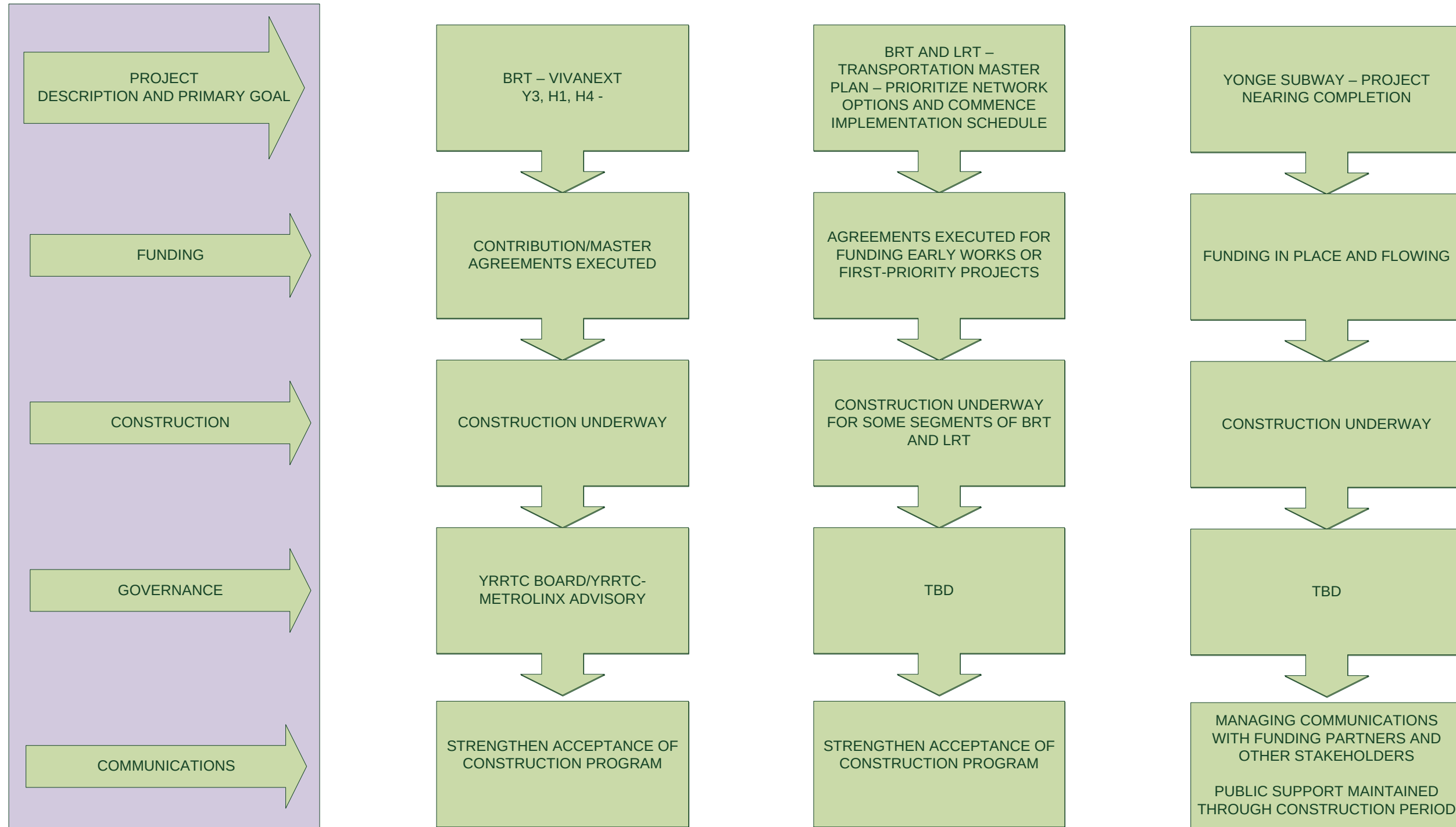
Unfunded Capital – 1 Year Business Plan – 2010 Mid-Year Update



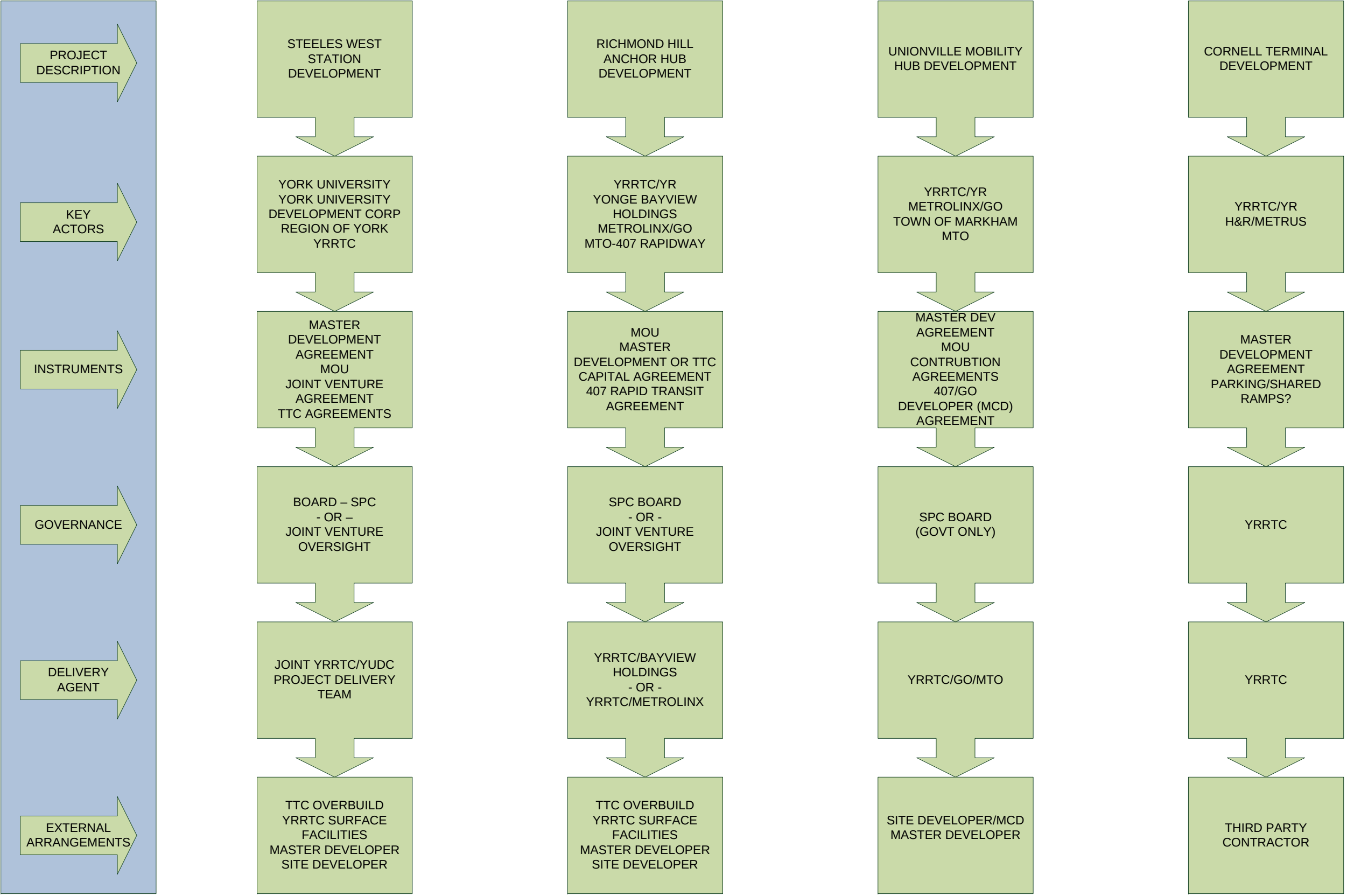
Unfunded Capital – 5 Year Business Plan – 2010 Mid-Year Update



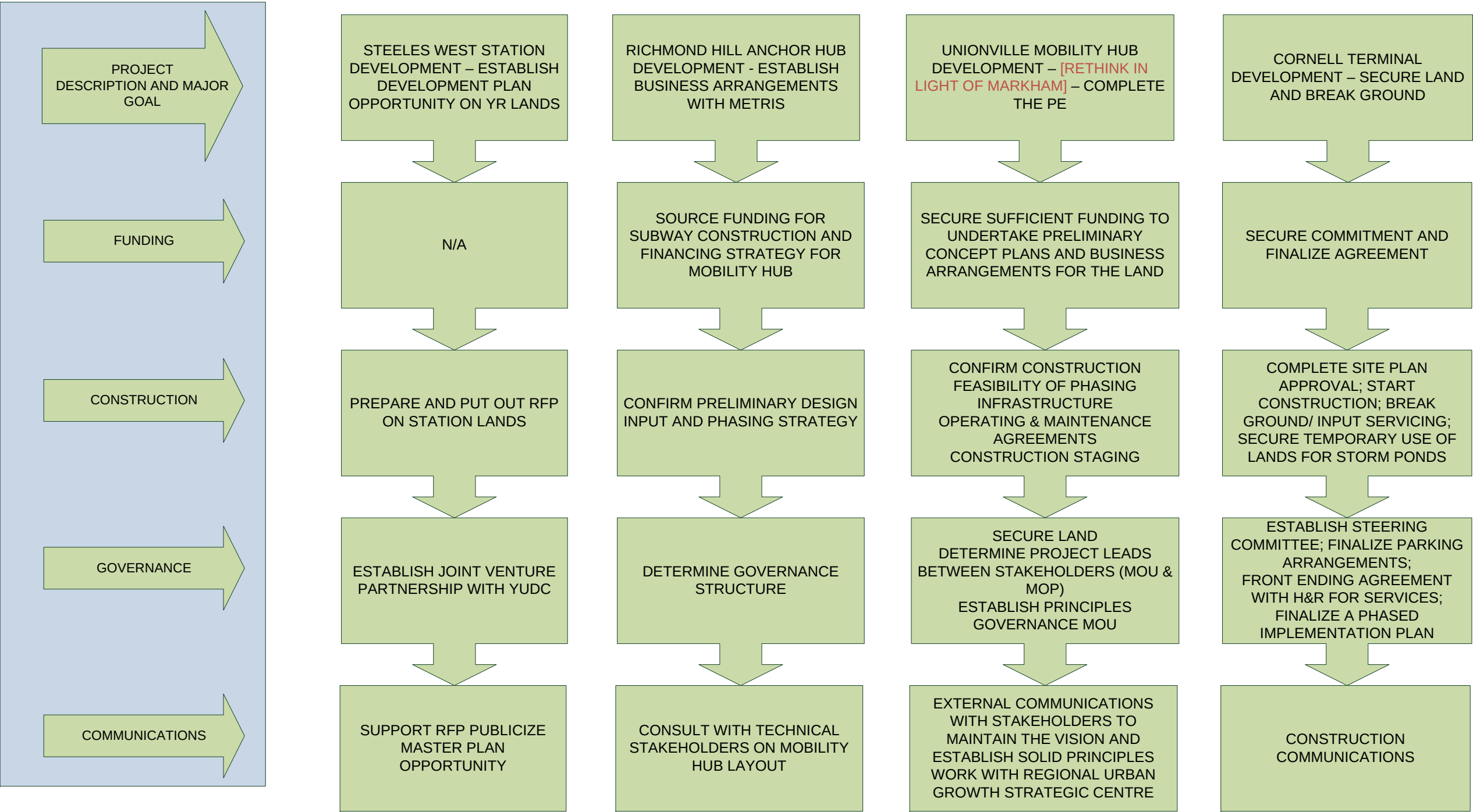
Un-Funded Capital – 10 Year Business Plan – 2010 Mid-Year Update



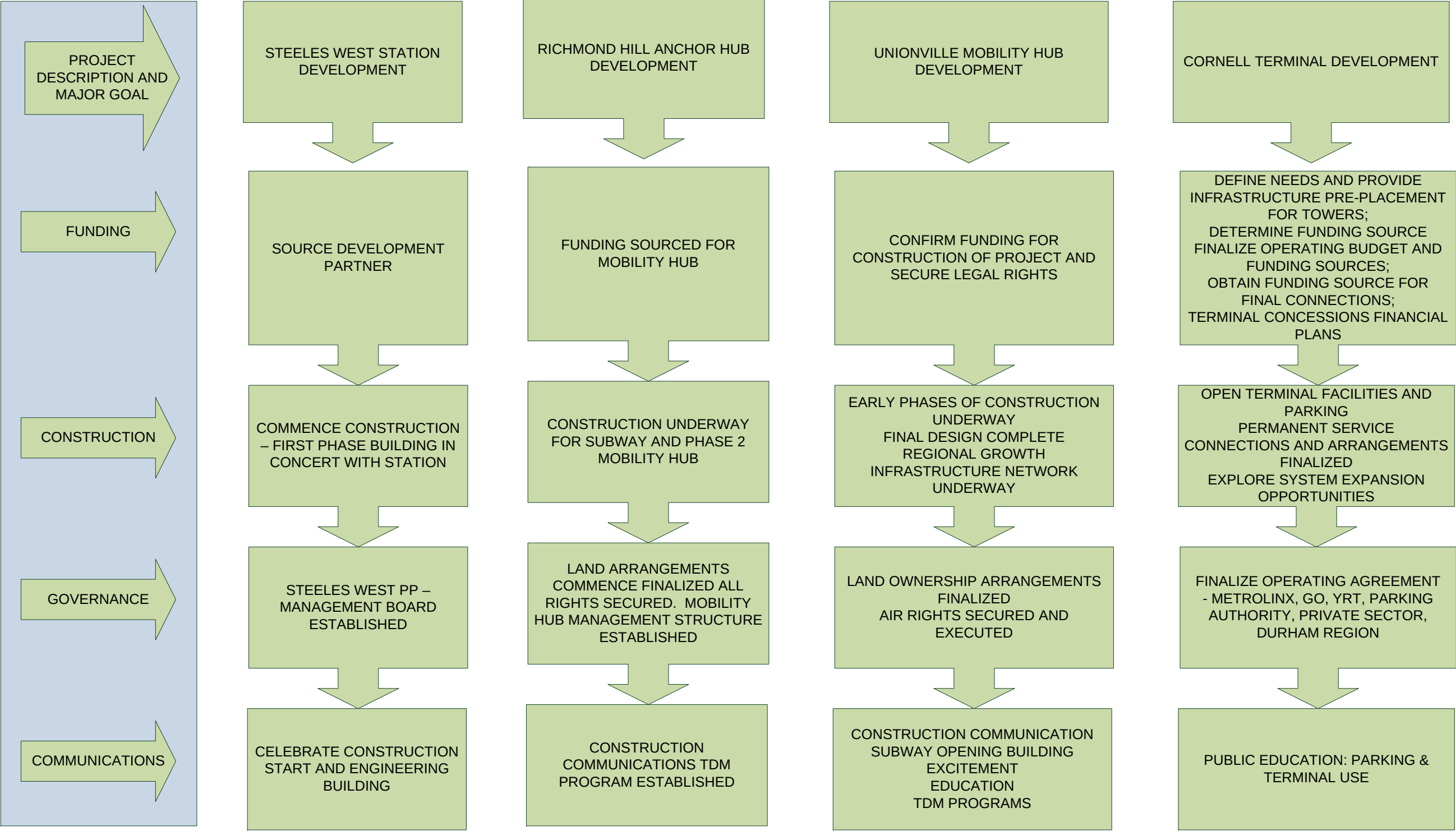
Development



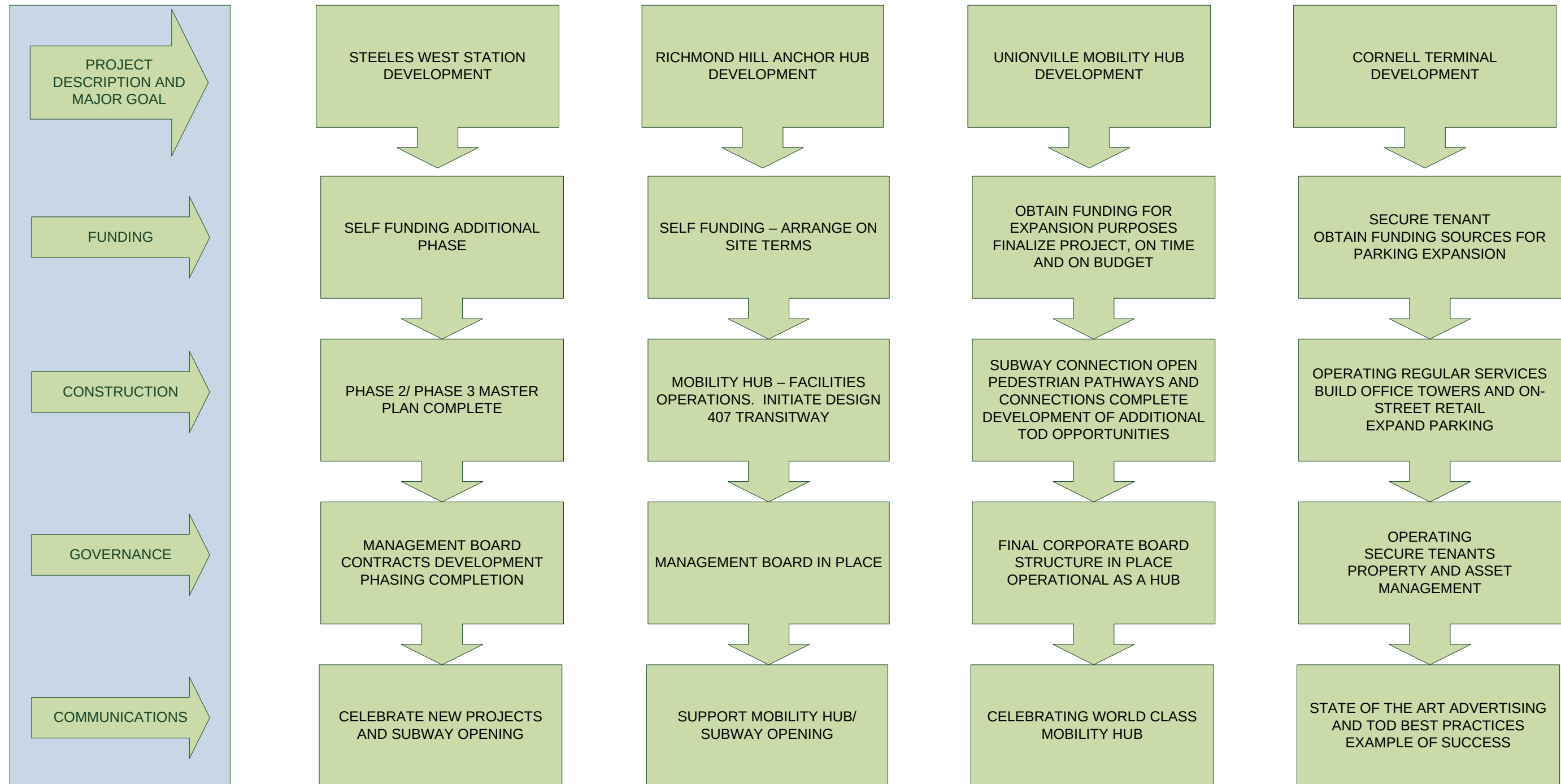
Development – 1 Year Plan – 2010 Mid-Year Update



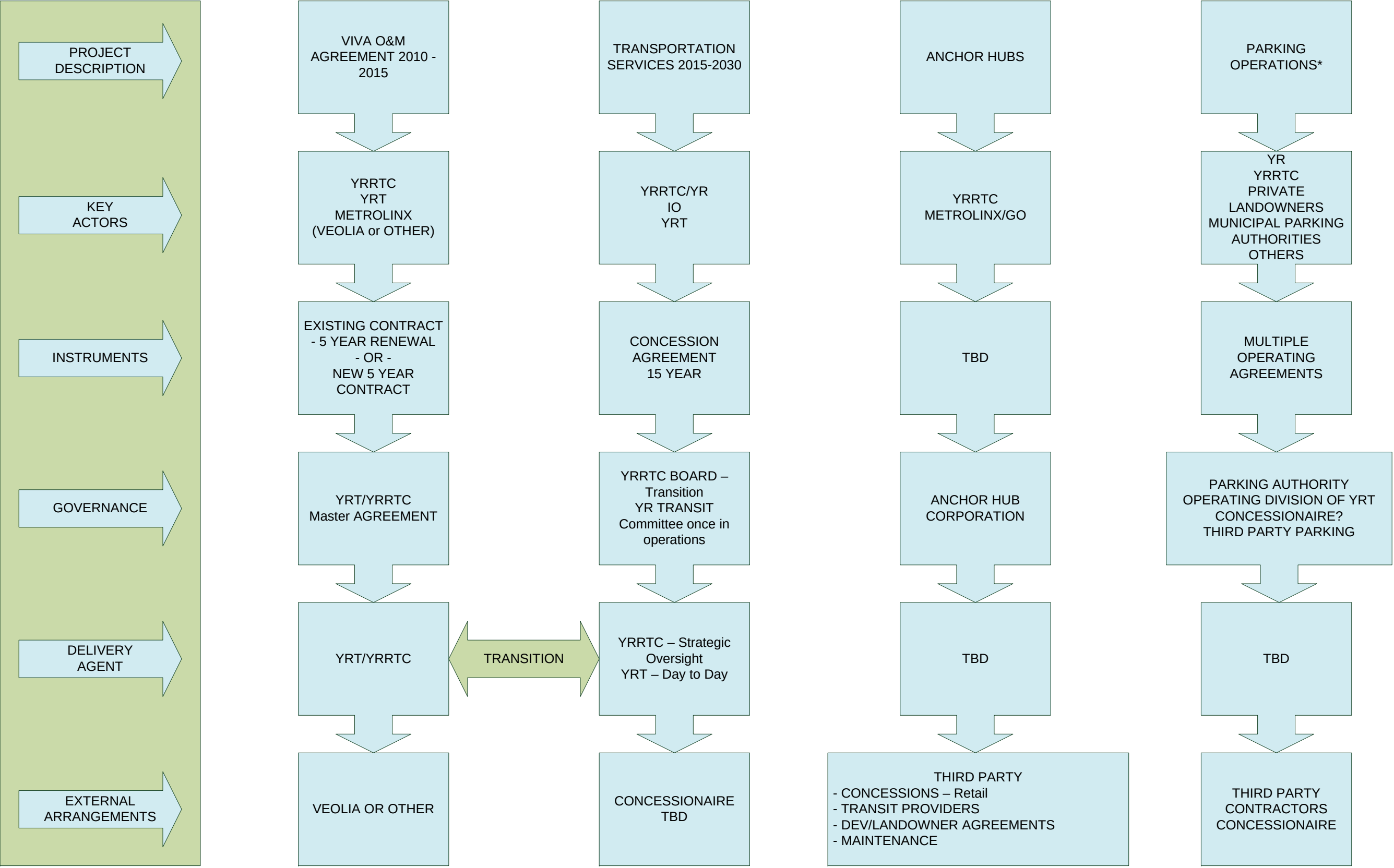
Development – 5 Year Plan – 2010 Mid-Year Update



Development – 10 Year Plan – 2010 Mid-Year Update

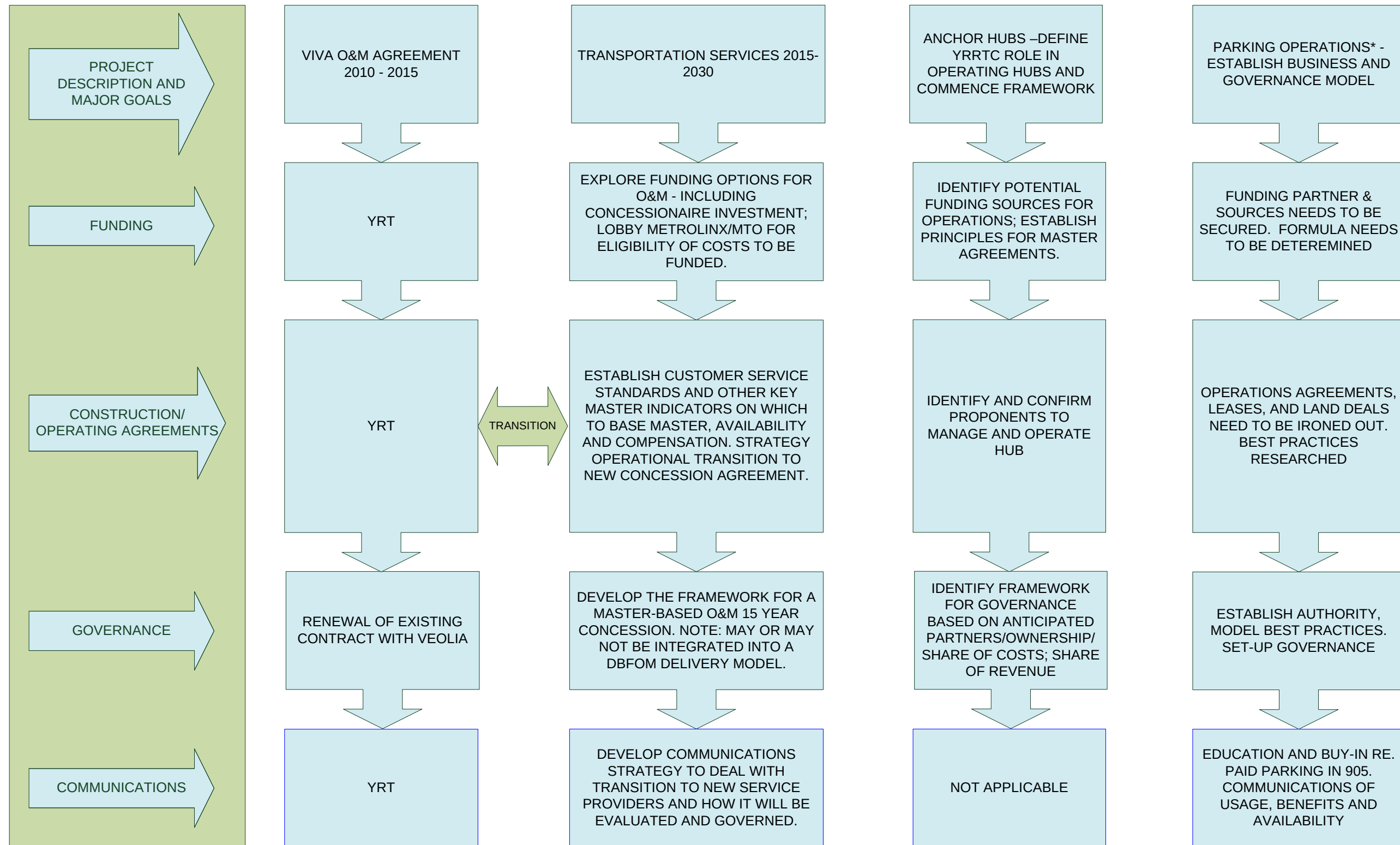


Strategic Operations



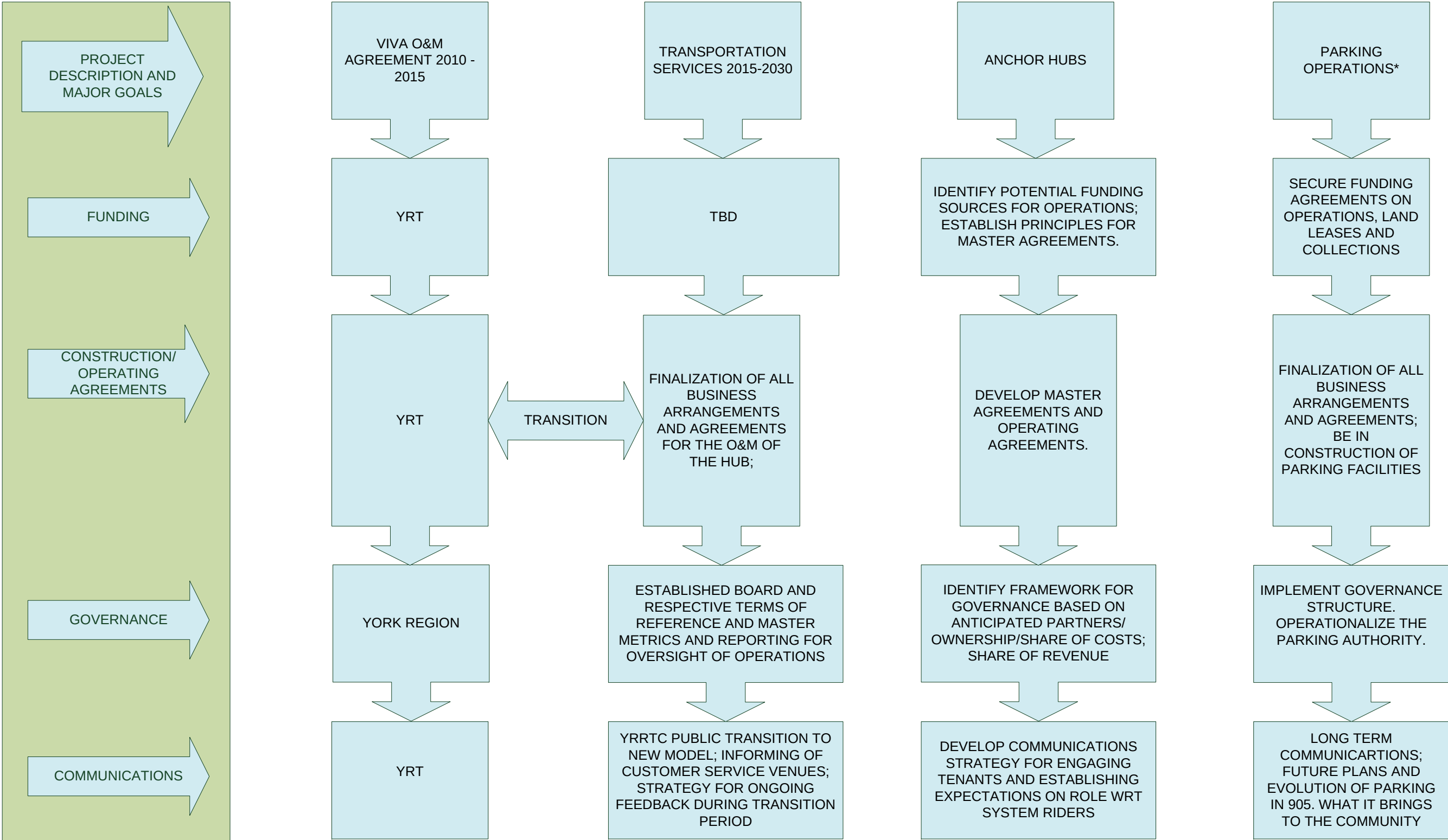
* Assumes no Provincial or Other funding

Strategic Operations – 1 Year Plan – 2010 Mid-Year Update



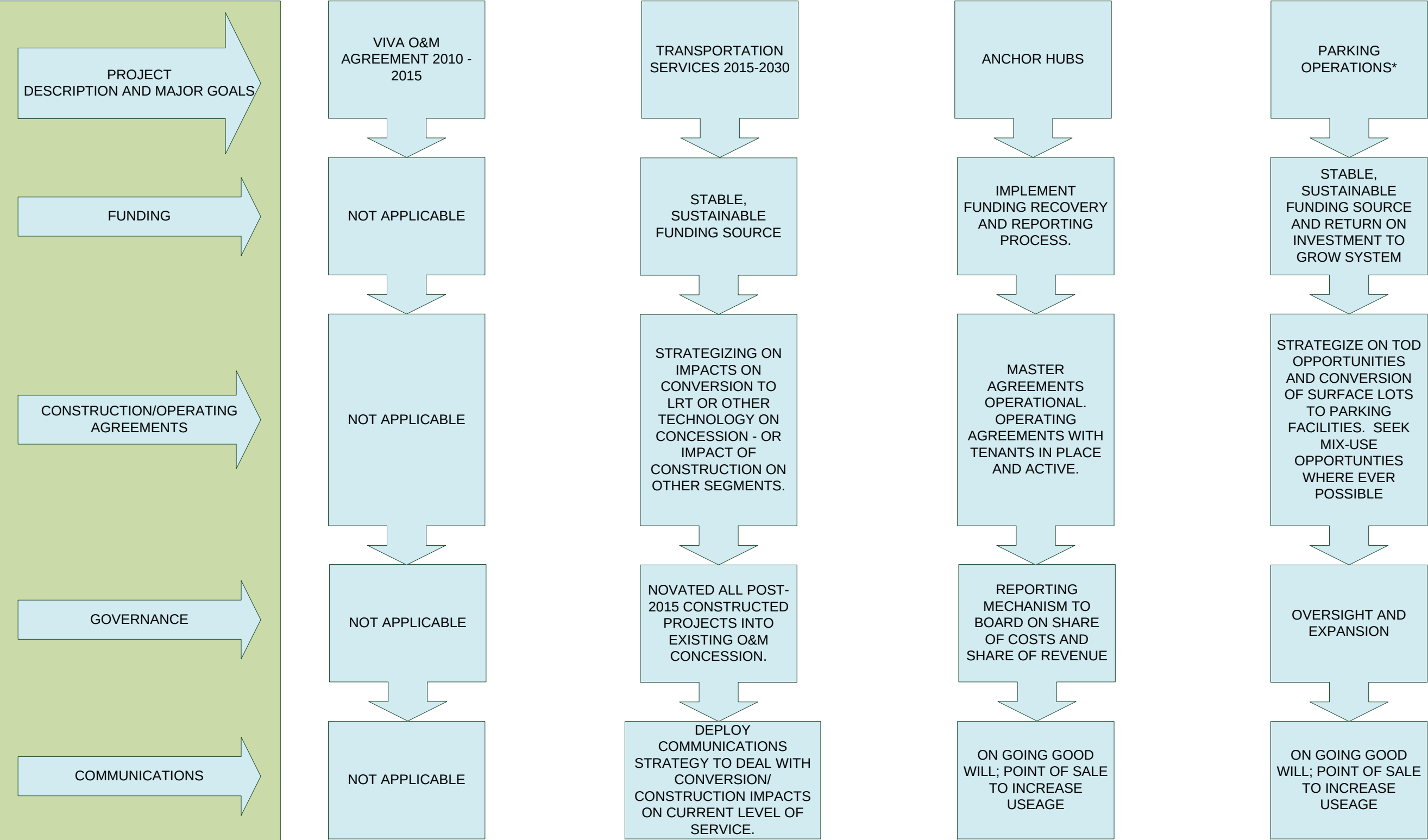
* ASSUMES NO PROVINCIAL OR OTHER FUNDING

Strategic Operations – 5 Year Plan – 2010 Mid-Year Update



* ASSUMES NO PROVINCIAL OR OTHER FUNDING

Strategic Operations – 10 Year Plan – 2010 Mid-Year Update



* ASSUMES NO PROVINCIAL OR OTHER FUNDING