

**REGION OF WATERLOO****PLANNING, HOUSING AND COMMUNITY SERVICES
Transportation Planning**

TO: Chair Wideman and Members of the Planning and Works Committee

DATE: February 7, 2006 **FILE CODE:** D10-20/RT

SUBJECT: RAPID TRANSIT INDIVIDUAL ENVIRONMENTAL ASSESSMENT – WORK PLAN FOR PHASES 2 AND 3

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into a consulting agreement with Earth Tech (Canada) Inc., which corporation will provide consulting services, with the assistance of Marshall Macklin Monaghan and Hatch Mott MacDonald, for the completion of the Individual Environmental Assessment for the Rapid Transit Initiative, as described in P-06-013, dated February 7, 2006, for a total cost of \$1.57 million plus applicable taxes., to the satisfaction of the Commissioner of Planning, Housing and Community Services and the Regional Solicitor.

SUMMARY:

In May 2004, the Federal and Provincial Governments jointly announced funding of Technical Studies and an Environmental Assessment for a Rapid Transit project in the Central Transit Corridor of the region. The Technical Studies concluded late in 2005 with their submission to the Provincial and Federal Governments, demonstrating the feasibility of this initiative.

Concurrently, the Region proceeded with preparing the Terms of Reference as required for the Provincial Individual Environmental Assessment which will serve as a guide for the preparation and review of the Environmental Assessment document. Consultation with the public, key review agencies and stakeholder groups occurred in a variety of ways while developing the Terms of Reference including two Public Consultation Centres. The final document was submitted to the Ontario Ministry of the Environment and Provincial approval was received in July 2005.

The Region of Waterloo is now embarking on the preparation of the Individual Environmental Assessment (EA) for the development of rapid transit in the Central Transit Corridor. The EA study, a three-phase process, will encompass the entire rapid transit corridor through the urban cores of Cambridge, Kitchener and Waterloo. The Phase 1 analysis which examines alternative transportation systems including rapid transit is well underway. The recommended Work Plan for Phases 2 and 3 that specifically deal with rapid transit as part of the preferred transportation system is presented in this report.

The Rapid Transit (RT) EA Project Team (whose membership includes Councillor Tom Galloway, Regional staff, and staff from the Area Municipalities and Townships) has recommended the Consultant Team of Earth Tech as the lead consultant, Marshall Macklin Monaghan, Hatch Mott MacDonald and their specialist sub consultants to undertake Phases 2 and 3 of the Rapid Transit Individual Environmental Assessment. This Consultant Team was rated the highest amongst the submissions received for their proposed work program, level of staff expertise and relevant experience in similar undertakings in Ontario and abroad.

The Consultant Team's Work Plan as described in this report presents a comprehensive approach to undertaking this major EA study and the Plan proposes the staff complement with significant

expertise in all disciplines to efficiently perform all of the named tasks in compliance with Provincial and Federal EA guidelines. The proposed project schedule is of 22-month duration from project initiation to finalizing the EA report (scheduled for December 2007). The project budget is \$1.57 Million. The Work Plan has been reviewed by the Rapid Transit EA Project Team and has received its endorsement. The Work Plan is now being recommended for approval and the RT EA Project Team recommends that the Consultant Team led by Earth Tech be retained to complete this assignment.

REPORT:

The Region of Waterloo is initiating an Individual Environmental Assessment (EA) for the development of rapid transit in the Central Transit Corridor (see map of study area in Appendix A). The EA study, a three-phase process, will encompass the entire rapid transit corridor through the urban cores of Cambridge, Kitchener and Waterloo.

It is anticipated that the Region of Waterloo will grow by an additional 230,000 people in the next 25 years. Regional Council adopted the Regional Growth Management Strategy on June 25, 2003 to proactively manage this growth. One of the pillars of this strategy is the implementation of Rapid Transit to act as a catalyst for re-urbanization, support downtown core revitalization, promote environmental protection and sustainability and to provide transportation choice to meet the travel needs within the Central Transit Corridor. Similarly, the Province's proposed Places to Grow Growth Plan for the Greater Golden Horseshoe identifies higher order transit and directs growth to existing built up areas.

The RGMS and Rapid Transit project will advance several Federal, Provincial and Municipal objectives including:

- Implementation of Provincial Places to Grow Growth Plan;
- Implementation of Provincial Policy Statement;
- Implementation of environmentally sustainable municipal infrastructure;
- Innovative solutions for managing growth and preserving agricultural land;
- Downtown revitalization and renewal;
- Promotes public health and social cohesion;
- Stimulating partnerships and capital investment; and
- Integrated transportation planning and land use development.

In May 2004, the Federal and Provincial Governments jointly announced funding of Technical Studies and an Environmental Assessment for a Rapid Transit project in the Central Transit Corridor of the region. In the Fall 2004 work proceeded on the Technical Studies that examined various rapid transit technologies, routes and ridership and prepared an economic analysis (i.e. Benefit-Cost). These studies were completed in late 2005, and were submitted to the Federal and Provincial governments to support the region's earlier funding proposal for this initiative.

The technical studies have demonstrated the feasibility of Rapid Transit in Waterloo Region, and more specifically:

- The detailed analysis of development potential within the Central Transit Corridor (CTC) concluded that the CTC has both the market strength and the physical capacity to attract and accommodate a significant portion of the expected Regional population and employment growth;
- LRT will generate 31,000 daily ridership by 2041; this is comparable to the Edmonton Light Rail system which is similar in size to the proposed Waterloo system;

- System-wide ridership could be increased by 10 - 15% through the combination of an aggressive policy support strategy including parking management, land use planning, financial incentives, Transportation Demand Management and expansion of the U-Pass program for post secondary students. This is critical to the success of the project;
- Ridership forecasts support the successful implementation of Rapid Transit;
- The benefits associated with LRT are more than double Bus Rapid Transit (BRT), although the costs of LRT are higher;
- Rail transit has a demonstrable influence on land values and locational decisions and is recognized as a planning tool that can support and encourage the development of more sustainable land use patterns;
- LRT is much more likely to achieve the objectives of the Regional Growth Management Strategy than BRT;
- LRT has much greater potential to attract transit ridership and to shape urban form than BRT.

Concurrent with the Rapid Transit Initiative Technical Studies, the Region proceeded with preparing the Terms of Reference as required for the Provincial Individual Environmental Assessment. The Terms of Reference serve as a guide for the preparation and review of the Environmental Assessment document for the proposed Rapid Transit undertaking. Consultation with the public, key review agencies and stakeholder groups occurred in a variety of ways, including two Public Consultation Centres held in December 2004 and March 2005. A Stakeholder's breakfast meeting of Community and Business leaders was hosted by Regional staff in May, 2005 where, among other planning initiatives in the Region, the group was introduced to the Rapid Transit project and the Terms of Reference and the Environmental Assessment process. Input from all interest groups was incorporated in the Terms of Reference document. The final document was submitted to the Ontario Ministry of the Environment in April 2005 for their review and Provincial approval was received in July 2005.

The Individual Environmental Assessment is a three Phase process. It involves examining the social, natural environment, economic and transportation benefits that would result with providing rapid transit service in the central corridor extending through the urban cores of Cambridge, Kitchener and Waterloo. The Phase 1 work commenced in Fall 2005 with examining, at a strategic level, the benefits that will result with the Rapid Transit project as part of a future transportation system. These benefits are compared against three alternatives – a road based strategy without emphasis on public transit but significant roadway expansion, a conventional (bus) transit system with upgraded express bus service in the Central Transit Corridor, and a Base Case with continuance of current development patterns but without major expansion of the road system.

Selection Process

A request for Letters of Interest on the Phase 2 and 3 work of the Environmental Assessment was issued by Regional staff to ten Consultants and advertised in the local newspapers. Six Letters of Interest were received from the team of Earth Tech/Marshall, Macklin, Monaghan/Hatch Mott MacDonald; Cansult; Delcan; IBI Group; iTrans; and McCormick Rankin. A Selection Committee was formed from the Rapid Transit (RT) Project Team. Those participating on the Selection Committee included:

- Councillor Tom Galloway,
- Hans Gross (City of Kitchener),
- Wendy Wright (City of Cambridge),
- Thomas Schmidt, Region of Waterloo,
- Graham Vincent, Regional of Waterloo,
- Dave Durant, Region of Waterloo,
- Wanda Richardson, Region of Waterloo, and
- Becky Schlenvogt, Region of Waterloo.

The Selection Committee assessed the Letters of Interest based on the following criteria:

- Project Approach/Understanding (30%),
- Project Manager (25%),
- Project Team (20%),
- Previous Experience (20%),
- Current Workload with the Region (3%) and,
- Local Office (2%).

The three most qualified firms were asked to submit detailed proposals and participate in an interview with the Project Selection Committee. They were consultant teams led by: Earth Tech; Cansult; and Delcan.

Proposals were requested of the three Consultant Teams with the submissions reviewed based on the following criteria:

- Project Approach/Understanding (30%),
- Project Manager (20%),
- Project Team (20%),
- Previous Experience (20%),
- Current Workload with the Region (3%),
- Local Office (2%), and
- Upset Fee (5%).

Following interviews of the three Consulting Teams and after careful consideration and discussion among the Selection Committee, Earth Tech/Marshall Macklin Monaghan/Hatch Mott MacDonald and their specialist sub-consultants was recommended as the strongest team based on their expertise and experience with similar EA studies, understanding of the objectives and potential issues, their preliminary work plan and public consultation effort. Their project budget was in the mid-range of the three proposals.

The Consultant Team was asked to submit a detailed Work Plan in the Fall, 2005 that would form the basis of the work program, schedule, and budget to be undertaken in the course of the twenty-two month project. The following sections provide a brief description of the Project Direction and Work Plan that is recommended for Phases 2 and 3 of the Individual Environmental Assessment.

Work Plan

The workstream for the three phase planning process is shown in Appendix B including the key milestones for receiving public input in response to the Province's Individual Environmental Assessment process. As noted, the Phase 1 study is well underway with preparing a draft Phase 1 report and planning for a Public Consultation Centre.

The Consultant's Work Plan includes over one hundred specific tasks under the Steps noted in the Exhibit and which are broadly described as follows:

Phase 1 - Project Initiation: This phase of the Work Plan involves developing the approach to public consultation, collecting and reviewing available background data and reports, preparing inventories of the natural, social and economic environments, assessing the existing and future planned transportation system, and attending the Phase 1 Public Consultation Centre. Initial discussions will take place with the key agencies and stakeholder groups (e.g. local citizens, business community, special interest groups, and the local municipalities) concerning the Phase 2 evaluation measures, indicators and data needs.

Phase 2 Step 1 - Screening of Alternative Technologies and Routes: In this Step, the Phase 2 evaluation measures and indicators identified in the EA Terms of Reference and the alternative routes and technologies will be developed and assessed based on these indicators. The findings will be reviewed with the Steering Committee and Public Advisory Group and summarized in a project newsletter and on the Project website.

Phase 2 Step 2 - Evaluation of Route Sections and Technologies: In the second Step, the potential technologies, route corridors and rapid transit stations will be identified for seven sub-areas within the three urban areas. Functional designs will be prepared for these corridors and various impacts and benefits are assessed including infrastructure and operating cost, re-urbanization potential, traffic operations, land use, vibration, noise, public health, built heritage, water and air quality, property requirements and economic benefits. Meetings with individual stakeholders along the corridors and affected agencies will take place. The findings will be discussed with the Steering Committee and the Public Advisory Group. The second project newsletter will be produced and the website updated.

Phase 2 Step 3 - Evaluation of Rapid Transit System Alternatives: In the final Step of this Phase, the Rapid Transit alternatives will be developed by combining the results of the seven sub-areas and their merits evaluated on the basis of system performance, cost implications and overall economic benefit for each system alternative. A preferred Rapid Transit system will be identified and discussed with the stakeholder groups and then the Steering Committee and the Public Advisory Group. Again, the project newsletter will be prepared and the website updated. The findings will be presented to the Municipal Councils and Regional Council. The input from all groups and the public at large will be summarized and contained in the Phase 2 report of the Environmental Assessment. This report will be finalized following public and agency review.

Phase 2 study will run from mid-March 2006 to April 2007.

Phase 3 Step 1 - Preliminary Design and Implementation Plan: In the first Step of this Phase, Design Criteria for the preferred Rapid Transit Technology will be developed including the route alignment, vehicles, stations, maintenance and storage facilities, security requirements, and signaling/communications.

Phase 3 Step 2 - Alternative Design Concepts: In this Step, initial alignment alternatives will be developed for the preferred corridor and technology. Issues to be considered will be any structural requirements (e.g. bridges) along the route, utilities that may be impacted, drainage design and storm water management, geotechnical review of the entire Rapid Transit corridor, preliminary design alternatives for the preferred station locations, and the maintenance and storage facilities.

Phase 3 Step 3 - Assess Alternative Design Concepts: The initial design concepts for the rapid transit corridor will be developed in detail in this step. Design criteria for evaluating the design concepts will be finalized and visualizations will be prepared for assisting the public's understanding.

Discussions will take place with individual stakeholders along the route. The assessment and evaluation of the design concepts will be conducted in consideration of operational impacts, noise, traffic operations, parking requirements for the design alternatives, drainage and storm water measures. The findings will be discussed with Agencies and the stakeholder groups along with the Steering Committee and the Public Advisory Group.

Phase 3 Step 4 - Preliminary Design of Preferred Alternative: In Step 4, a preliminary design of the preferred design concept will be developed. The property requirements, vehicle procurement and construction cost estimate, operating and maintenance costs will be prepared. A project newsletter will be prepared and the website updated. The findings will be presented to the Steering Committee and the Public Advisory Group followed by presentations to the Municipal Councils and Regional Council prior to hosting the fourth and final Public Consultation Centres. Input from all groups and the public at large will be incorporated in the preliminary design.

Phase 3 Step 5 - Implementation Plan and Phase 3 Report: In the final Step 5, an implementation and staging plan will be prepared along with a monitoring program and mitigation measures as required by the EA process and Terms of Reference. The plan will address funding partner requirements, establishing the construction period, lead times for ordering vehicles and other time-sensitive components, identifying construction impacts such as traffic detouring and seasonal limitations in sections of the project (e.g. retailing areas), and coordinating with utility company/agency schedules. A preliminary procurement/construction schedule will complete the Implementation Plan.

The final step in the EA process is the preparation of the Environmental Assessment Report and its review by the public agencies, key stakeholder groups and project committees. This task involves compiling all information and documents produced in the previous 10 steps and incorporating them in a final draft report. Sections of the EA report will include a summary of the Phase 2 results, detailed impact assessment and mitigation for the preferred route, significance of effects and any residual effects, the proposed monitoring program, conclusions and recommendations and an Executive Summary. The final report will contain all necessary materials as required under the Provincial and Federal (CEAA) environmental assessment requirements.

The EA will provide the following deliverables:

- Utility plant requirements;
- Vehicle design criteria;
- Security requirements;
- Signaling and traffic control requirements;
- Communication requirements;
- Preliminary alignment design at 1:1000 scale including property / right-of-way requirements;
- Preliminary design drawings at 1:500 scale for alternative station design treatments including property / right-of-way requirements;
- Master utility relocation plan;
- Preliminary Stormwater Management Plan;
- Preliminary Geotechnical Report;
- Plans, drawings and section illustrating urban design elements;
- Traffic impact assessment;
- Preliminary construction, maintenance and operational cost estimates;
- Project staging;
- Detailed monitoring program; and
- EA report.

Public Consultation

The public consultation program for the Rapid Transit Environmental Assessment is a critical and ongoing component of the Work Plan with the purpose of facilitating public discussion about rapid transit as an integral part of the implementation of the Region's Growth Management Strategy and the proposed Provincial Growth Plan for the Greater Golden Horseshoe. The program has two prime objectives:

- To engage the community and stakeholders in discussions about the economic, social, and environmental benefits of rapid transit, and,
- To provide a forum for the community and stakeholders to have meaningful input into the Rapid Transit Initiative and provide feedback to regional staff throughout the Environmental Assessment process.

The public and stakeholders will include Local Municipalities (staff and Councils), the public at large, business community, investors and developers, media, residences and businesses along the Central Transit Corridor, CTC employers and employees, educational institutions, and Federal and Provincial governments.

The Communication Initiatives that are integral to the Rapid Transit Environmental Assessment include:

- The RGMS branding initiative: establishing tangible benefits that the RGMS provides to the community and communicate those benefits in a relevant and meaningful way.
- Community Discussion Kit: a communication tool providing information (e.g. fact sheets) to both large and small groups through self-directed discussion such that they can provide input on a broad range of issues and topics related to rapid transit.
- Fostering Community Champions: recruit a team of key business, government and community leaders who will serve as ambassadors for the Rapid Transit Initiative. They will be asked to speak to the community, media and their own stakeholder groups about the benefits of rapid transit based on their personal perspectives.
- Developing an electronic database: a database of stakeholder and community members will be used to send regular e-mail information updates on the EA process and that will also be posted on the website.
- Community Forum: community leaders representing various stakeholder groups and the general public will be invited to attend this event that will feature a panel discussion with guest speakers. It will be hosted by Regional staff working on the Rapid Transit Initiative and the Regional Official Plan Update.
- Public Consultation Centres: engage the public at key points in the EA process. The meeting format will include an open house with information displays and fact sheets, one-on-one discussions with staff, a short presentation outlining the most recent results and findings from the technical work, and followed by facilitated discussions in breakout groups.
- Public Information displays: both staffed and unstaffed displays and handout information at shopping malls, public places and events giving an opportunity for the public to provide feedback.
- Staff available as needed on a daily basis.

Communication tools that will be used include community research, key messages, question and answers, newsletters and website, media contact, fact sheet (technical background, presentations, EA report executive summary).

Key points of contact with the public are shown in the project workstream in Appendix B.

Project Management

The Rapid Transit EA Project Team recommends that Phases 2 and 3 be undertaken by the Consultant Team of Earth Tech, Marshall Macklin Monaghan, Hatch Mott MacDonald and their specialty sub-consultants under the project management guidance of Earth Tech and its project manager Mr. Ravi Girdhar. Mr. Girdhar has previous experience with similar rapid transit studies in the Cities of Toronto and Ottawa. The Consultant project manager will liaise with team leaders in all disciplines responsible for their area of expertise to ensure that consistent project direction is maintained. He will also communicate on a weekly basis with the Project Director and the Project Manager who will be responsible for the on-going project direction and management.

The Consultant Team offers the following project management expertise in the area of quality control:

- A quality management program will be implemented including quality assurance (do it right the first time) and quality control (review and checking),
- Undertake internal logic checks and peer review of all work prior to submitting it to the Region.
- Appoint a senior member of the team as an independent milestone and quality control auditor.
- Quality control will be documented outlining project status, percent completion on tasks, and upcoming needs.
- Discipline managers will guide the design process to ensure work conforms to codes, standards and practices.
- All project documents and data will be verified and approved by the responsible discipline and the Project Manager and is supported by proper documentation.
- Project milestones will guide the most critical aspects of the work.

Coordination of the Provincial and Federal Environmental Assessment process

The Provincial and Federal EA process will guide the Environmental Assessment which requires efficient co-ordination and liaison between the provincial and federal regulatory agencies. On the Provincial side, the Consultant Team will provide co-ordination between the provincial and municipal agency consultation process and ensure on-going liaison with these agencies occurs in a timely manner throughout the project. This co-ordination is essential to ensure the provincial EA process is met to the satisfaction the provincial regulatory agencies and municipalities.

On the Federal side, the Consultant will co-ordinate the federal agency consultation process and ensure on-going liaison is provided with the Canadian Environmental Assessment Agency (CEAA) as well as the DFO, Transport Canada, CN Rail, INAC, Health Canada. This co-ordination will ensure that the federal EA process is met to the satisfaction of the federal regulatory agencies.

Project Schedule and Milestones

The project schedule is shown in Appendix C for the 22 month period between 2006 and 2007. The key milestones and budget are summarized as follows:

Key Project Elements	Completion by
Phase 2	
Project Initiation	March 2006
Screening Alternative Technologies	June 2006

Evaluations of Route Sections/Technologies	December 2006
Evaluation of Rapid Transit System Alternatives	February 2007
Phase 2 report	April 2007
Phase 3	
Develop Design Criteria	March 2007
Alternative Design Concepts	April 2007
Assess Alternative Design Concepts	July 2007
Preliminary Design of Preferred Alternative	October 2007
Implementation Plan and Phase 3 report	November 2007
Final Report	December 2007

Project Budget

The project budget (as seen below) is equally split between the two Phases of the Environmental Assessment. With the addition of Project Management, disbursements and the Canadian Environmental Assessment Act requirements, a total budget of \$1.57M (million) is proposed.

Key Project Elements	Total Budget (without taxes)
Phase 2	
Project Initiation	\$117k
Screening Alternative Technologies	\$60k
Evaluations of Route Sections/Technologies	\$306k
Evaluation of Rapid Transit System Alternatives	\$131k
Phase 2 report	Inc in above
Total Phase 2	\$615k
Phase 3	
Develop Design Criteria	\$54k
Alternative Design Concepts	\$233k
Assess Alternative Design Concepts	\$147k
Preliminary Design of Preferred Alternative	\$102k
Implementation Plan and Phase 3 report	\$48k
Final Report	\$31k
Total Phase 3	\$613k
Project Management	\$232k
Disbursements	\$40k
CEAA requirements	\$70k
Total Project	\$1.57M

This Work Plan has been reviewed by the Project Team at a meeting on January 17, 2006 and the Team has fully supported the Plan and its schedule.

Administrative Refinements

Initiating the Rapid Transit project has required the dedication of significant and specific staff resources to oversee and supplement the work to date. A series of secondments and contract staff positions were approved by Council, as described in report CAO-04-005. A specific element of this report was Council's approval of "...3, two-year contracts to either fill the position directly, or to backfill Regional staff seconded from other positions". This approval was used to effect the following actions:

- Secondment of Director, Transportation Planning to Project Director
- Secondment of Senior Transportation Engineer as Project Manager.

The third (approved) contract position has not been filled. In summary, of the six contract “person years” approved by Council, two person year has been used to date, as secondments have been made, as described in this report. At this time, the remaining four person years are viewed as adequate to complete the assignment.

The advancement of the RT initiative and associated needs to advance other transportation planning functions in Planning, Housing and Community Services has now resulted in the following recommended shifts in resources:

- Return of G. Vincent to Director of Transportation Planning role, and hiring of a subsequent Project Director (internal secondment or external contract). Mr. Vincent will continue as a member of the Project Team on an ongoing basis, and will maintain his current role until a new Project Director is hired as well as providing transitional assistance.
- Hiring of the third unfilled contract position with a land use planner (internally or externally) to implement a variety of supporting initiatives, including a parking strategy, station area plan development, and associated policy amendments (e.g. relating to the Regional Official Policies Plan).
- Refinement of Project Manager position to EA Project Manager.
- Day-to-day oversight of the EA process by the Commissioner of Planning, Housing and Community Services, followed by day-to-day administration being transferred to the Commissioner of Transportation and Environmental Services for the implementation, design and construction, and operation stages.

The completion and submission of the Rapid Transit Technical Studies provides an opportunity to review resources as the project moves into the Environmental Assessment stage. This shift of Mr. Vincent back to his previous position has the following benefits:

- A focus on related initiatives supporting the RT initiative can be realized, with the Council approved consulting consortium undertaking the various elements of the EA as it proceeds into more technical stages;
- Many of these related initiatives are also key to the success of the RGMS, and staff would be able to advance a series of actions within a shorter timeframe;
- Planning, Housing and Community Services staff can focus on increasing and complex workloads and to further integrate transportation and land use planning activities on a daily basis; and
- The Director of Transportation Planning will be in a position to direct key divisional initiatives, such as the Regional Transportation Master Plan and the Grand River Transit 5 Year Business Plan.

As part of its approval of CAO-04-005, Council also endorsed a series of advisory groups. To date, these groups have advanced many elements of the RGMS, and will remain in place. Membership of the Rapid Transit EA Project Team, the RGMS/RT Steering Committee, and the RGMS/RT Public Advisory Group is contained in Appendix D.

A position, described as the “Implementation Project Manager”, is also recommended to be created when funding of the RT system itself is secured, involving procurement of the various elements (e.g. entering into design/build contracts, purchase of capital transit infrastructure).

CORPORATE STRATEGIC PLAN:

The report supports several objectives of Council's Strategic Focus. These include:

Focus Area 1: Manage Regional Growth to Enhance Quality of Life

Focus Area 3: Protect and Enhance the Environment

Focus Area 4: Ensure High Quality Transportation System

FINANCIAL IMPLICATIONS:

The Rapid Transit EA study will be cost shared by the Region and Province with 50% of the cost, up to \$1.0M to be funded by the Province. The Region's share (up to \$0.8M) will be funded through the Planning Capital program.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Members of the RT Project Team who have approved this Work Plan represent various Regional Departments including Corporate Resources, Finance, Transportation and Environmental Services, and Legal Services.

ATTACHMENTS:

Appendix A - Map of Central Transit Corridor

Appendix B - Project Workstream

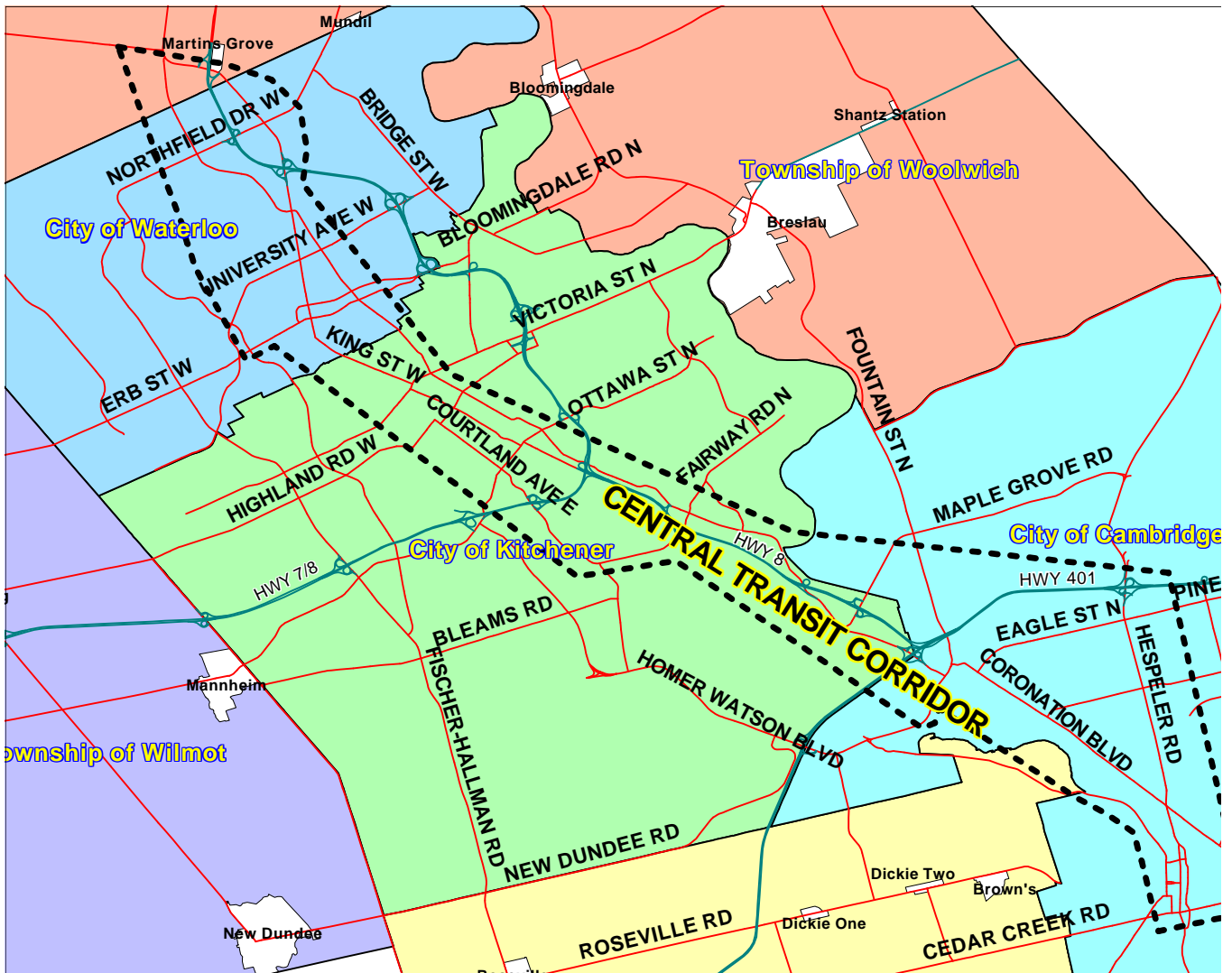
Appendix C - Project Schedule

Appendix D - RT EA Project Team and RGMS/RT Committees

PREPARED BY: *Dave Durant*, Senior Transportation Engineer
Rob Horne, Commissioner of Planning, Housing and Community Services

APPROVED BY: *Rob Horne*, Commissioner of Planning, Housing and Community Services

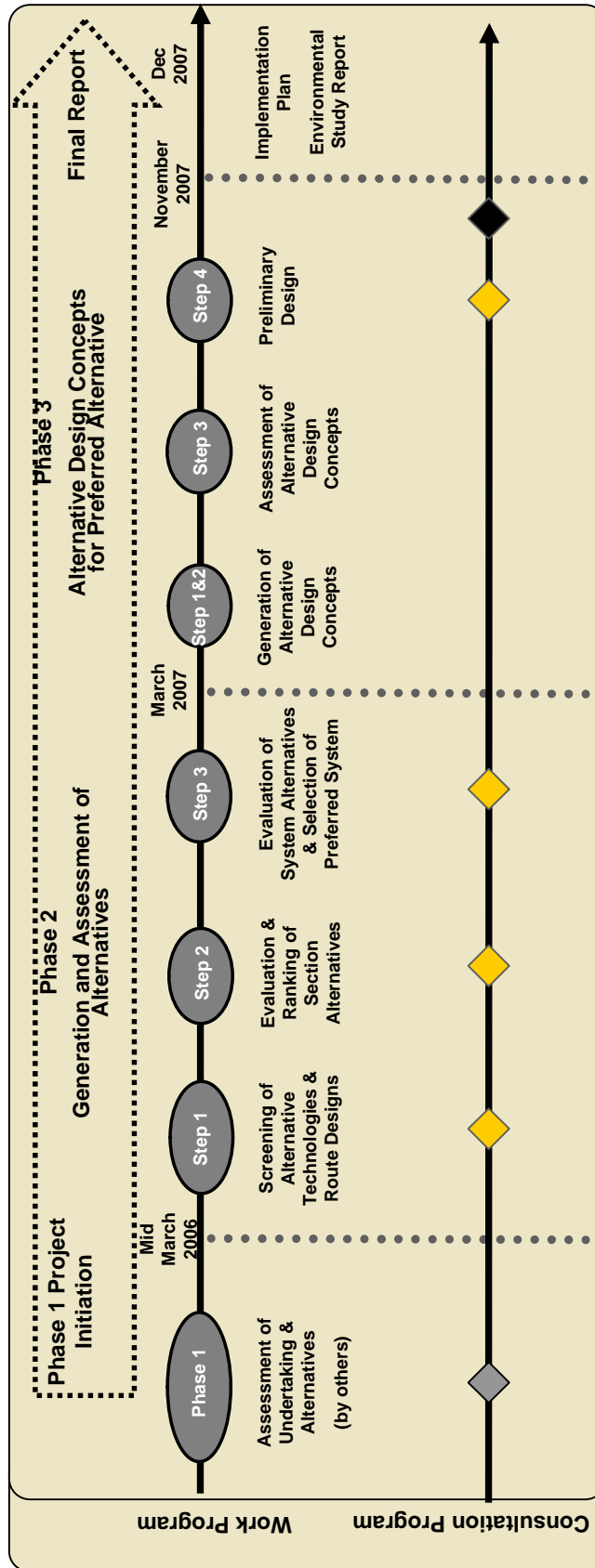
APPENDIX A – MAP OF CENTRAL TRANSIT CORRIDOR



* Central Transit Corridor is the study area for the Individual Environmental Assessment

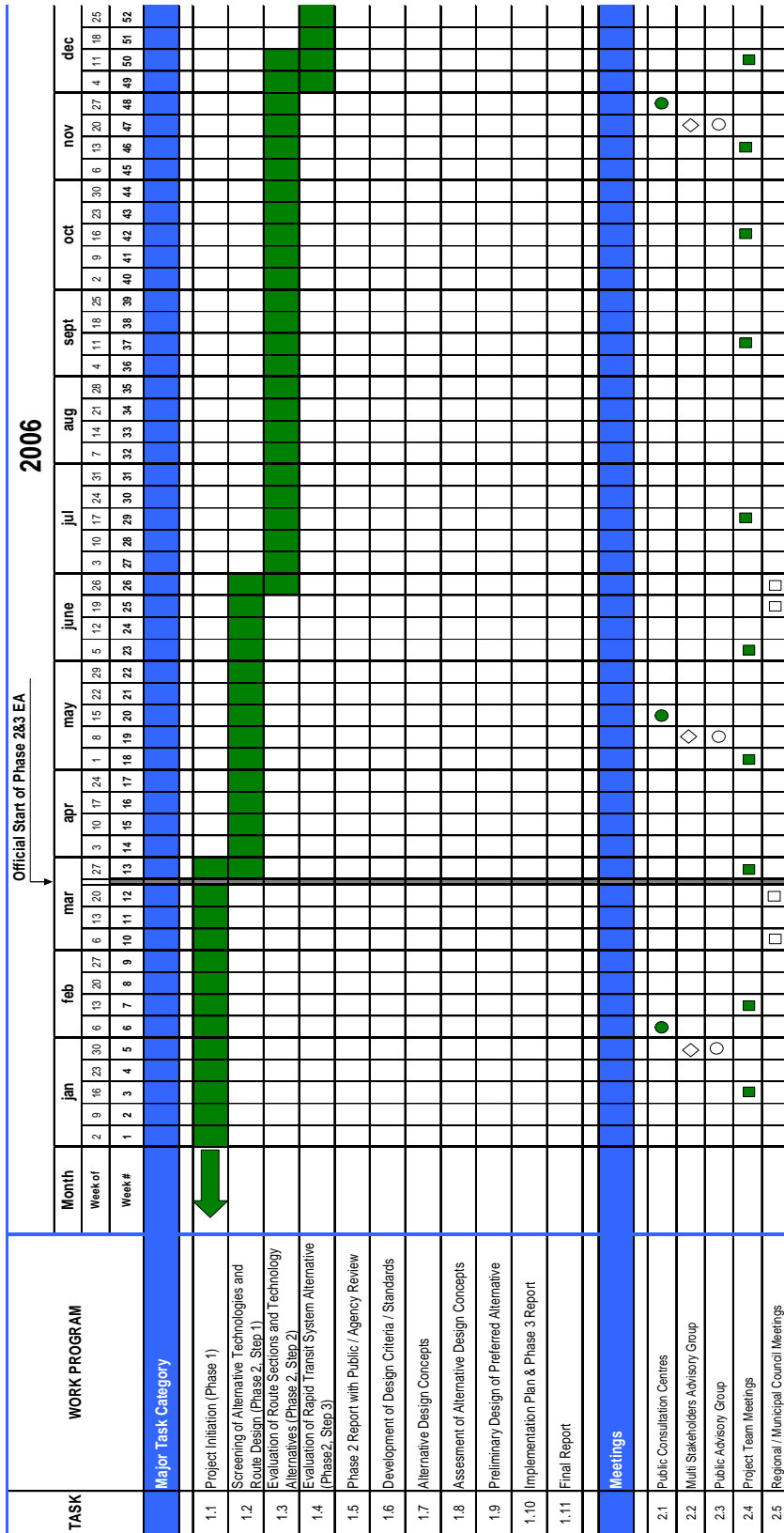
APPENDIX B: PROJECT WORKSTREAM

Overview of Phases 2 and 3 Work Plan



- ◆ Phase 1 PCC
- ◆ Phase 2&3 PCC
- ◆ Public Meeting – Council / Committee

APPENDIX C: PROJECT SCHEDULE



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TASK	WORK PROGRAM	2007																																																				
		jan		feb		mar		apr		may		jun		jul		aug		sept		oct		nov		dec																														
		1	8	15	22	29	5	12	19	26	5	12	19	26	3	10	17	24	3	10	17	24	3	10	17	24																												
		Week of	1	8	15	22	29	5	12	19	26	3	10	17	24	3	10	17	24	3	10	17	24	3	10	17	24																											
		Week #	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104
		Major Task Category	[Blue shaded cells]																																																			
1.1	Project Initiation (Phase 1)	[Green shaded cells]																																																				
1.2	Screening of Alternative Technologies and Route Design (Phase 2, Step 1)	[Green shaded cells]																																																				
1.3	Evaluation of Route Sections and Technology Alternatives (Phase 2, Step 2)	[Green shaded cells]																																																				
1.4	Evaluation of Rapid Transit System Alternative (Phase 2, Step 3)	[Green shaded cells]																																																				
1.5	Phase 2 Report with Public / Agency Review	[Green shaded cells]																																																				
1.6	Development of Design Criteria / Standards	[Green shaded cells]																																																				
1.7	Alternative Design Concepts	[Green shaded cells]																																																				
1.8	Assessment of Alternative Design Concepts	[Green shaded cells]																																																				
1.9	Preliminary Design of Preferred Alternative	[Green shaded cells]																																																				
1.10	Implementation Plan & Phase 3 Report	[Green shaded cells]																																																				
1.11	Final Report	[Green shaded cells]																																																				
	Meetings	[Blue shaded cells]																																																				
2.1	Public Consultation Centres	[Blue shaded cells]																																																				
2.2	Multi-Stakeholders Advisory Group	[Blue shaded cells]																																																				
2.3	Public Advisory Group	[Blue shaded cells]																																																				
2.4	Project Team Meetings	[Blue shaded cells]																																																				
2.5	Regional / Municipal Council Meetings	[Blue shaded cells]																																																				

APPENDIX D – PROJECT TEAM AND COMMITTEES

Rapid Transit EA Project Team

Tom Galloway, Regional Councillor
Graham Vincent, Region of Waterloo
Becky Schlenvogt, Region of Waterloo
Bryan Stortz, Region of Waterloo
Keren Adderley, Region of Waterloo
David Durant, Region of Waterloo
Eric Gillespie, Region of Waterloo
Grant Whittington, Township of Wilmot
Hans Gross, City of Kitchener
Jeff Schelling, Region of Waterloo
John Cicuttin, Region of Waterloo
John Hammer, Region of Waterloo
Kevin Eby, Region of Waterloo
Larry Smith, Region of Waterloo
Shahzad Rahman, Region of Waterloo
Tim Anderson, City of Waterloo
Doug Robertson, City of Waterloo
Dave Gosnay, Township of Woolwich
Thomas Schmidt, Region of Waterloo
Wendy Wright, City of Cambridge
Rachel Houde, Ministry of Transportation

RGMS/RT Steering Committee

Jim Wideman, Regional Councillor
Bill Strauss, Regional Councillor
Ken Seiling, Regional Chair
Tom Galloway, Regional Councillor
Jane Brewer, Regional Councillor
Jean Haalboom, Regional Councillor
Rob Horne, Commissioner of Planning, Housing and Community Services
Thomas Schmidt, Commissioner of Engineering and Environmental Services
Mike Murray, Regional CEO
Kevin Eby, Region of Waterloo
Graham Vincent, Region of Waterloo
Bryan Stortz, Region of Waterloo
Liana Nolan, Region of Waterloo
Mike Schuster, Region of Waterloo

RGMS/RT Public Advisory Group

Diane Ensing
Brian Blackmere
Sue Morgan
Shannon Pennington
Kerry Long
Jose Rivera
Henrik Noesgaard
Mark Reusser
Jeff Casello
Linda Horn
Linda Terry
John Jackson