



**CITY OF RICHMOND**

REPORT TO COMMITTEE

**TO:** Public Works and Transportation Committee  
**FROM:** Gordon Chan, P. Eng.  
Manager, Transportation  
**RE:** **RICHMOND/AIRPORT-VANCOUVER RAPID TRANSIT STUDY MANAGEMENT PLAN**

To PW&T - Sept. 20, 2000  
**DATE:** September 7, 2000  
**FILE:** 6500-01

STAFF RECOMMENDATION

1. That the proposed Management Plan for the Richmond/Airport-Vancouver Rapid Transit Study, as outlined in the attached report from the Manager of Transportation, be endorsed.
2. That the proposed staff participation on the Richmond/Airport-Vancouver Rapid Transit Study Steering Committee and Technical Committee and other activities related to the study work plan be endorsed.
3. That a Richmond Rapid Transit Public Advisory Committee, consisting of local Richmond stakeholders, be established to provide input on specific aspects of the study related to Richmond's portion of the line and other general issues that may have an impact on Richmond; and that staff report back to Council on the proposed composition of the Committee, including a Council representative
4. That staff report to Council on the study progress at key decision points of the study, including the conclusions and recommendations reached at the end of the Needs Assessment and Rapid Transit Line Definition phases.
5. That the above recommendations be conveyed to the TransLink Board of Directors and other agencies participating in the study.
6. That Council authorize the Mayor and City Clerk to execute the memorandum of understanding for Phase 2 of the Richmond/Airport-Vancouver Rapid Transit Study.

Gordon Chan, P. Eng.  
Manager, Transportation

Att. 2

FOR ORIGINATING DIVISION USE ONLY		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
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## STAFF REPORT

### ORIGIN

A Richmond-Vancouver rapid transit link has been part of the regional planning policy since 1980. This rapid transit line is also recognized as an important element of the Liveable Region Strategic Plan, which provides the framework for regional land use and transportation decisions in the Greater Vancouver region. There has been significant growth in Vancouver and Richmond, and at the Airport over the last decade. During the recent public consultation processes for the TransLink Strategic Transportation Plan, #98 B-Line service, and the Richmond Area Transit Plan, there was consistently strong public interest in a Richmond-Vancouver rapid transit link. Given that the line is part of the regional planning policy, the significant growth in the communities along the line, and the recent public input, the Richmond-Vancouver rapid transit study has been advanced for completion in 2000/2001.

Over the past few months, senior City staff have been working with other agencies - TransLink, Transport Canada, the Provincial Government, GVRD, City of Vancouver, Vancouver International Airport Authority, and the Vancouver Port Authority to develop a management plan for the Richmond-Vancouver rapid transit study. The draft management plan, which outlines the study goals, administrative structure, and work program, is now developed and presented for Council's consideration (Attachment 1).

### ANALYSIS

#### **1. Overall Study Goal**

The goal of the Richmond/Airport-Vancouver Rapid Transit study is "to determine whether there is an appetite among the agencies to proceed with a rapid transit line linking Richmond City Centre, the Airport, and downtown Vancouver in the next decade." To assess the support and need for the line, consultation with the communities along the line and other stakeholders will be conducted. If the agencies conclude that a need exists, other activities will proceed to define the specifications of the line, including alignment, station locations, technologies, funding methods, etc.

#### **2. Key Milestones of the Study**

The study will be completed in three independent phases. At the end of each phase, the participating agencies will agree, by executing a memorandum of understanding, to proceed to the next phase.

Phase 1 – Management Plan (June to September, 2000) - The management plan for the study has been completed to lay out the administrative structure for the study and work program for phase 2 of the study (Needs Assessment/Concept Feasibility). A brief outline of the phase 3 activities (Line Definition) is also contained within the Management Plan.

Phase 2 – Needs Assessment/Concept Feasibility (October, 2000 to March, 2001) - Phase 2 of the study is proposed to include the following tasks:

- Definition of need/problem;
- Summary of results of the needs assessment;
- Verification with participating agencies and the public, through consultation, whether support exists for the construction of a Richmond/Airport-Vancouver rapid transit link in the next decade;

- Identification of general specifications for the rapid transit line to a level necessary for a needs assessment; and
- Exploration/definition of structures for potential private sector participation.

Phase 3 – Rapid Transit Line Definition (March, 2001 to January, 2002) - The final phase of the study is anticipated to consist of the following tasks:

- Definition of specifications for alignment and technology to a level appropriate for the evaluation of alternatives;
- Development of an evaluation framework for the consideration of options;
- Examining alternative methods of financing and securement of funding for the design, construction, and operation of the rapid transit line; and
- Determination of the extent of private sector involvement.

### **3. Phase 1 – Management Plan**

Over the past few months, senior staff have been working with the other partner agencies to develop a management plan for the study. The key aspects of the management plan are described below.

#### **3.1 Project Oversight**

Steering Committee and Technical Committee – The project will be overseen by a steering committee comprised of a senior staff person from each agency and two independent advisors to be nominated by the project manager and approved by the steering committee. The steering committee will establish key principles, endorse the work program, and provide guidance on the study. A technical committee, with representatives from each of the participating agencies, will also be established to provide advice to the steering committee.

Issue Resolution/Consultation Process – Recognizing that the participating agencies have different interests, issues may arise. The participating agencies acknowledge that depending on the nature of the issue, the respective boards/councils of the participating agencies may have statutory authority to determine the outcome or resolution of an issue. A structure has been identified in the management plan through which issues may be formally discussed among the participating agencies concerned. In the event of an issue that cannot be satisfactorily resolved at the steering committee level, the following process will apply:

- The project manager will identify those participating agencies that have an interest in the issue and will describe the issue;
- The most senior staff members of the participating agencies with an interest in the dispute will meet with the project manager to resolve the issue;
- If unsuccessful, the project manager will prepare a report outlining the nature of the issue, and will present the report to the board/council for their consideration and direction;
- The Mayors of the municipalities or designated representatives of the affected participating agencies will meet with the project manager and independent advisors to resolve the issue; and
- A three person panel will review unresolved issues and present advice/recommendations (non-binding) to the participating agencies.

### 3.2 Study Management

A study team will be formed to conduct analysis and technical reviews and manage contract and other consultant staff. The study team will retain consultants or use seconded agency staff to carry out transportation and engineering analysis, land use analysis, financial analysis, alternative construction, financing, and/or management methods, and public consultation. The team will consist of a project manager, a technical program manager, a planning/land use program manager, an assistant to the project manager, and an administrator. The project manager will take direction from all agencies through the steering committee.

## 4. **Phase 2 – Needs Assessment/Concept Feasibility**

The second phase of the study will involve developing and verifying with partner agencies and the public the case for a rapid transit link between Richmond, the Airport, and downtown Vancouver in the next decade. This phase of the study will also include defining the general specifications for a rapid transit line to a level necessary for a needs assessment and feasibility analysis, and developing a program to define the capital funding options, including any potential private sector involvement. A draft memorandum of understanding has been developed to formalize the participation of the various agencies and seek the adoption of the project management plan by the partner agencies (Attachment 2).

### 4.1. Work Plan

The work plan for this phase will include: review and produce a summary of previous technical work, conduct additional agency and stakeholder consultation, and public consultation.

### 4.2 Resources

It is anticipated that the participating agencies will contribute towards the cost of the study. Contributions may include secondment of staff to the study team as members or to carry-out work that may otherwise be done by consultants, or provision of office space, fixtures, equipment, etc. The total budget for the study, including study team salaries, office space and furniture, and public consultation will be \$573,000. The Airport has confirmed that it will contribute \$250,000 to the cost of phase 2 of the study. Transport Minister David Collenette has been supportive of a contribution to the study from the federal government, but the timing and scale of this contribution is still under discussion between TransLink and federal officials. To maintain project schedules, this report is being submitted prior to a conclusion to those discussions. Council will be advised of the precise funding arrangement as soon as information becomes available.

## 5. **Phase 3 – Rapid Transit Line Definition**

If at the end of phase 2 there is general agreement among the partner agencies to proceed with phase 3 – Rapid Transit Line Definition, the study team will prepare a statement of the work proposed to be done in this phase. This work will include the specifications for the line, funding structure, public consultation process, resource requirements, project schedule, budget, etc. The work plan will also reflect the issues and opportunities identified in the stakeholder and public consultation process, options for private sector involvement in financing, construction and operations, and land use and development.

## 6. Public Advisory Committee

As part of the public consultation efforts for the #98 B-Line project and Richmond Area Transit Plan, public advisory committees were established. These advisory committees provided a great deal of valuable input to the study teams and Council on service enhancement needs, analysis and evaluation of alternative improvement strategies, and design and implementation details of the project. These committees also provided the study teams with advice on the structure and the overall conduct of the public consultation programs. Based on these positive experiences with public advisory committees, staff are proposing that a Richmond Rapid Transit Public Advisory Committee be established. The purpose of the proposed Committee is to provide input on specific aspects of the study that have an impact on Richmond's section of the line and on other general issues that may affect Richmond. If the proposed Committee is endorsed, staff will bring a further report to Council on the membership of the Committee, which would include a Council representative to act as a liaison between the Committee and Council.

The details of the public consultation program for the study have not yet been determined. However, staff will work with other agencies to ensure that the public is extensively involved in providing input into the study.

## 7. Consistency with City Objectives

The objectives laid out in the City's OCP and the City Centre Transportation Plan support the development of a rapid transit link connecting Richmond City Centre and downtown Vancouver. One of the transit policies outlined in the OCP is to "promote Rapid Bus/Light Rail Transit between Richmond and Vancouver via Sea Island to link up with the Airport." The City Centre Transportation Plan established the rapid transit corridor within Richmond along No. 3 Road. In addition, the median bus lanes on No. 3 Road for the #98 B-Line project have been designed to be easily convertible for use by rapid transit in the future.

## FINANCIAL IMPACT

The financial contribution from the City will be in the form of providing office space and equipment for study team members and secondment of staff to the study team. The project office will be located at the interim Richmond City Hall (Elmbridge Way). The City will receive credit for the contribution of office space and staff resource toward its share of the funding for the study.

## CONCLUSION

Staff are supportive of the initiation of the Richmond/Airport-Vancouver Rapid Transit Study given that: the line is part of the regional planning policy; there has been significant growth in the communities along the line; and the recent public input indicating a desire for the line. The Richmond/Airport-Vancouver Rapid Transit study will determine whether there is an appetite among the partner agencies to proceed with a rapid transit line linking Richmond City Centre, the Airport, and downtown Vancouver in the next decade. The endorsement of the study management plan will allow staff to participate in the study process, which will assess the need for the line and determine the line specifications. Further reports will be presented to advise Council on the progress of the study and to seek input and direction.



Tegan Smith, M.C.P.  
Transportation Planning Analyst

# RICHMOND/AIRPORT – VANCOUVER RAPID TRANSIT PROJECT MANAGEMENT PLAN

## Introduction

A Richmond/Vancouver rapid transit link has been part of regional planning policy since 1980. It is an element of the *Livable Region Strategic Plan*, the plan which provides the framework for regional land use and transportation decisions for the Greater Vancouver region.

Since that time, planners have monitored growth in Vancouver, Richmond and the Airport, and noted that the rate of growth is faster than initially anticipated, particularly at the Airport. The Airport has *already* reached the employment levels originally predicted for 2021. In addition, the rate of residential development in downtown Vancouver is exceeding predictions, and job and residential growth in Richmond City centre is strong.

During the consultation process for the recently adopted TransLink *Strategic Transportation Plan*, these trends prompted considerable interest in a rapid transit link to connect Richmond and the Airport with Vancouver. As a result, a Richmond/Airport - Vancouver link has been advanced for study in 2000/2001.

The study will be managed by TransLink, but will be overseen and evaluated by a partnership comprised of eight agencies: TransLink; Transport Canada; the Province; GVRD; City of Richmond; City of Vancouver; the Vancouver International Airport Authority; and the Vancouver Port Authority (the Agencies). This document sets out the goals and organizational structure for the overall study, as well as the work program for the next phase (Needs Assessment/Concept Feasibility) of the study.

## Study Outline – Goals and Key Milestones

### Overall Study Goals

Existing regional policy clearly contemplates a rapid transit line connecting Richmond to Downtown. The question is one of timing. This study will address whether there is an appetite among the Agencies to proceed with a rapid transit line linking Richmond, the Airport and Downtown in the next decade.

To address this issue, the overall study has three independent phases. At the conclusion of each Phase, the Agencies will agree, by executing a memorandum of understanding, to proceed to the next phase.

Phase 1 is the preparation of this Management Plan, which sets out the management and administrative structure and workplan for Phase 2 of the Study. Assuming the Agencies agree with the Management Plan, in Phase 2 the Agencies will assess, in consultation with the community, whether there is a need to build the line now. If the Agencies conclude that a need exists, Phase 3 will define the specifications for a rapid transit line, and a structure, including potential private sector participation, to finance, build and operate it.

### Schedule and Key Milestones

		2000												2001												2
Phase	Detail	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J					



<b>Phase 3 Rapid Transit Line Definition</b>	<ul style="list-style-type: none"><li>• determine the planning specifications for a rapid transit link, including corridor and technology, to a level appropriate for evaluation of alternatives</li><li>• develop evaluation framework, which may involve a competitive bidding process, through which options may be considered (the evaluation process will likely involve identifying a primary corridor for implementation in the next decade, and a secondary corridor for implementation over the 20-30+ year term)</li><li>• secure funding for the design, construction and operation of a rapid transit line, which may include the participation of the private sector and a corresponding financial arrangement among the Agencies</li><li>• determine the extent of private sector involvement</li></ul>	<ul style="list-style-type: none"><li>• complete on presentation of report to the Agencies which will provide the specifications for a rapid transit line and a funding structure for consideration and approval by all Agencies; depending on the potential to involve the private sector, the report may contemplate a further work program for a bidding process, which may include preliminary engineering and/or refinement of specifications; and which may involve technology and/or corridor options</li></ul>
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## Management Plan

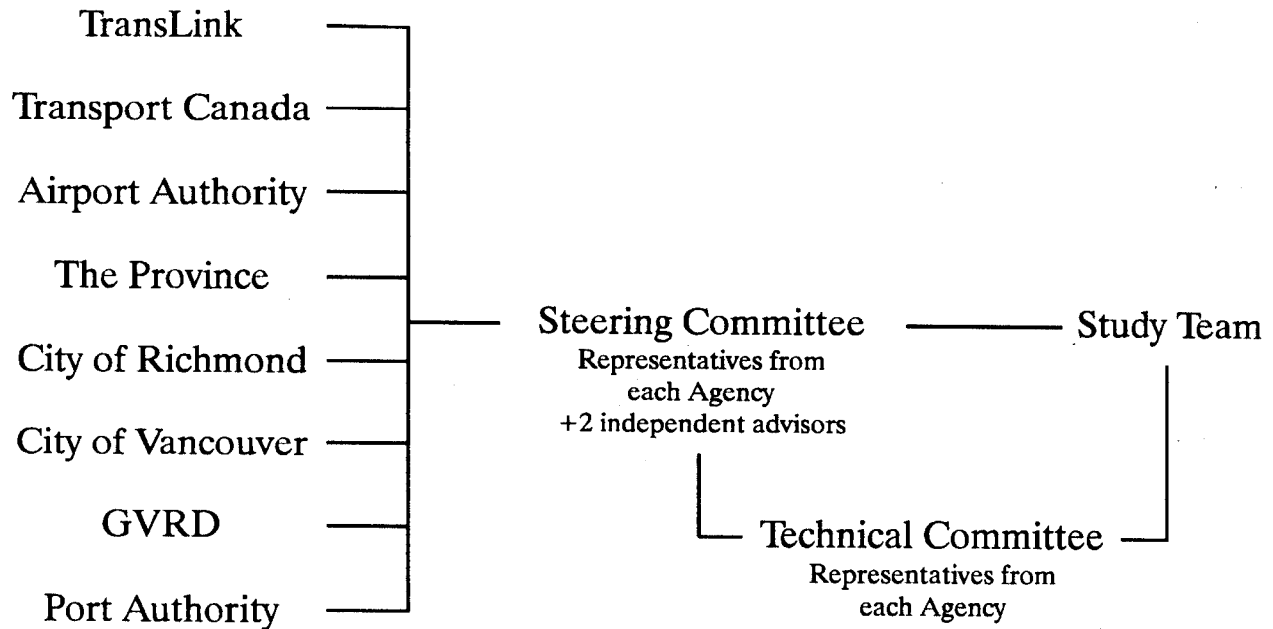
This document is the Management Plan. It has 7 parts:

1. **Project Oversight:** describes an organizational structure for the Study, which contemplates the participation of the following agencies: TransLink (as the lead agency); Transport Canada; the Province; GVRD; City of Richmond; City of Vancouver; Vancouver International Airport Authority and the Vancouver Port Authority
2. **Project Management:** describes the Study team
3. **Phase 2 Deliverables and Work Program:** describes the elements of the Phase 2 Work Program
4. **Phase 2 Resources:** describes the resources for Phase 2
5. **Phase 2 Budget:** describes the budget for Phase 2
6. **Phase 2 Funding and Schedule:** describes funding for Phase 2 and Schedule
7. **Phase 3 (Rapid Transit Line – Definition) Work Program:** briefly outlines the elements of a workplan for Phase 3.



# 1. Project Oversight

## PARTNERSHIP OF 8 KEY AGENCIES



### Steering and Technical Committees

#### *Steering Committee*

A Steering Committee will oversee the Study. The Steering Committee members will be as follows:

1. a representative senior staff person from each Agency; and
2. two independent advisors to be nominated by the Project Manager (see below), and approved by the Steering Committee, based on the following:
  - experience in rapid transit projects, but with no current involvement in rapid transit planning or construction in the lower mainland; and
  - experience in transportation planning projects administered by a number of agencies.

The Steering Committee will:

1. establish key principles for the Study;
2. endorse the detailed work program for Phase 2, Phase 3 (if it proceeds), and an implementation phase (if it proceeds) as developed by the Study Team;
3. provide guidance to the Study Team;

4. receive for information consultant contracts;
5. review and provide comment on reports to Agencies (noting that from time to time, there may not be consensus among the Steering Committee members, reports to Agencies may reflect differing views of particular issues); and
6. review and approve expenditures, as agreed by the Steering Committee, and such additional roles as the Steering Committee, in consultation with the Study Team, may determine appropriate from time to time.

If the Steering Committee considers it necessary or desirable, they may convene a peer review panel to review specific Study deliverables; the composition of the panel will be at the discretion of the Steering Committee.

#### *Independent Advisors*

The independent advisors will:

1. provide advice to the Steering Committee;
2. participate in Technical Committee meetings;
3. if requested by the Steering Committee or individual Agencies, report or comment directly to individual Agencies on particular issues;
4. have a role in the resolution of issues, either as members of the Steering Committee, or more formally, as outlined below (*Issue Resolution/Consultation Process*).

#### *Technical Committee*

A Technical Committee consisting of representatives from those Agencies who wish representation on such a Committee will advise the Steering Committee. The Technical Committee will:

1. provide technical advice and support to the Agencies' representatives on the Steering Committee;
2. be available to the Study Team and consultants for advice generally, or on issues of particular significance in or to the Agency they represent.

A Technical Committee member will provide comments and advice directly to the Agency's Steering Committee representative. In addition, depending on the issue, all or some of the Technical Committee members will attend Steering Committee meetings. While the independent advisors will attend Technical Committee meetings, and may provide a liaison role between the Technical and Steering Committees it is not intended that they be the source of information from the Technical Committee; the Study Team and Technical Committee members will advise the Steering Committee directly.

#### **Issue Resolution/Consultation Process**

The goal is for all Agencies to agree on:

1. whether or not there is a case for a Richmond/Airport Vancouver rapid transit link to be built in the

next decade, and the general performance and design specifications for the line;

2. following completion of the Needs Assessment/Concept Feasibility Phase, if the decision is to proceed to Phase 3, a Memorandum of Understanding for completion of Phase 3 - Rapid Transit Line Definition;
3. following completion of the Phase 3 - Rapid Transit Line Definition, a project implementation plan for a Richmond/Airport - Vancouver rapid transit line.

Recognizing that the Agencies have different interests, issues may arise. The Agencies acknowledge that depending on the nature of the issue, the respective boards/councils of the Agencies may have statutory authority to determine the outcome or resolution of an issue. This process is not intended in any way to derogate from that authority, but is intended to provide a structure through which the issue may be formally discussed among the Agencies concerned.

In the event of an issue that cannot be satisfactorily resolved at the Steering Committee, the following process will apply:

1. the Project Manager, through the Steering Committee, will identify those Agencies that have an interest in the issue and in consultation with them, will describe the issue;
2. the most senior staff members of the Agencies with an interest in the dispute (including the Steering Committee member) will meet with the Project Manager to resolve the issue;
3. if unsuccessful, the Project Manager, in consultation with the independent advisors will prepare an information report to the Agencies outlining the nature of the issue, and will present the report directly to the Agency board/council for their consideration and direction;
4. the Mayors of the municipalities or designated representatives of the affected Agencies will meet with the Project Manager and independent advisors to discuss the issue, with a view to resolving it;
5. if following the meeting the issue remains unresolved, the issue will be referred to a three person panel consisting of a chair who is acceptable to all the interested Agencies and the independent advisors; the recommendation of the panel will not be binding, but in the spirit of the cooperative nature of the Study, the Agencies agree to act in good faith and consider seriously the advice of the panel.

## **2. Project Management**

The Study will be managed by a Study Team, consisting of:

1. a Project Manager
2. a Technical Program Manager

3. a Planning/Land Use Program Manager
4. an assistant to the Project Manager
5. an administrator

The Study Team will conduct analysis and technical reviews and manage contract and other consultant staff. The Study Team will retain consultants or use seconded Agency staff in the following areas:

1. Transportation and engineering analysis
2. Land use analysis
3. Financial Analysis
4. Alternative construction/financing/management methods and models, including public/private partnerships
5. Public consultation

The Project Manager will act on behalf of, and take direction from, all of the Agencies through the Steering Committee. The Project Manager will be guided by the Steering Committee but may also report directly to the municipal councils or designated representatives. Reports at key decision points will be written and presented to the Agencies by the Study Team, with, at the discretion of the Agency, an accompanying report from the Agency.

The management process seeks to establish the Steering and Technical Committees as representative committees. The Study Team will, as a group act on behalf of all of the Agencies, so as to avoid a requirement for any Agencies to duplicate the work of the Study Team. The Study Team will rely on Agency staff for input on issues that are specific to an Agency (e.g. street design issues within Richmond or Vancouver).

### **3. Phase 2 (Needs Assessment/Concept Feasibility) Deliverables and Workplan**

#### **Phase 2 Deliverables**

The product deliverables of the Needs Assessment/Concept Feasibility Phase will consist of:

### *Needs Assessment*

*- developing and verifying with Agencies and public the case for a rapid transit link between Richmond, the Airport and downtown in the next decade*

1. a review of technical work undertaken over the last decade in a number of studies; summary and presentation of what has changed since that work was done and what new work needs to be done (some of which may be done as part of Phase 2); this new work could include identifying complementary initiatives (e.g. cruise ship berth; Airport expansion plans; proposed or anticipated land use changes);
2. identification of the elements of the case for a rapid transit link including ridership demand factors (including air and sea passenger and freight traffic), congestion issues in relation to regional and local policy objectives, development opportunities and key linkages with the regional transportation system (where necessary, limitations in present regulations or plans (e.g. municipal regulations; OCPs; expansion plans) will be identified; with particular agency approval, individual work programs to address those identified may form part of this phase;
3. on the basis of this work, an analysis to verify that construction of a rapid transit line would be justified in the near term by the benefits to the community and the Agencies;
4. preparation of materials to communicate the analysis to the Agencies and the public, and assessing support levels from the Agencies and the public for construction of the line in the next decade;
5. a summary of the results of public consultation;

### *Concept Feasibility*

*- defining the general specifications for a rapid transit line to a level necessary for a needs assessment and feasibility analysis and developing a program to define the capital funding options, including the potential involvement of the private sector*

6. definition of general performance and design specifications of a rapid transit connection including:
  - a. corridor and technology options
  - b. public realm design considerations/imperatives/mitigation strategies
  - c. potential future extensions
  - d. overall cost estimates
- *if warranted by initial results, the following work will be preparatory to Phase 3*
7. development of early concepts for an evaluation framework by which corridor and technology options could be considered
8. preparation of proposal call language and specifications for any new technical work (some of which may be completed as part of Phase 2, some of which may carry over to the Phase 3 - Rapid Transit Line Definition)
9. preparation of proposal call language and specifications for new land use/urban design work, in consultation with municipalities and the regional district; (some of which may be completed as part of Phase 2, some of which may carry over to Phase 3 - Rapid Transit Line Definition)

10. reviewing and investigating the possibilities for capital funding options, including potential involvement of the private sector, and the potential for design-build-operate
11. if we decide to proceed, developing the work program for Phase 3 - Rapid Transit Line Definition.

## **Phase 2 Workplan**

### **1. Review and Summary of Previous Technical Work**

The Study Team and/or consultant staff will review and summarize all prior technical work. During this review, the Study Team will consult with Agencies and stakeholders to identify issues and concerns related to prior work and identify any new opportunities to enhance the utility or functionality of a rapid transit connection. The Study Team, in consultation with the Agencies, will identify the elements of an analysis of the need for a rapid transit line in the next decade.

### **2. Additional Agency and Stakeholder Consultation**

The Study Team will enter into discussions with Agencies and stakeholders to identify other initiatives (development, potential land use changes, opportunities for goods movement or courier services, bonded transportation from the airport to cruise facilities) which may be complementary. These discussions may lead to the definition of technical studies to be conducted in the current work program and/or the work program for Phase 3 - Rapid Transit Line Definition.

Internal working groups at the Airport and Port may be structured to assist in evaluating specific needs and opportunities at the Airport and Port - in particular opportunities that may be common to both Agencies (e.g. downtown check-in for cruise ship passengers; sea/air freight connections). Other task-specific working groups may be established for issues identified in the Agency and stakeholder consultation.

### **3. Public Consultation**

The public consultation process in the Needs Assessment/Concept Feasibility Phase will be established by the Project Manager in consultation with the Steering Committee, the public consultation consultant and introductory discussions with community groups. It will include:

- a. Open houses and public meetings in each of Vancouver and Richmond to review past technical studies and new work and to verify whether in the community's view construction would be justified in the near term and to seek input to gain an understanding as to how groups wish to be consulted in Phase 3;
- b. Structuring advisory groups to provide input on the general specifications; these groups may be drawn from neighbourhood and interest groups; where possible, the advisory groups will be created in a format consistent with municipal practice. In some cases, the advice of previous advisory groups and processes may be applicable;
- c. Broader public consultation and opinion research, which may include focus groups and quantitative research to determine the value to the region generally of the rapid transit link and the specific connections;

### **4. WorkPlan for Phase 3**

If initial results warrant preparing for Phase 3, Phase 2 will include preparation of a preliminary work plan and Memorandum of Agreement for Phase 3 - Rapid Transit Definition.

#### 4. Phase 2 Resources

The Project Manager will be selected by the Agencies. The Project Manager will select the Technical Manager, the Planner/Land Use Program Manager and an Administrator. The Project Manager will provide the Project Manager's Assistant.

Agencies may be invited to second staff to the Study, either as members of the Study Team, or to perform work that may otherwise be done by consultants. The Project Manager will determine the Study Team complement, with a view to compatibility of members and skill sets. For the term of the Study, seconded staff will be directed by the Project Manager. Agencies will receive credit toward their share of the funding for the Study in an amount equal to the salary of the seconded staff.

The Agencies will provide office space, fixtures and equipment for the Study Team. Those Agencies who provide these facilities will receive credit toward their share of the funding for Phase 3.

#### 5. Phase 2 Budget

The budget set out below is for Phase 1 and Phase 2, based on staff and premises to March 31, 2001 as shown in black on the chart below.

Phase	Detail	2000						2001						2									
		J	J	A	S	O	N	D	J	F	M	A	M		J	J	A	S	O	N	D	J	
1	Management Plan	■	■	■	■																		
2	Needs Assessment/ Concept Feasibility					■	■	■	■	■	■												
3	Rapid Transit Line Definition											■	■	■	■	■	■	■	■	■	■	■	■

The budget is conservative, since the full scope of work required cannot be identified prior to Agency and stakeholder consultation, review of previous technical material, and completion of any required preliminary technical consultant work.

Project Assistant - Sept 2000	\$5,000
Project Manager and Assistant - October to March (annualized 180,000)	\$90,000
Technical Program Manager - October to March (annualized 80,000)	\$40,000
Land Use/Planning Manager - October to March	\$40,000
Administrator - October to March (annualized 60,000)	\$30,000
Public Consultation Process - November to March 2001	\$100,000
Consultants	\$150,000
Office expenses/Contingency	\$45,000
	<b>\$500,000</b>
<b>Contributions in kind</b>	
Value of premises and furniture (Richmond)	\$40,000
Seconded Project Manager from Vancouver – May 15 to Sept. 30	\$18,000
Value of Equipment (Richmond)	\$15,000
TOTAL	\$573,000

The budget for Phase 3 - Rapid Transit Line Definition (shown lined on the chart above) has yet to be determined, and will be determined as part of the Memorandum of Understanding for Phase 3, *should it proceed*.

## 6. Phase 2 Funding and Schedule

### Phase 2 Funding

The Vancouver International Airport Authority and Transport Canada have both recently completed work examining the potential for developing rail rapid transit service to the Airport. The Vancouver International Airport Authority has confirmed that it will contribute \$250,000 to the costs of Phase 2. *[details of remaining funding will be provided when this report is considered]*

The costs of Phase 3 - Rapid Transit Line Definition have yet to be determined. However it is proposed that they will be shared by the Agencies and past contributions, including contributions in kind, will be recognized. The cost sharing will form part of the Memorandum of Understanding that will be signed by all participating agencies prior to the commencement of Phase 3.

### Phase 2 Schedule

The Needs Assessment/Concept Feasibility Phase will begin as soon as the Agencies have approved this Management Plan, which is expected to occur by late September, and end in March 2001.

On the assumption the Agencies will endorse the Plan, preparatory work may begin in August and September, to maintain the somewhat ambitious schedule outlined in this document.



## **7. Phase 3 (Rapid Transit Line – Definition) Work Program**

If at the conclusion of the Needs Assessment/Concept Feasibility Phase there is general agreement among the Agencies to proceed to the Phase 3 - Rapid Transit Line Definition, the Study Team will prepare a detailed workplan for Phase 3. The elements of the workplan will include:

1. developing the specifications for a rapid transit line and a funding structure for consideration and approval by all Agencies; these specifications may be developed as part of a corridor study, or as part of a competitive process involving the private sector; the specifications will include a technology and a corridor (or primary and secondary corridors) unless options are carried forward as part of a bidding process;
2. depending on the potential to involve the private sector, the work program may contemplate a bidding process on more than one corridor/technology, which may include preliminary engineering and/or refinement of specifications;
3. a program for the public consultation;
4. resource requirements and budget, including a funding formula; and
5. if warranted, a draft Memorandum of Understanding for development of the Rapid Transit Line

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**DRAFT**

**RICHMOND/AIRPORT - VANCOUVER RAPID TRANSIT PROJECT**  
**MEMORANDUM OF UNDERSTANDING**

This Memorandum of Understanding is dated as of September • , 2000,

AMONG:

**TRANSPORT CANADA**

AND:

**VANCOUVER AIRPORT AUTHORITY**

AND:

**TRANSLINK**

AND:

**CITY OF RICHMOND**

AND:

**CITY OF VANCOUVER**

AND:

**GREATER VANCOUVER REGIONAL DISTRICT**

AND:

**PROVINCE OF BRITISH COLUMBIA**

AND:

**VANCOUVER PORT AUTHORITY**

(collectively, the "Agencies")

RECITALS:

- A. A Richmond - Vancouver rapid transit line is an element of the Greater Vancouver Regional District *Livable Region Strategic Plan (1996)* and of the *TransLink Strategic Transportation Plan (2000)*.
- B. The Vancouver Airport Authority and other Agencies are interested in planning for a connection between a Richmond - Vancouver rapid transit line and the Airport.
- C. The Agencies wish to participate in a planning program to consider whether there is a need to build a Richmond/Airport - Vancouver rapid transit line in the next decade.

- D. Under the *Greater Vancouver Transportation Authority Act*, TransLink is responsible for transportation planning in the region; however, TransLink and the other Agencies wish to participate as partners in a cooperative planning program, with the hope of achieving a broad consensus as to whether to proceed with a rapid transit link connecting Richmond, Vancouver and the Airport in the next decade.
- E. This Memorandum sets out the terms on which the Agencies will participate in the planning program.

The Agencies agree as follows:

1. **Participation in Planning Program**

1.1 The Agencies hereby consent and agree to participate in a cooperative planning program for a Richmond/Airport - Vancouver rapid transit link.

2. **Richmond/Airport - Vancouver Rapid Transit Project Management Plan**

2.1 The Agencies adopt the terms of the Richmond/Airport - Vancouver Project Management Plan (the "Management Plan") a copy of which is attached as Schedule A, as the document which will govern their participation in Phases 1 and 2 of the Richmond/Airport - Vancouver Project planning program, as more particularly described in the Management Plan.

2.2 The Agencies acknowledge and agree that no agency will be obliged to proceed with Phase 3 of planning program, as outlined in the Management Plan, unless and until such agency enters into a Memorandum of Understanding to that effect.

3. **Effect of Memorandum**

3.1 This Memorandum will be in effect when it is executed by all Agencies (which may be done in counterpart) and remain in effect until the conclusion of Phase 2 of the planning program, as described in the Management Plan.

THIS MEMORANDUM is signed by the parties as witnessed below.

**TRANSPORT CANADA**

Per: \_\_\_\_\_

**VANCOUVER AIRPORT AUTHORITY**

Per: \_\_\_\_\_

**TRANSLINK**

Per: \_\_\_\_\_

**CITY OF RICHMOND**

Per: \_\_\_\_\_

**CITY OF VANCOUVER**

Per: \_\_\_\_\_

**GREATER VANCOUVER REGIONAL DISTRICT**

Per: \_\_\_\_\_

**PROVINCE OF BRITISH COLUMBIA**

Per: \_\_\_\_\_

**VANCOUVER PORT AUTHORITY**

Per: \_\_\_\_\_

**SCHEDULE "A"**

**[Richmond/Airport - Vancouver Project Management Plan]**