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TO:	CHAIR AND MEMBERS ENVIRONMENT AND TRANSPORTATION COMMITTEE MEETING ON DECEMBER 8, 2008
FROM:	DAVID A. LECKIE, P.ENG. DIRECTOR, ROADS AND TRANSPORTATION ENVIRONMENTAL & ENGINEERING SERVICES DEPARTMENT
SUBJECT	LONDON 2030 TRANSPORTATION MASTER PLAN STUDY GOALS, OBJECTIVES AND REQUEST FOR QUALIFICATIONS

RECOMMENDATION

That on the recommendation of the Director, Roads & Transportation, the following actions be taken with respect to initiating the London 2030 Transportation Master Plan:

- (a) The study goals and objectives noted herein **BE ACCEPTED**; and,
- (b) The appended Request for Qualifications **BE APPROVED** for distribution to qualified consultants.

BACKGROUND

Purpose:

This report seeks the approval of Municipal Council for Civic Administration to initiate a consultant selection process based on accepted study goals and objectives.

Context:

On June 9, 2008, City Council took the following actions with respect to London Transit's Long Term Growth Strategy:

- (a) "The "Bus Rapid Transit" service strategy **BE APPROVED**, as set out in London Transit's Long Term Growth Strategy, for inclusion as the transit service strategy in the City's Transportation Master Plan"; and
- (b) "The timely updating of the City's Transportation Master Plan (TMP) with the focus of the update being to identify the "Transportation Strategy" as currently referenced in the 2004 Transportation Plan **BE APPROVED** as the principal transportation strategy for the City of London; noting same would be amended to reflect the Bus Rapid Transit strategy and the Civic Administration will develop a detailed work plan for the updating of the TMP setting out timelines, cost, and sources of financing, etc. for presentation and review by the Environmental & Transportation Committee at its meeting of July 14, 2008".

On August 18, 2008, City Council took the following actions with respect to the London Transportation Master Plan:

- (a) The following information **BE RECEIVED** in response to Council's direction of June 9, 2008:
 - (i) Appendix 'A', outlining the preliminary work plan for the Transportation Master Plan update;
 - (ii) a Transportation Master Plan update would require 18 months complete; and
 - (iii) a preliminary cost estimate anticipates a \$500,000 cost for this project;
- (b) a "London Transportation Master Plan Project Steering Committee" (The Steering Team) **BE ESTABLISHED**, comprised of representatives from the City of London Civic Administration and the London Transit Commission Administration;

- (c) *a corresponding project budget BE CONSIDERED, in conjunction with the Municipal Council's approval of the 2009 Capital Budget; the Project Steering Team BE ASKED to prepare a final "Work Plan" prior to the Municipal Council funding approval and project commencement to better define prospective project funding needs; and*
- (d) *the Civic Administration BE DIRECTED to allocate funding from the 2008 Operating Budget to permit the commencement of the London Transportation Master Plan update, as soon as possible in 2008; it being noted that the London Transit Commission has approved a contribution from its 2008 capital budget for transit priority measures of \$100,000 in order to facilitate an early start to the project. (2008-S11-00)*

This report provides the first step to initiate the project by providing a study framework for approval. Approval of this, in the form of goals and objectives, will allow staff to consider consulting teams for the study. Further reporting on a preferred consultant and detailed work plan will be ready in early 2009.

Discussion:

The Steering Team, composed of City and LTC staff, have prepared Goals and Objectives for the London 2030 Transportation Master Plan. These are based on the above noted Council directions and are presented within a Draft Request for Qualifications (Appendix "A"). The scope of this Master Plan will be different than the present 2004 Master Plan in a number of significant areas:

- Integration of the *Bus Rapid Transit Service Strategy* (BRT Nodes and Corridors) within a comprehensive transportation network Growth Plan;
- A review of all road network assets to provide a complete picture of transportation needs and strategies; and,
- Enhanced implementation strategy to allow for a clear set of next steps.

Subject to approval of the Goals and Objectives, Civic Administration will invite a response to the Request for Qualifications from prospective consulting teams. The Steering Team will review these, and negotiate a detailed work program and budget with the best team suited to the study. A further report will be forthcoming recommending a consultant for appointment, a work program and financing for the study.

Consistent with its mandate, the Transportation Advisory Committee (TAC) will be consulted on development of the work program.

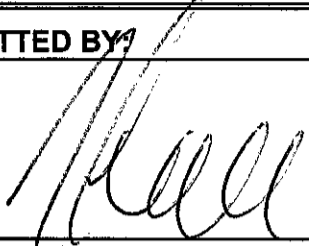
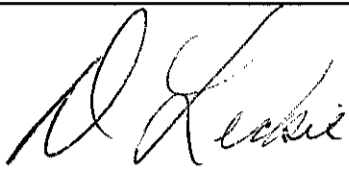
Conclusions

1. Goals and Objectives for the London 2030 Transportation Master Plan have been prepared by the Steering Team based on directions received from Council, and are recommended for acceptance by Municipal Council.
2. A Request for Qualifications has been prepared for prospective consulting teams to respond to.
3. Subject to approval of the recommendations in this report, staff will pursue the best qualified consulting teams for this assignment, develop a detailed work program with the input of TAC, and make further recommendations on these to Council.

Acknowledgements:

This report and the attachment were prepared with the assistance of Maged Elmadhoon, P.Eng. and Karl Grabowski, P.Eng. of the Transportation Planning and Design Division, John Ford of the London Transit, and Allison Cook of the Environmental Programs Division.

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SUBMITTED BY: 	RECOMMENDED BY: 
JOHN V. LUCAS, P.Eng. DIVISION MANAGER TRANSPORTATION PLANNING & DESIGN	DAVID A. LECKIE, P.Eng. DIRECTOR, ROADS & TRANSPORTATION

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Attachments: Appendix A: London 2030 Transportation Master Plan (London 2030 TMP)
Request for Qualifications (RFQ)

c.c. Pat McNally, P.Eng.
London Transit – John Ford
Transportation Advisory Committee (TAC)

Appendix "A"

**London 2030 Transportation Master Plan (London 2030 TMP)
Request for Qualifications (RFQ) - Draft**

1. INTRODUCTION

1.1 Geographic Setting

London is Canada's tenth largest City and lies along Ontario's "NAFTA Super Highway", the 401. London is halfway between the province's capital City of Toronto and the United States' Michigan frontier – the busiest economic gateway in North America. This City of over 350,000 people is situated in the heart of 'the Great Southwest', serving one of Canada's most prosperous agricultural regions and home to major financial institutions, academia, and a diverse (but automotive weighted) manufacturing industry.

In addition to being on the doorstep of Highway 401, London boasts a world class international airport, capable of accommodating the largest aircraft in the world. The nation's two mainlines for Canadian National Rail and Canadian Pacific Rail pass through the heart of London and complementary spur lines and short line railways link the region's heavy transportation needs to North America and onwards to major ports on both the Atlantic and Pacific Ocean coasts. Capitalizing on its strategic location, London has undertaken a dynamic economic development program to create industrial parks along these corridors.

1.2 Transportation Planning Context

Since 1994, the City of London (herein referred to as "the City") undertook three significant transportation planning projects: the 1994 Transportation Master Plan Review; the 2001 Long Term Transportation Corridor Protection Study (LTCPS); and, the 2004 Transportation Master Plan. Growth pressures have generated progressively higher degrees of congestion on the main roadways, growing from 12% in 1994 to about 20% in 2008.

The 2004 Transportation Master Plan (TMP) delivered two main outputs, namely, a "Capacity Enhancement Strategy" and a "Transportation Strategy". The "Capacity Enhancement Strategy" identified the need for 37 roadway capacity enhancement projects over 20 years based on the prevailing mode splits and preferences. The "Transportation Strategy" represents the basis upon which the Civic Administration and the London Transit Commission will endeavor to influence the public in choosing forms of transportation that reduce the dependency on automobiles and correspondingly enhance the health of the City population and natural environment.

Conventional transportation planning has prevailed in the past, with a primary focus on automobile travel: minimize travel time, congestion and collisions. Investments were planned to create capacity. To move towards a more sustainable transportation system, the London Transit Commission (LTC) has just completed a Long Term Transit Growth (Strategy) Plan with "Bus Rapid Transit" (BRT) as its thrust for the future, aiming to grow its share of passenger trips from 7% to 10%. The Plan recommends a series of strategies to assist the City of London and the LTC in meeting the 10% transit mode share target by 2024 as recommended and approved in the 2004 Transportation Master Plan. The integration of the BRT plan and all other transportation modes into a single plan for a sustainable transportation network in the future is a primary goal of this study.

However, the future transportation network performance is also significantly affected by the condition of its existing, substantial assets. Deteriorating condition levels and rising costs are making investment choices very difficult. The London 2030 TMP is proposed to also investigate improvements to the management of existing transportation assets. Strategically, this comprehensive Plan would serve to demonstrate that the City of London will have a well defined transit / transportation strategy that supports a sustainable environment, linking it to objectives and directions common with similar strategies of senior government.

2. PROJECT OVERVIEW

2.1 Background

London covers about 40,000 hectares of land with about half of it already urbanized or zoned for urban development. To service its internal transportation needs, over 3,700 lane-kilometers have been built over time, with about one third of those being major roads and the balance local and residential. Pavement condition studies show over half of the City's pavements are in immediate need of extensive rehabilitation work. Similarly, London has over 100 bridges, which also have rehabilitation challenges.

Albeit that rail mainlines may bring economic advantages to London, their close proximity to existing development has created challenges in practicality for constructing grade separations to ease frequent traffic queues at level crossings through the core of the City.

London Transit has 192 buses in its conventional service fleet. LTC can boast an annual ridership of 21.6 million, a current estimated mode share of 7%, the most efficiently run system (at \$2.32 per trip), and the lowest municipal operating investment per passenger of its peer group and of the top 9 transit systems in Ontario at \$0.77 per trip. In addition, London Transit provides specialized transit via a brokerage operation that provides 186,000 eligible passenger trips and utilizes 23 specialized vehicles.

Under a 2004 Bicycle Master Plan and subsequent Implementation Study, London has adopted a strategy for supporting cycling. The strategy has been backed up with annual funding to retrofit bike lanes along primary corridors in addition to growth projects. There are now 12 km of on-road bike lanes that supplement the previously constructed 56 km of boulevard pathways. The strategy also included annual funding over five years for promotion, awareness and education initiatives.

2.2 Project Description

The proposed London 2030 TMP will maintain the strategic principles identified in Transportation Master Plan (TMP) completed in 2004; these are also reflected in the City Official Plan (recent amendment pending). The City has traditionally dedicated its Transportation Master Plan to addressing growth pressures and to forecasting the corresponding roadway expansion measures needed to cope with such pressures. Accordingly, the focus has been on forecasting major capital expenses. Conversely, the TMP has traditionally not attempted to provide a total business plan for minor capital works or for any of the annual maintenance and operational deliverables funded through the "Life Cycle" and "Operations" budgets. A key goal of the London 2030 TMP is to capture the full Roads & Transportation Service Area deliverables (i.e. roads and alternative forms of transportation) and their corresponding budget implications, both Operational and Capital.

The other significant change in scope, as compared to the existing TMP, is to now focus only on the Transportation Strategy which includes the *Bus Rapid Transit Service Strategy* recently approved by Municipal Council. The physical requirements for this on BRT nodes and corridors (to be confirmed) and the impacts it will have on trips by all modes are to be investigated. Completing the multi modal view of transportation will be a review of Active Transportation, both separately and in conjunction with other modes. As well, a review of rideshare (carpooling) initiatives and their integration with other modes.

A guide for implementation is critical to moving forward upon completion of the study. Goals have been established to ensure an understanding of costs and any technical, policy or strategic steps necessary to put into service the study recommendations.

Goals have also been established on how the project is expected to interface with the public and agencies, and on a new, reader friendly format for presenting the information.

2.3 Project Goals and Primary Objectives

The London 2030 TMP should serve as the only document to define the full needs for Transportation in the City of London. The following is a list of the project goals and corresponding primary objectives needed to meet these goals:

Goal # 1

Develop a comprehensive, integrated and balanced transportation system Growth Plan that is inclusive of all modes. The Growth Plan is to follow sustainable transportation principles and support future budgets and projects over the next 20 years.

Objectives

- Confirm population and employment forecasts, and Transportation Principles to follow.
- Confirm adequacy of previously used (2002) Origin/Destination and personal preference data.
- Update the existing transportation model or develop a multimodal transportation travel demand forecasting model for the City which will be used to estimate travel demands and related infrastructure requirements for future planning horizons. (Note: Further technical work is needed to ascertain which option is viable, partly based on the first two objectives, as well as the LTC Long Term Transit Growth Strategy.) The travel demand forecasts for the three future planning horizons will be as follows:
 - Short Term: 5 years
 - Interim Term: 10 years
 - Long Term: 20 years
- Update or develop a screenline network along road system segments, main transit corridors (i.e., envisioned BRT corridors and nodes), and physical features to measure crossing traffic demand and supply.
- Set goals for all modes of transportation at each planning horizon.
- Develop and provide comparative analyses of several network improvement alternatives for each of the three planning horizons outlined above, to assess the performance of each alternative in addressing all modal demands and deficiencies. Establish quantitative and qualitative tools to make these assessments.
- Review and analyze the transportation network in and around the Highbury Avenue/VMP/Highway 401 area (including adjacent major arterials north and south of Highway 401 and the supporting road network around the interchanges) to accommodate future growth south of Highway 401. In doing so, consult with the Ministry of Transportation on alternative measures that will maintain existing interchange capacities.
- Establish the level of service (LOS) for major intersections along BRT corridors/nodes and at major intersections/interchanges near Highway 401.
- Transit is only as successful as its mobility in traffic; hence, growing congestion levels on the roads remains a concern for LTC. In order to meet the challenges of society's "carbon footprint" in transportation, it is imperative that 'transit advantages' be created to reduce the reliance on the single occupant vehicle (SOV).

Goal # 3

Consider the importance of London's road network deliberations within the context of the Southwestern Ontario regional transportation network, particularly addressing London's strategic location in the Ontario – Quebec Trade Corridor.

Objectives

- Identify opportunities and constraints of the proposed new transportation master plan within the context of London in Southwestern Ontario as it relates to multi-modal opportunities.
- Identify strengths and weaknesses of the proposed new transportation master plan within the context of London in Southwestern Ontario as it relates to high speed rail opportunities.

Goal # 4

Identify transportation demand management opportunities that promote the use of more sustainable transportation options.

Objectives

- Identify the most effective Transportation Demand Management (TDM) tools/measures in order to achieve the set Single Occupant Vehicle (SOV) reduction targets.
- Identify the most effective Transportation Demand Management (TDM) tools/measures in order to achieve the LTC Long Term Transit Growth Strategy. Identify how tasks and resources can be shared between the LTC and City of London and identify opportunities for shared promotion.
- Identify the most effective Transportation Demand Management (TDM) strategies for Active Transportation modes to achieve each of the SOV horizon targets.
- Identify the most effective Transportation Demand Management (TDM) strategies for parking management to achieve each of the SOV horizon targets and to reconcile the priorities of municipal parking relative to overall community priorities in the downtown.

Goal # 5

It is recognized that Life Cycle investment is necessary to maintain the road network and to maximize its greatest potential as long as practical. Review the current City Asset Management and Operations Programs associated with the road network and provide recommendations on technical assessment improvements, performance goals and related costs. Include a review of Accessibility and Safety programs, and future goals.

Objectives

- Review the technical rating programs for roads and structures presently employed and recommend improvements based on the practices elsewhere.
- Identify technical criteria for the various methods of rehabilitation to maintain and improve the condition of the road network.
- Identify the optimum level of investment required for rehabilitation while balancing priorities in the capital investment program.
- Review road maintenance, operational standards and programs presently utilized and recommend improvements with costs.
- Review compliance with regulatory objectives and recommend improvements where required.

Goal #6

Provide cost implications on all aspects of the study. Review the ability of the City to fund and finance these as part of a comprehensive Financial Plan.

Objectives

- Estimate capital costs for all modes according to the three planning horizons. Identify opportunities for senior government funding and methods for accessing these.
- Provide an analysis of growth and non-growth capital costs within both the Growth Plan and Asset Management Plan in anticipation of an update to the City Development Charges Background Study.
- Identify costs associated with Road Operations.

Goal #7

Prepare a comprehensive Implementation Plan for all components of the study.

Objectives

- Provide an integrated schedule for road and transit needs that recognizes physical and mode share relationships over the 20 year horizon.
- Provide a TDM implementation plan and schedule that supports the Growth Plan.
- Prepare a Life Cycle plan that addresses affordable changes in priority, with a transition plan, if significant.
- Prepare a 'measures of success' program for ongoing monitoring and reporting on the plan.

Goal #8

Utilize a Public Participation program to ensure success of the study and the resulting plan.

Objectives

- Design an accessible program that will provide opportunities for the public to have input to the study.
- Consider multiple methods of distributing information and forums for exchanging information.
- Maintain contact with agencies throughout the study.

Goal #9

Provide communications and deliverables that are geared to various audiences.

Objectives

- The final report shall be educational, and explain the analyses and results in simple terms. Use of a non-technical, communications specialist is warranted. Separate the main body from various technical sub-reports.
- Through the course of the study, create educational and informative communications that can be used after the study for website and printed applications.
- Make presentations and other communications during the course of the study in an open and public-friendly format, making ample use of graphics.

3 STUDY MANAGEMENT

Project Director
 Project Manager
 Transit Leader
 Transit Planning
 Planning Leader

Director of Roads & Transportation
 Division Manager, Transportation Planning & Design
 General Manager, London Transit Commission
 Director of Planning and Operations – London Transit
 Manager, Land Use Planning Policy

Road Leader
TDM Leader
Ex Officio

Transportation Planning Engineer
Coordinator Transportation Demand Management
City Engineer

4 INVITATION

The City will use a Qualification-Based Selection (QBS) process for the London 2030 TMP. The proposed team may be a sole company or a consortium consisting of affiliated firms, which will complement the lead firm's core skills, experience and expertise.

4.1 Submission Requirement

Proponents shall address the following topics and any others found relevant. The Statement of Qualifications shall be limited to 10 pages of legible text in the main body, excluding appendices. Figures, charts, and graphics may be included in an appendix. Resumes of key individuals should be provided as Appendices.

- General project approach, understanding of project success factors, and methodology to undertake the project;
- Typical project milestones, decision points and identification of City staff involvement;
- Key staff and their roles, including sub-consultant (organization chart and/or bio-sketches in Appendix);
- Knowledge and expertise to be employed;
- Experience with directly relevant projects.

The Statement of Qualifications shall be bound.

Please submit Five (5) copies of the statement by 03:30 pm January 16, 2009 to the attention of Maged Elmadhoon, P.Eng, Manager, Traffic Engineering and Transportation Planning, Transportation and Design Division.

4.2 Evaluation Criteria and Assessment Weighting

The following weighting will be used when assessing the Statement of Qualifications:

Methodology and Understanding of Project Success Factors:	35 (%)
Experience on Directly Relevant Projects:	30 (%)
Qualifications of Staff Assigned to Project:	25 (%)
Consultant Performance Rating Score:	10 (%)

The clarity and succinctness of the submission will be considered in the scoring of the first three items above.

4.3 Schedule

A general timeline is provided below:

Submission of Statement of Qualifications	Friday, January 16, 2009
Notify Consultant of assignment selection	Friday, January 30, 2009
Final work plan, fees and ETC report (before Council award of assignment)	Monday, March 2, 2009

5 REFERENCE DOCUMENTS

The following background studies will be made available to the selected consultants to guide them in responding to the Statement of Qualifications and in carrying out the study:

- The City of London Long Term Transportation Corridor Protection Study (LTTCCPS-2001)
- The City of London Transportation Master Plan (2004 TMP)
- London Transit Long-Term Transit Growth Strategy-2007

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- Bicycle Master Plan Implementation Study-2007
- Official Plan
- 2007 – 2010 Council Strategic Plan
- The City of London – 2007 Network Summary Analysis Report-Existing Road Network
- Summary Report of Structure Inspections-2007