



MTC's Role in Getting Major Projects Delivered and Coordinated

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MTC's Involvement in Major Project Delivery – Planning, Funding and Policy

Regional Transportation Plan (Plan) – long range strategies for interrelated elements of Housing, Transportation, Economy and Environment.

Plan requires demonstration of operating funding for capital projects

MTC Resolution 3434 – funding and policies strategy to deliver transit projects

Advocacy and Endorsement for Federal and State Funding Categories (ex: FTA New Starts and Small Starts, State Transit Intercity Rail Capital Program)



MTC's Involvement in Major Project Delivery – Investor

Regional Measures 1, 2, and 3
(pending)

Oversee bridge toll investments to
reduce congestion in bridge
corridors

- Expenditure Plan Allocation Authority
- High Level Risk Management
- State statute provides MTC authority to redirect funds in certain circumstances following public hearing process



MTC's Involvement in Major Project Delivery – Builder

The Bay Area Toll Authority (BATA) collects toll funds and uses that money to fund major projects that support bridges, roads and the Bay Area transportation network.

- Bridges
- Express Lanes
- Electronic Tolling Infrastructure



Looking To The Future – Exploring Project Delivery Models

- In 2020, MTC was awarded a \$400,000 Caltrans Sustainable Transportation Planning Grant titled Bay Area Regional Rail Partnerships: Project Delivery and Governance
- Building on existing efforts, and in partnership with rail providers in the region, this effort will work to identify project delivery and governance structures to build and operate a more seamless and customer focused rail network.
- Opportunity for MTC and its rail partners to connect, collaborate, and evaluate options to advance rail projects to better support major infrastructure changes, megaproject delivery, and to improve cost effectiveness of delivering and operating rail.

Rail Partnership Study Focus

Opportunity to evolve delivery eco-system



Reference models help understand state of practice



Study findings will outline what could be done



Delivering Rail Projects – What Do We Need to Consider?



We are in “**exploratory mode**”, not evaluation mode.

Lines of Inquiry to Guide Exploration of Models

Inquiry 1 – does the existing model with multiple decision makers, planners, and delivery agencies support optimal projects and services delivered in an **optimal sequence**?



Inquiry 2 – as the network becomes increasingly physically integrated, can the existing model ensure **seamless customer experience** and project delivery?



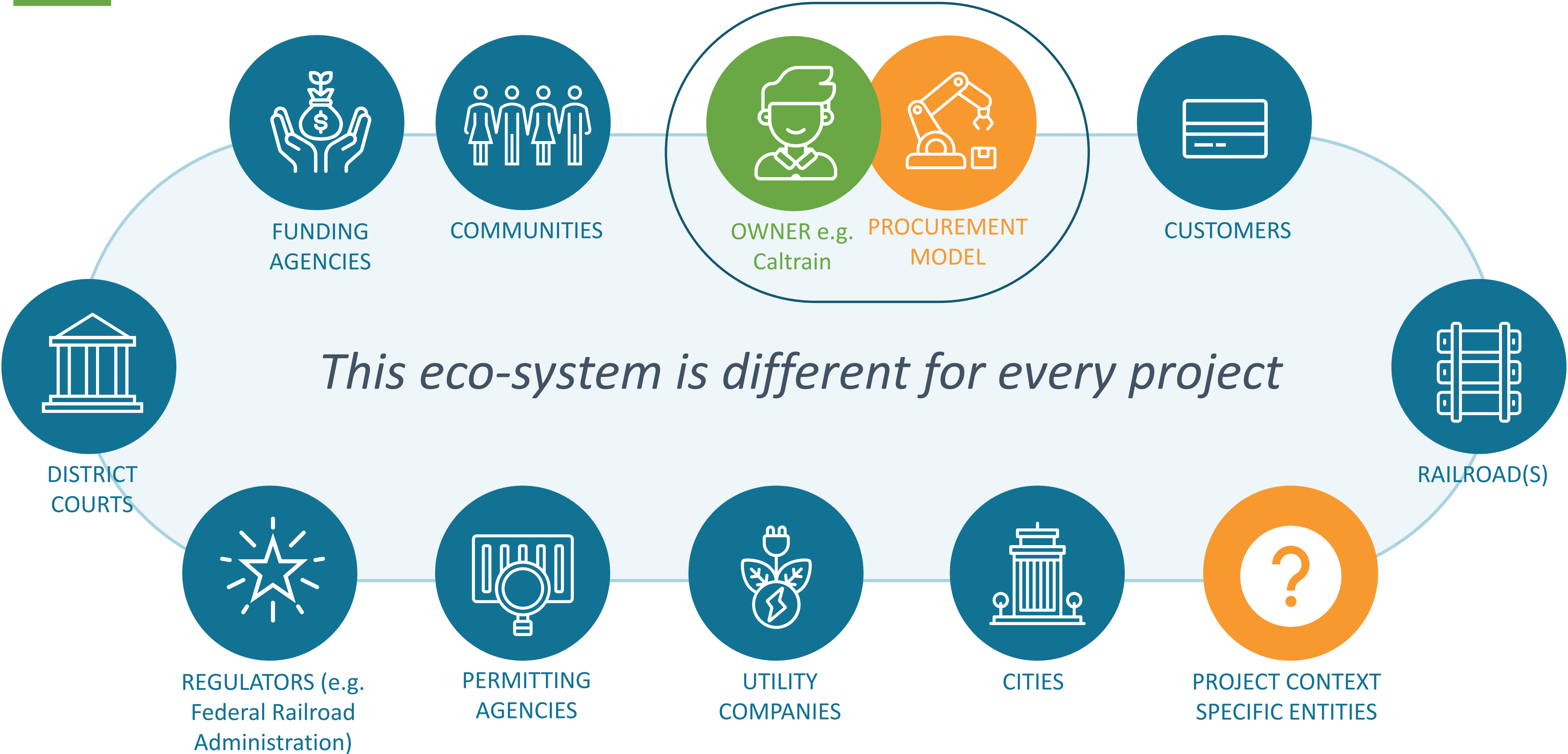
Inquiry 3 – as the volume of projects proposed for the Bay Area reaches historic levels, does the existing model enable value for money and **effective delivery** across the region?



Inquiry 4 – similar skills and knowledge are required across the range of proposed projects, can the existing model ensure **effective use of labor and innovation**?



Alignment in the delivery eco-system is important



Complexity to navigate



Operations-to-Capital Interface



Agency-to-Railroad Interface



Scale of Ambition



Procurement model powers

Reference Delivery Models: Region Overviews



9-County San Francisco Bay Area

9-Co. Area Population:	7.4 million
Regional rail*	509 miles
Annual ridership	148 million
Daily ridership	500,000
Regional rail planning entity	MTC/Many
Regional rail operator	Many
Regional rail delivery agency	Many
Project delivery contract holder	Various

*Networks included: ACE, BART, Caltrain, Capitol Corridor, SMART. All figures pre-COVID.



Ontario-Greater Toronto Area: Regional Rail Delivery

GTHA Population:	8.8 million
Regional rail**	400 miles
Annual ridership	280 million
Daily ridership	1.8 million
Regional rail planning entity	Metrolinx & Infrastructure Ontario
Regional rail operator	Metrolinx/GO Transit
Regional rail delivery agency	Metrolinx
Project delivery contract holder	Various

**Networks included: GO Transit, TTC. All figures pre-COVID.



Greater London: Megaproject Delivery

London Population:	8.9 million
Regional rail***	494 miles
Annual ridership	1.8 billion
Daily ridership	5 million
Regional rail planning entity	TfL/Network Rail/DfT
Regional rail operator	Various private and public
Regional rail delivery agency	Crossrail/Network Rail/TfL
Project delivery contract holder	Various

***Networks included: London Underground, London Overground, ThamesLink. All figures pre-COVID.

Combinations of delivery models are typical and have evolved in Canada...



- Large-scale, complex infrastructure projects using P3
- Advise on Planning and Strategic framework to guide future investments
- Conduct competitive P3 and conventional procurement



- Improve coordination, decision-making and integration of all modes
- Development of Transportation Plans
- Fund/manage funding
- Oversee delivery and operate GO Regional Rail services – broad procurement powers



Toronto Transit Commission

- Municipal operator operating Light Rail, Street car and Subway
- Assets remain with Metrolinx for asset operations and maintenance
- Some new assets and legacy assets built / maintained by TTC

...and in London



- Portfolio of projects in Greater London mainly managed by TfL and Network Rail
- Department for Transport (DfT) and Transport for London (TfL) created and fund Crossrail Ltd
- Mayor is a decision-maker for TfL (Chair) and stakeholder for DfT and Network Rail



- Responsible for operations, maintenance, renewals, enhancements of rail infrastructure
- Created internal Infrastructure Projects team for major Thames Link investment (like Link21) and Crossrail infrastructure on behalf of Crossrail Ltd (like Caltrain for CHSR)
- Delivers HS2 conventional infrastructure improvements on behalf of HS2 Ltd

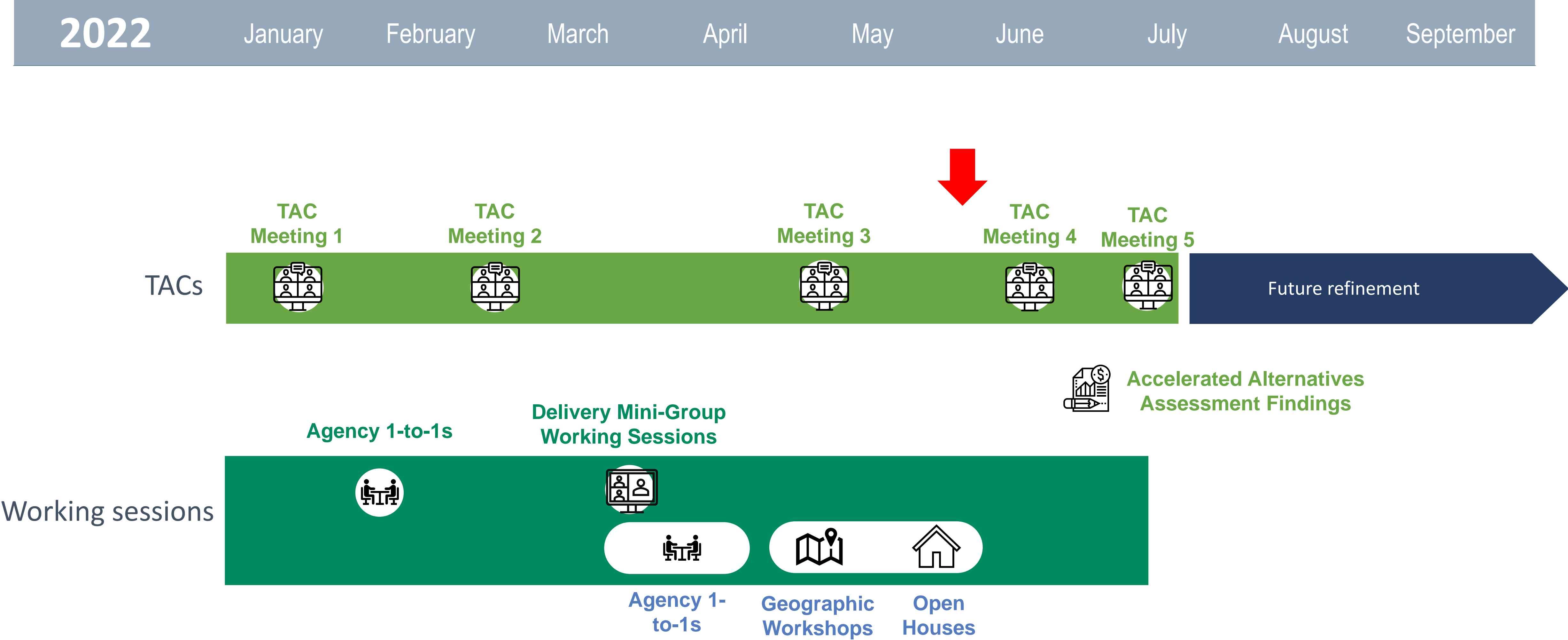
HS2

- SPVD equivalent or “arms length government company” to deliver \$52Bn High Speed 2 asset
- Will have a private passenger rail operator asset *could* be managed by Network Rail



- Delivery of \$23Bn 74-mile (14 mi in tunnel) cross-London regional rail (also similar to Link21)
- Crossrail Ltd holds the contracts, but central Govt is the ultimate backstop
- Delivers core elements of program (central tunnelled segments and signaling)
- Private operator (MTR) asset will be handed over to TfL, private developer did a station

Rail Partnerships Study Timeline and Workstreams



Thank you