

# Behind the curtain: How technical analysis shapes and is shaped by the political process

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# Behind the curtain: How technical analysis shapes and is shaped by the political process

1. Transportation is City Building
2. Decision process trumps technical
3. Integrity matters: compromise without being compromised
4. Storytelling is part of the job description
5. Answering the right questions with the right information
  - What is the question at hand? (planning vs. design)
  - Was the question answered?
  - Is it the right question?







# Transit Vision 2040



VISION 2040



# Megacity Challenges

A stakeholder perspective

A research project conducted by GlobeScan and MRC McLean Hazel  
Sponsored by Glenora

# T New B-Lines in 2019

- Triage
- Planning vs. design decisions



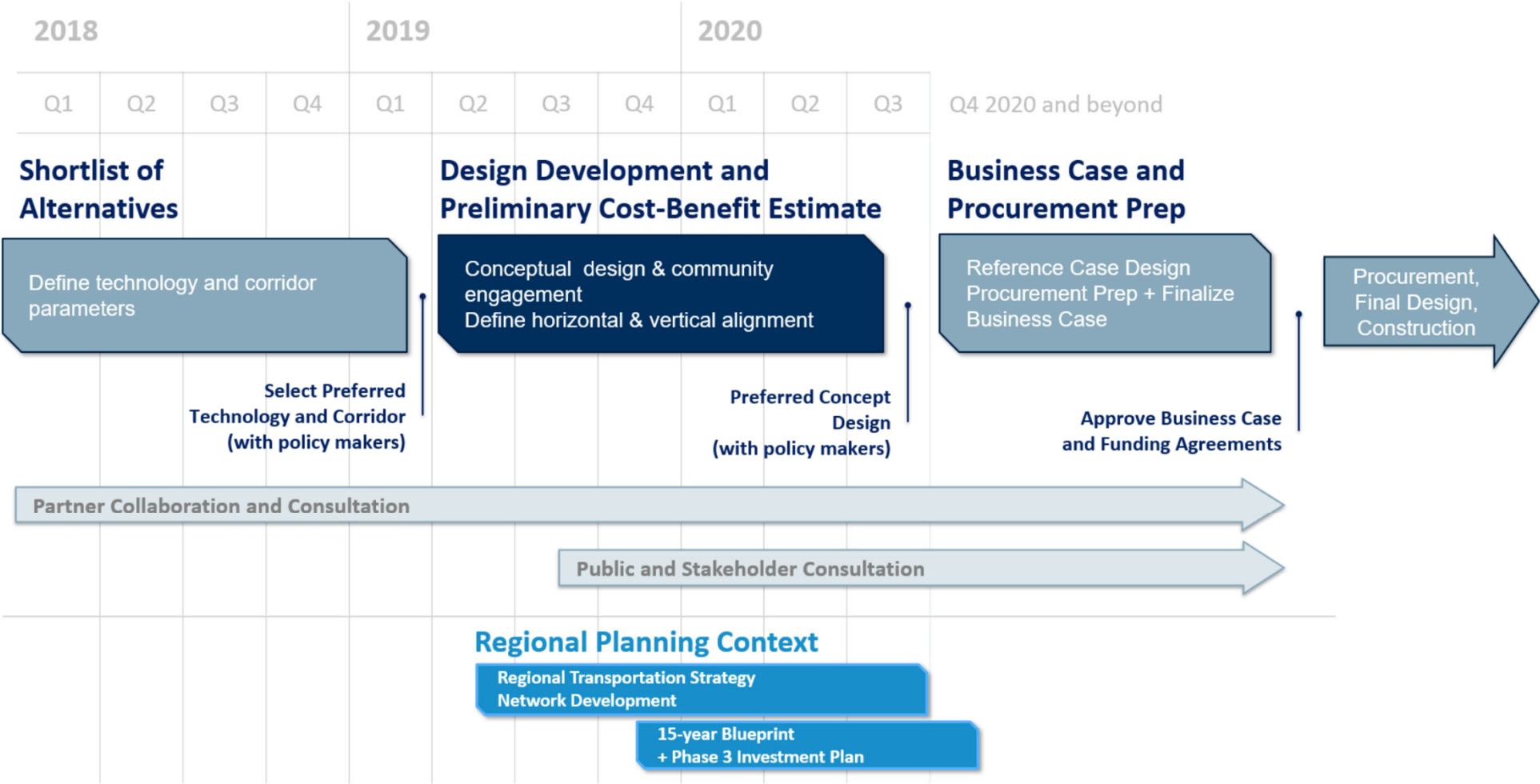
# Project Understanding

## Broadway Subway Project

**Legend**

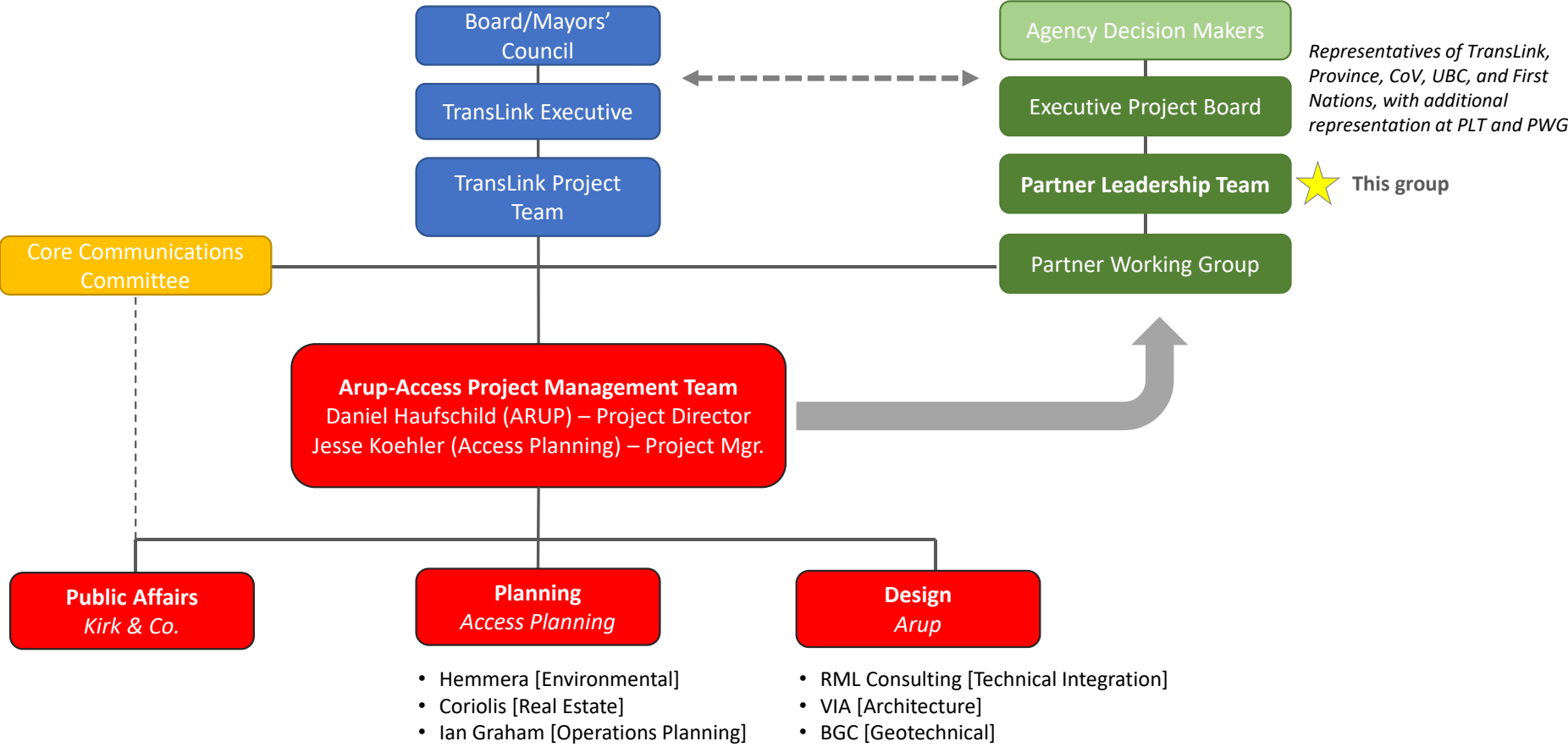
-  Broadway Subway Project
-  Millennium Line
-  Canada Line
-  Expo Line
-  99 B-Line to UBC Exchange
-  West Coast Express
-  Elevated SkyTrain
-  Tunneler SkyTrain and Stations



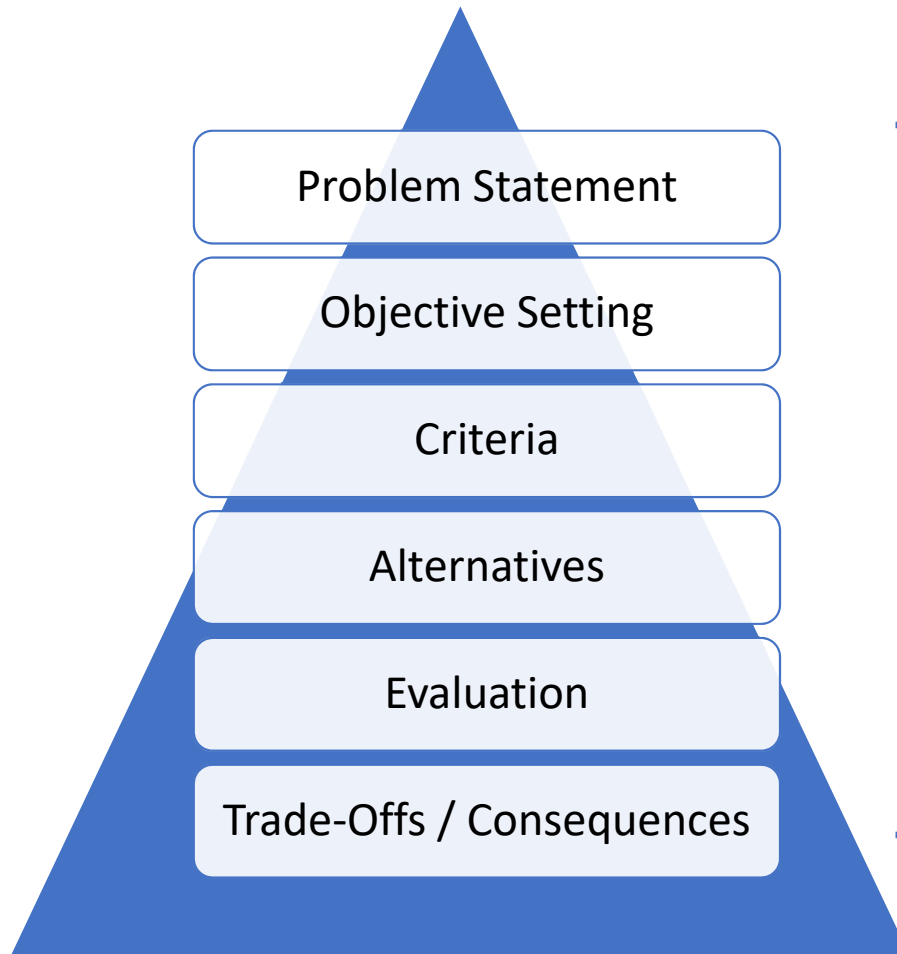




# Project Organization



# Structured Decision Making



*Planning vs. Design  
Decisions*

*Discuss approach/application to steps of the  
options development & evaluation process*

# Ontario getting two new GO Stations it might not need





UPX guest service employees stand outside the open doors of a train. Metrolinx says almost a quarter of riders are now traveling for work or other reasons than accessing the airport. // Metrolinx

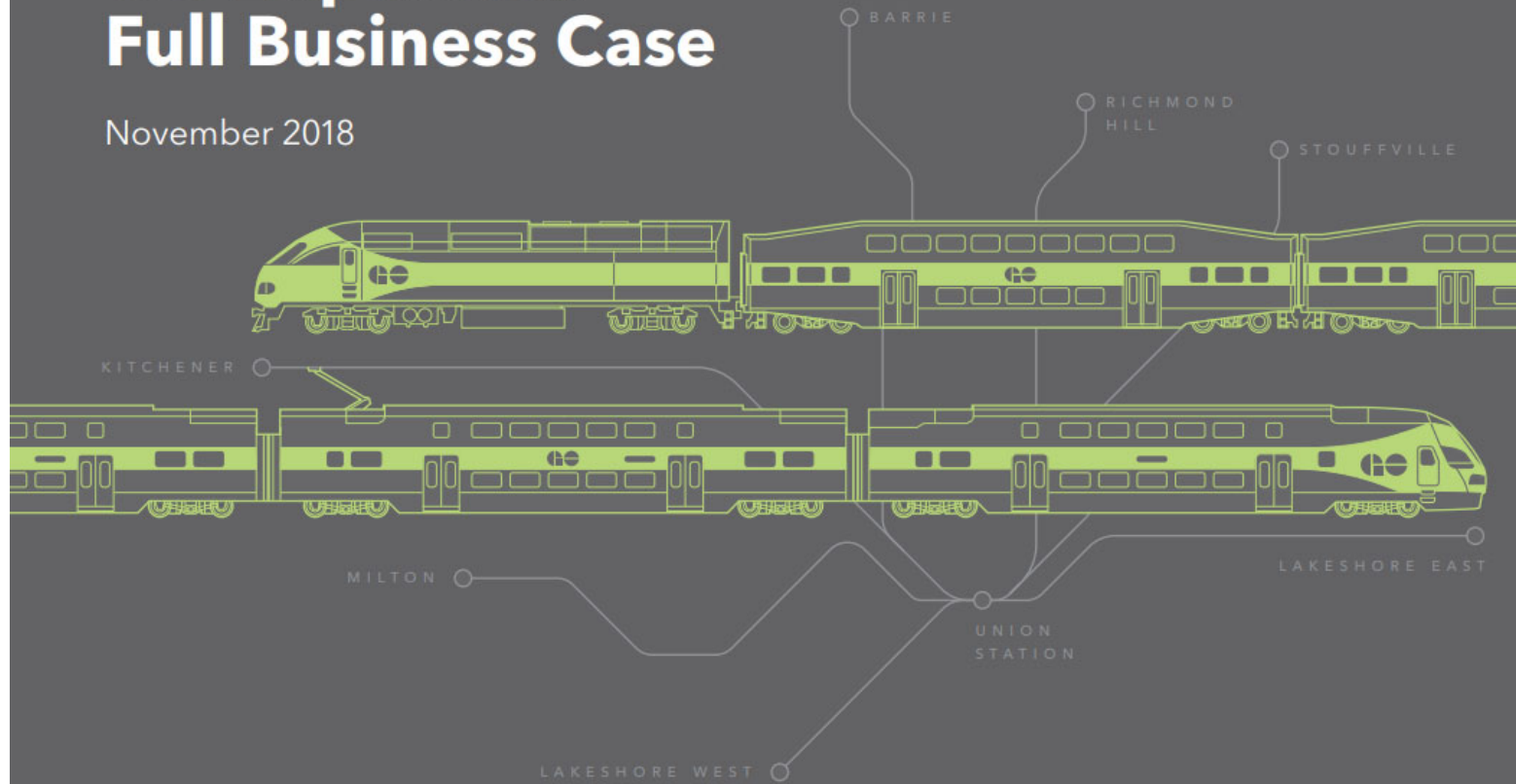
## How Toronto Turned an Airport Rail Failure Into a Commuter Asset

[CHRIS BATEMAN](#) JAN 19, 2018

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# GO Expansion Full Business Case

November 2018













# Seeking a “Unique Partner” to Help Set New Standards for City Building



Waterfront Toronto’s RFP sought an Innovation and Funding Partner to help advance a new model of urban development that used emerging capabilities to help tackle the toughest urban growth challenges. After a global competition, Waterfront Toronto selected Sidewalk Labs as this partner, given the company’s unique mission to integrate urban planning, technology, and policy to radically improve quality of life for all.

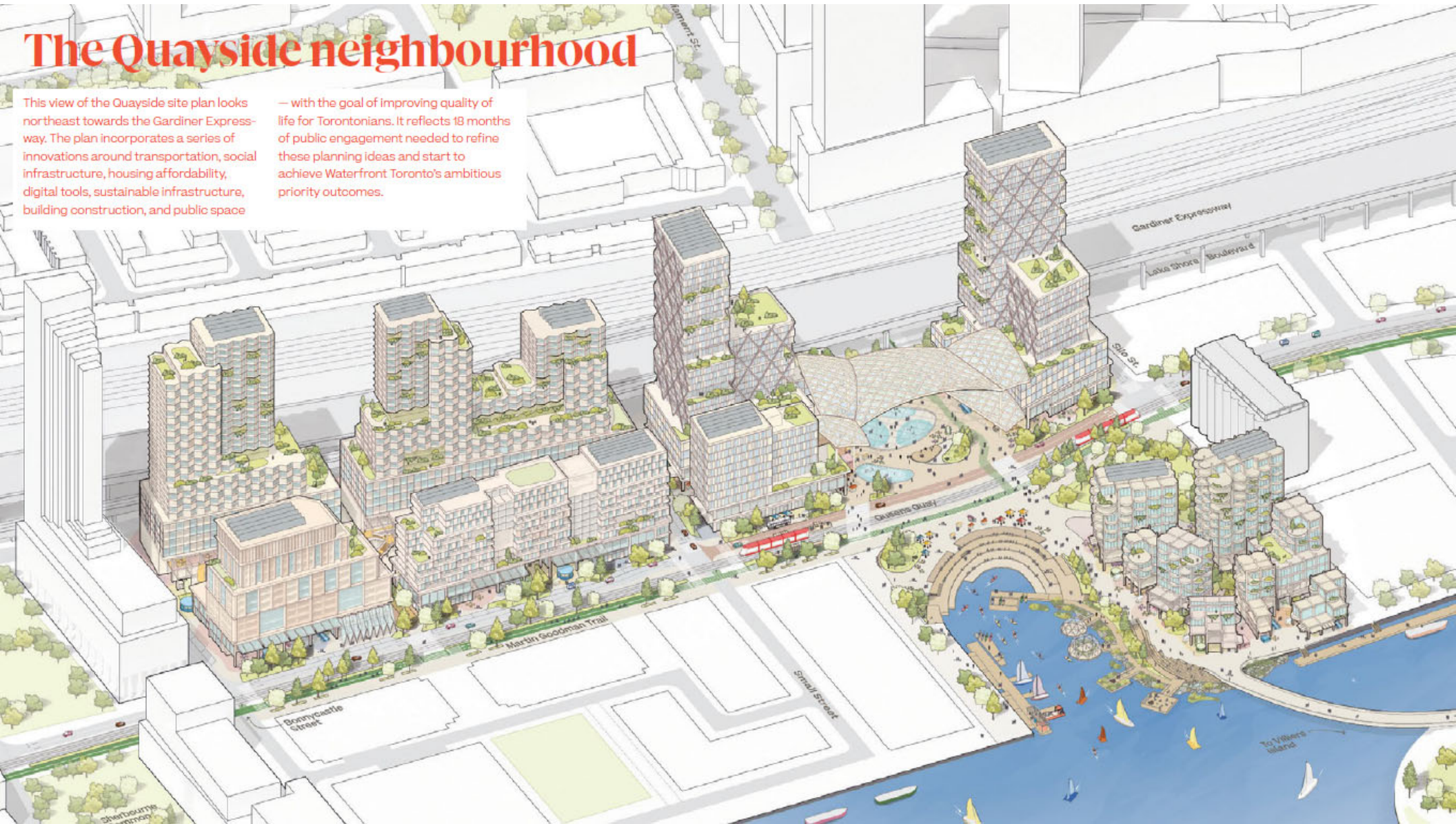
Waterfront Toronto could have used a traditional model to develop Quayside: bidding out a series of development parcels, with market-rate condos dominating the mix. But in spring 2017, Waterfront Toronto issued a Request for Proposals (RFP) for an Innovation and Funding Partner, recognizing an opportunity to establish a new global benchmark for inclusive growth.

Toronto boasts an exceptionally diverse population, top academic institutions, a rich legacy of urban planning, and a booming tech sector. But as the city continues to grow, it faces complex challenges. Home prices in the GTA have more than doubled since 2006. As households move farther from job centres, commute times and congestion have risen. Add to these challenges the urgency of climate change. All of these problems have disproportionate impacts on the most vulnerable populations.

# The Quayside neighbourhood

This view of the Quayside site plan looks northeast towards the Gardiner Expressway. The plan incorporates a series of innovations around transportation, social infrastructure, housing affordability, digital tools, sustainable infrastructure, building construction, and public space

— with the goal of improving quality of life for Torontonians. It reflects 18 months of public engagement needed to refine these planning ideas and start to achieve Waterfront Toronto's ambitious priority outcomes.



## Political Landscape



- Planning administrator: **Waterfront Toronto** (public / government)
  - Tri-government organization, accountable to Toronto, Ontario, and Canada
- Innovation partner: **Sidewalk Labs** (private / external)
  - Subsidiary of Alphabet Inc.
- **City of Toronto**: transportation services, maintenance and repairs of public infrastructure
- **Toronto Transit Commission**: transit operations
- Wider transportation impacts: **Metrolinx, Ontario Ministry of Transportation**
- **Private developers** (both within and adjacent/near to Quayside)
- **Private investors and businesses**: ride-hailing and mobility services, advanced freight systems, adaptive / dynamic systems, off-site parking management, data analytics
- **Stakeholders**: essentially everyone who lives or travels near this area