



MOVING TO  
**2020**

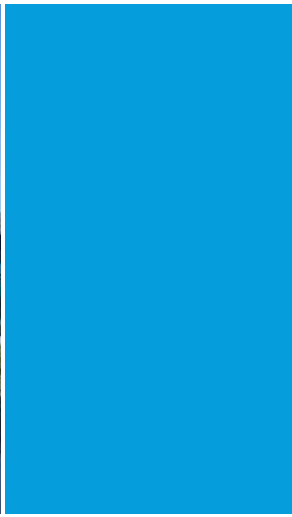
YRT/VIVA 2016-2020  
STRATEGIC PLAN





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# Moving to 2020

**Moving to 2020** is the **YRT/Viva 2016-2020 Strategic Plan** that will guide YRT/Viva through the GTA Rapid Transit Integration phase of the Transit Life Cycle. This plan outlines YRT/Viva's strategic direction and initiatives to the year 2020. Together with the annual service planning process, and the capital and operating programs, YRT/Viva will translate the strategic direction into actions that improve public transit in York Region.

## Vision

York Region's vision is about people. It's about the places where people live, the systems and services that support and sustain the community, the economy, and the environment. It's about creating and connecting a strong, caring and safe community.

YRT/Viva shares York Region's vision and understands the importance of transportation in achieving this shared vision. YRT/Viva wants to empower people with mobility options and access to the places they want to go.

“As a transportation leader, we will be recognized as the customer's choice and essential to the Region's success.”

## Mission

York Region staff are committed to providing cost effective, quality services that respond to the needs of the Region's growing communities.

York Region's Transportation Services department plans, builds, and operates roads and transit services that respond to the needs of the Region's growing communities.

With a vision to be the preferred choice for travel in and around York Region, YRT/Viva's mission is focused on providing safe, reliable, and convenient transit services that connect people, jobs, and communities.

“To provide quality public transit services which support the economic vitality, environmental sustainability, and health of the Regional community.”



# Where We Are Now

In the past 15 years, YRT/Viva has responded to a growing service area and has developed into a reliable travel mode within the Region. An overview of the history and existing organization shows where we are now and provides the basis for moving forward over the next five years.



## Transit Life Cycle

On January 1, 2001, the Regional Municipality of York assumed the responsibility for funding and operating public conventional and specialized transit services throughout York Region. Since 2001, YRT/Viva has progressed through multiple phases of the **Transit Life Cycle**, and is now a vital transportation network in the Region.

In the **Start Up** phase, YRT/Viva amalgamated local transit services, developed standards and policies, and expanded service into new development areas.

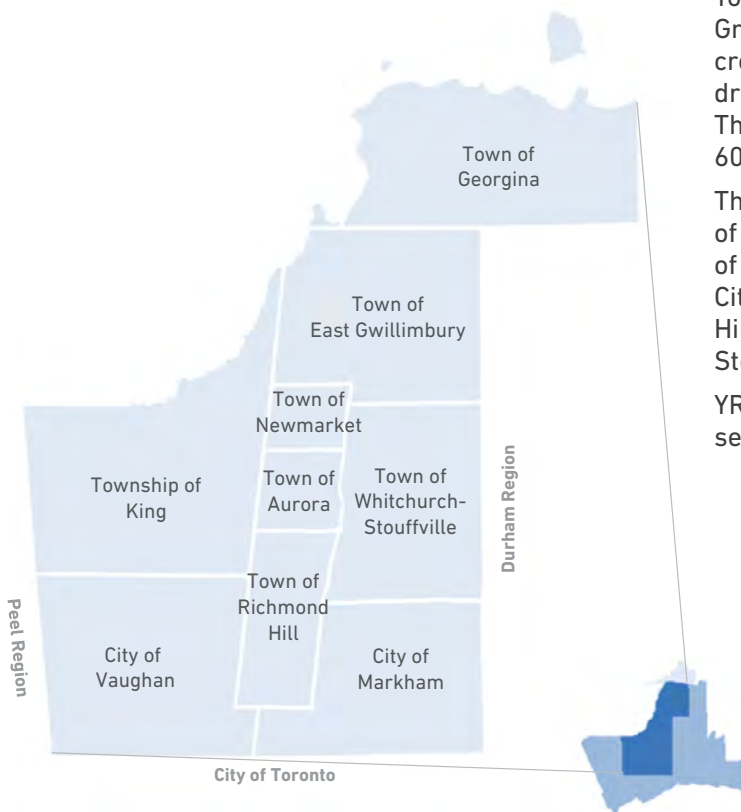
In the **Rapid Growth** phase, the system focused on expanding service and increasing ridership by implementing Viva service and more innovative technologies that improved service delivery.

The **Realignment** phase focused on improving service efficiency, planning and constructing Viva rapidways, and improving the accessibility of all services.

YRT/Viva is now entering the 2016-2020 **GTA Rapid Transit Integration** phase.



# YRT/Viva at a Glance



York Region is one of the fastest growing areas in the Greater Toronto and Hamilton Area (GTHA). Since the creation of York Region in 1971, the population has grown dramatically from 169,000 in 1971 to 1.1 million in 2015. The number of jobs has grown from 47,770 in 1971 to 600,000 in 2015.









The region spans 1,776 square kilometres and consists of nine municipalities, including the Town of Aurora, Town of East Gwillimbury, Town of Georgina, Township of King, City of Markham, Town of Newmarket, Town of Richmond Hill, City of Vaughan, and the Town of Whitchurch-Stouffville.

YRT/Viva provides conventional and specialized transit services across York Region.

## 76,431

passengers on an average weekday

**AVERAGE WEEKDAY RIDERSHIP ON THE BUSIEST ROUTES:**

<b>VIVA</b> 	<b>VIVA</b> 
<b>VIVA BLUE</b>	<b>VIVA PURPLE</b>
13,353	5,705
<b>77</b> 	<b>88</b> 
<b>HIGHWAY 7</b>	<b>BATHURST</b>
3,366	3,159
<b>20</b> 	<b>91</b> 
<b>JANE</b>	<b>BAYVIEW</b>
2,446	2,853
<b>4</b> 	<b>85</b> 
<b>MAJOR MACKENZIE</b>	<b>RUTHERFORD</b>
2,410	2,420

# 22.5

million passenger trips



# 1.3

million hours of service

# 30.5

million kilometres of service

# 128

bus routes



**5,129** bus stops

**24** rapidway vivastations

**106** curbside vivastations

**123** Viva buses

**391** conventional buses

**101** Mobility Plus vehicles

**MOBILITY PLUS**



**358** thousand trips

**8** thousand registrants



*\*Based on 2014 year-end data*

## Existing Transit in York Region

Public transit is a vital component of the overall transportation network that provides mobility and accessibility throughout York Region and the Greater Toronto and Hamilton Area (GTHA).

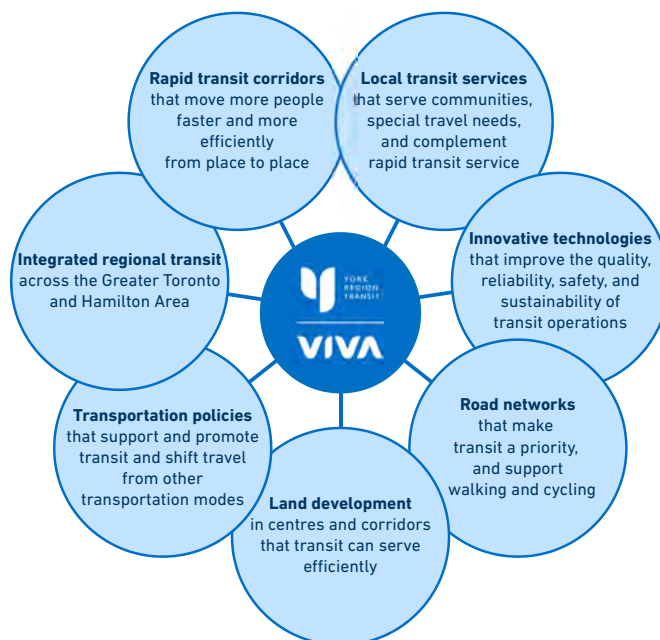
At a macro level, GO Transit provides inter-regional rail service connecting York Region with the GTHA. GO Transit primarily serves commuter trips between York Region and the City of Toronto. Within York Region, GO Transit operates three rail lines (Barrie-Bradford, Richmond Hill, and Stouffville) with 14 GO Stations, providing peak period, peak direction rail service. GO Transit also provides counter-peak and off-peak GO bus services at each of the GO Stations and at three bus terminals (Finch GO Bus Terminal, Richmond Hill Centre Terminal and Newmarket GO Bus Terminal). Additionally, the Highway 407 East Bus provides multiple services that connect York University, Richmond Hill Centre, and various GO Stations in Markham, Scarborough, Pickering, and Oshawa.

Within York Region, YRT/Viva provides regional and local transit service across all nine municipalities, including accessible service for people with disabilities. The regional network consists of Viva bus rapid transit (BRT) service on the Highway 7 and Yonge Street corridors, supported by a grid network of base routes along major east-west and north-south arterial roads. A network of local and community routes provides neighbourhood-focused service and feeder service to major corridors. At the municipal boundaries with Peel Region and the City of Toronto, YRT/Viva services connect with Brampton Transit and TTC services.

The transit network in York Region is also complemented by a multitude of factors, including other transportation modes, and land use development and policies that support transit growth.

In 2015, YRT/Viva's Family of Services consisted of 128 routes:

- > Five Viva routes, providing frequent, limited stop BRT service on major travel corridors
- > 25 Base routes operating along major arterial corridors
- > 29 Local routes operating in local neighbourhoods
- > 37 High School Specials providing direct service to high schools
- > 10 GO Shuttle routes providing direct service to GO Stations
- > Six Express routes providing direct service between subway stations and employment areas
- > Five Community Bus routes providing service to local neighbourhoods
- > One Seasonal route providing direct service to multiple key destinations
- > 10 TTC routes operating in York Region
- > Mobility Plus door-to-door shared ride accessible transit



## Peer System Comparison

To continually improve and adjust services to meet changing customer and operational needs, YRT/Viva monitors system performance. Although every transit system is different, a peer system comparison of industry accepted performance indicators serves as a benchmark of reasonable expectations for transit service.

A peer system comparison with other GTHA transit agencies is shown in **Table 1**. A peer system comparison with other Canadian transit agencies is shown in **Table 2**.

### How does YRT/Viva compare to other transit agencies in the GTHA?

**Table 1: Peer System Comparison with GTHA Transit Agencies**

Transit System	Service Area Population	Revenue Hours	Passengers	Revenue Hours per Capita	Passengers per Capita	Passengers per Hour	Revenue to Cost Ratio (%)
York Region	1,055,558	1,203,609	22,709,611	1.14	21.5	18.9	39
Milton	83,227	29,054	353,504	0.35	4.2	12.2	26
Burlington	172,774	152,647	2,212,814	0.88	12.8	14.5	40
Oakville	188,000	206,719	2,961,712	1.10	15.8	14.3	34
Hamilton	487,000	710,541	21,817,842	1.46	44.8	30.7	50
Brampton	547,760	898,160	19,405,803	1.64	35.4	21.6	47
Durham	545,946	498,193	10,625,546	0.91	19.5	21.3	34
Mississauga	752,000	1,295,937	35,789,013	1.72	47.6	27.6	49
Toronto	2,825,620	9,982,785	525,194,000	3.53	185.9	52.6	76
<b>MEDIAN</b>	<b>545,946</b>	<b>710,541</b>	<b>19,405,803</b>	<b>1.14</b>	<b>21.5</b>	<b>21.3</b>	<b>40</b>

\*Source: Canadian Urban Transit Association (CUTA) Canadian Transit Fact Book, 2013

### How does YRT/Viva compare to other Canadian transit agencies with similar populations as York Region?

**Table 2: Peer System Comparison with Canadian Transit Agencies**

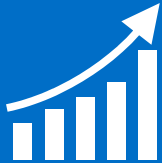
Transit System	Service Area Population	Revenue Hours	Passengers	Revenue Hours per Capita	Passengers per Capita	Passengers per Hour	Revenue to Cost Ratio (%)
York Region	1,055,558	1,203,609	22,709,611	1.14	21.5	18.9	39
Winnipeg	665,200	1,394,986	49,553,997	2.10	74.5	35.5	61
Edmonton	835,000	2,174,934	87,041,248	2.60	104.2	40.0	44
Ottawa	850,090	2,176,243	97,809,306	2.56	115.1	44.9	53
Calgary	1,149,552	2,439,003	107,496,700	2.12	93.5	44.1	52
<b>MEDIAN</b>	<b>850,090</b>	<b>2,174,934</b>	<b>87,041,248</b>	<b>2.12</b>	<b>93.5</b>	<b>40.0</b>	<b>52</b>

\*Source: Canadian Urban Transit Association (CUTA) Canadian Transit Fact Book, 2013



# Achievements

In 2001, four municipal transit systems amalgamated to form York Region Transit. Today, YRT/Viva operates a diverse Family of Services.



3.7x increase in annual service hours from 354,000 to 1.3 million

2.9x increase in annual ridership from 7.7 million to 22.5 million



***“The most innovative transit organization in North America”***

Launched Viva in 2005 and won the American Public Transportation Association (APTA) 2006 Innovation Award for quickly getting from vision to reality



**90** kilometres of Viva was implemented, providing fast, reliable, and frequent service along key corridors

Opened the first rapidway segment in 2011 on Enterprise Boulevard from Warden Avenue to Birchmount Road in Markham



Used trending social media and creative communication methods to reach out to customers and the community, including real-time alerts and information on the YRT/Viva mobile app, yrt.ca, talk2yrt.ca, Facebook, Twitter, Instagram, and YouTube



Became fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA), 2005 standards and continue to identify, remove, and prevent barriers of using YRT/Viva



Launched PRESTO in 2011, allowing riders to “Tap Green, Ride Blue” and easily transfer to other transit systems in the Greater Toronto and Hamilton Area



# Where We Are Going

As York Region grows, YRT/Viva needs to adapt to the population it serves, and adjust where and how transit services should be provided. An overview of the population and employment growth, demographics, land use, and travel pattern changes shows where we are going over the next five years.

## Demographics

York Region is one of Ontario's fastest growing areas. Changes in population and employment, and shifting demographics will affect the demand for transit.

### Population

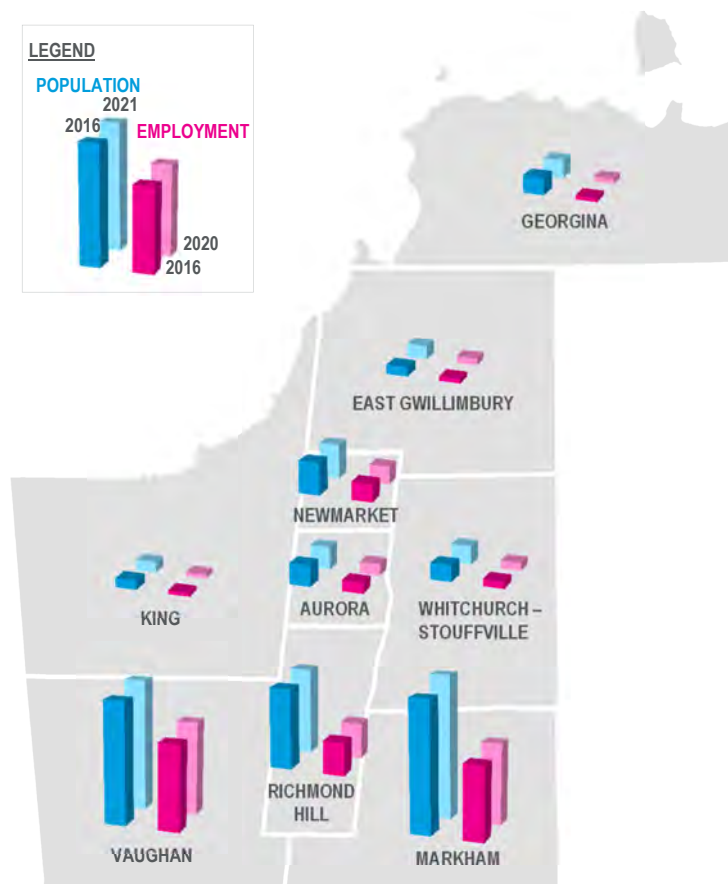
Over the next five years, the population in York Region is anticipated to grow by 10 per cent, from approximately 1,177,600 residents in 2016 to 1,295,400 residents by 2021. Approximately 70 per cent of the population growth within York Region will occur in the municipalities of Markham, Vaughan, and Richmond Hill. In addition, East Gwillimbury will face significant growth, with 12,600 new residents. The population forecasts and growth are shown by municipality in **Table 3**.

The overall population and employment growth in York Region is shown for each municipality in **Figure 1**.

### Employment

The total employment in York Region is anticipated to grow by 11 per cent, from 640,500 jobs in 2016 to 711,200 jobs in 2021. Over 70 per cent of the employment growth within York Region will occur in the municipalities of Markham, Vaughan, and Richmond Hill. In addition, East Gwillimbury will face significant growth, with 7,100 new jobs. The employment forecasts and growth are shown by municipality in **Table 4**.

Figure 1: York Region Population and Employment Growth (mid-year forecasts)



**Table 3: York Region Population Forecast and Growth, by Municipality (mid-year)**

Municipality	Population Forecasts		Growth	
	2016	2021	(population increase)	(per cent)
Aurora	58,200	63,700	5,500	9
East Gwillimbury	25,600	38,200	12,600	49
Georgina	47,400	50,400	3,000	6
King	25,300	28,800	3,500	14
Markham	355,200	392,200	37,000	10
Newmarket	87,400	92,100	4,700	5
Richmond Hill	209,800	227,500	17,700	8
Vaughan	323,100	349,600	26,500	8
Whitchurch-Stouffville	45,600	52,900	7,300	16
<b>York Region Total</b>	<b>1,177,600</b>	<b>1,295,400</b>	<b>121,900</b>	<b>10</b>

**Table 4: York Region Employment Forecast and Growth, by Municipality (mid-year)**

Municipality	Employment Forecasts		Growth	
	2016	2021	(jobs increase)	(per cent)
Aurora	29,000	32,400	3,400	12
East Gwillimbury	11,600	18,700	7,100	61
Georgina	11,000	13,900	2,900	26
King	9,700	11,000	1,300	13
Markham	200,300	221,500	21,200	11
Newmarket	47,600	48,700	1,100	2
Richmond Hill	86,100	94,300	8,200	10
Vaughan	226,000	248,900	22,900	10
Whitchurch-Stouffville	19,200	21,900	2,700	14
<b>York Region Total</b>	<b>640,500</b>	<b>711,300</b>	<b>70,700</b>	<b>11</b>

## Demographic Shifts

York Region's population is aging. As the senior population grows over the next five years, the demand for transit will increase on all of YRT/Viva services, including Mobility Plus. The senior population can be well served by YRT/Viva, as approximately 75 per cent of seniors live in Vaughan, Markham, and Richmond Hill, and are within five minutes walking distance to existing transit services.

In addition, York Region's low income rates are increasing, and low income trends are shifting. The number of low income seniors is decreasing, while the number of low income youth and working-age groups is increasing. Low income rates are highest in Richmond Hill and Markham, particularly along the Yonge Street corridor, and the southwestern quadrant in Markham. The need for affordable transportation and the reliance on transit will increase in York Region.

# Land Use

York Region's urban structure and built form are maturing towards four regional centres, where the majority of population and employment growth is focused. These strategic locations, as shown in **Figure 2**, are a priority for intensification and city-building within York Region.

Land use and transit are intertwined, both shaping the way the other develops. As York Region's urban structures mature with the majority of growth in centres and corridors, it is becoming more transit supportive and is improving the effectiveness and efficiency of transit service. Focusing service improvements in these areas encourages further intensification and city building.

Figure 2: York Region Intensification in Development Centres and Corridors





Richmond Hill Centre



Markham Centre

## Regional Centres

Regional centres are the cornerstones of York Region's urban structure, as the most important and intense concentrations of development. They are vibrant urban places for living, working, shopping, and entertainment. Significant development will occur in four regional centres over the next five years and beyond.

- > **Richmond Hill Centre/Markham Langstaff Gateway** is located at the junction of the Highway 7 and Yonge Street corridors. As the area will also become the northern terminus of the proposed TTC Yonge Subway Extension, it plays a strategic role as an urban growth centre and mobility hub within the regional network. The 70 hectare area of Richmond Hill Centre is planned for a full build-out of over 15,800 new residents, 8,000 residential units, and 15,700 jobs. The 47 hectare area of the Markham Langstaff Gateway is planned for a full build-out of 32,000 residents, 15,000 residential units, and 15,000 jobs.
- > **Markham Centre** is located in the area of Highway 7, Warden Avenue, Kennedy Road, and Highway 407. The area will be an urban downtown centre, with mixed use development including the Atos Markham Pan Am/Parapan Am Centre, and has an inter-regional connection at Unionville GO Station on the Stouffville GO Transit line. The 360 hectare area is planned for a full build-out of over 41,000 new residents, 20,000 residential units, and 39,000 jobs.
- > **Vaughan Metropolitan Centre** is located at the junction of the Highway 7 and Jane Street corridors. The location plays a strategic role as the northern terminus of the TTC Spadina Subway Extension, providing a major mobility hub for development in Vaughan. The 179 hectare area is planned for a full build-out of over 25,000 new residents, 12,000 residential units, and 11,500 jobs.
- > **Newmarket Centre** is located at the junction of the Yonge Street and Davis Drive corridors. Providing a mobility hub that will support adjacent growth along the corridors, and the Southlake Regional Health Centre. This hub provides a regional connection along the Viva network to southern York Region municipalities, and has an inter-regional connection at Newmarket GO Station along the Barrie GO Transit line. The 45 hectare area is planned for a full build-out of over 6,000 new residents, 3,050 residential units, and 6,900 jobs.



## Regional Corridors

Regional Corridors are the backbones for transportation and movement within the Region. They serve two functions as arteries for moving people and goods between the Regional Centres and also as diverse places and urban “main streets” that support adjacent neighbourhoods and communities. Significant development will occur in three regional corridors over the next five years and beyond.

- > **Yonge Street** is York Region’s main north-south corridor. It serves as a key inter-regional connection with the City of Toronto, with proposed plans to extend the TTC Yonge Subway north from Finch GO Station to Highway 7 and Richmond Hill Centre. Yonge Street also provides a regional connection between municipalities in the north (Newmarket, Aurora, Georgina, and East Gwillimbury) and the municipalities in the south (Richmond Hill, Vaughan, Markham). As rapidway construction occurs over the next five years, Yonge Street will be transformed into an urban corridor supporting high density mixed-use development, while prioritizing rapid transit and accommodating all transportation modes.

- > **Highway 7** is the Region’s key east-west corridor. It provides an inter-regional connection to Peel Region to the west and Durham Region to the east. Within York Region, it connects the municipalities of Vaughan, Richmond Hill, and Markham, running through the heart of York Region’s most urban development. As rapidway construction occurs over the next five years, Highway 7 will be transformed into an urban corridor supporting high density mixed-used development, while prioritizing rapid transit and accommodating all transportation modes.
- > **Davis Drive** is the key east-west corridor in Newmarket, connecting significant growth surrounding Newmarket Centre, and the Southlake Regional Health Centre. As rapidway construction is completed, Davis Drive will be transformed into an urban corridor prioritizing rapid transit and accommodating all transportation modes.

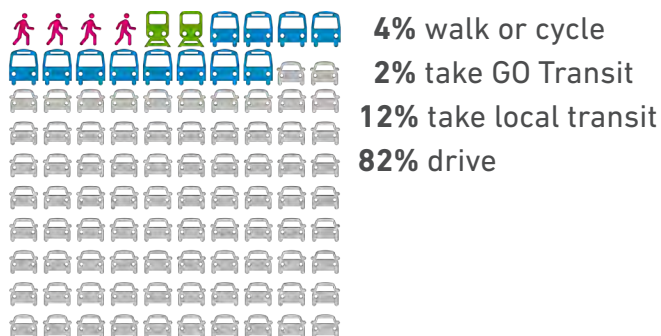
# Travel Trends

Nearly three million trips are forecasted to occur every day in York Region, with transit being just one of the many modes of transportation. To understand the future travel patterns throughout York Region and how transit could evolve to better serve travel demands, travel trend analysis was conducted using the York Region Transit Plan (YRTP) Model and travel data from the 2011 Transportation Tomorrow Survey (TTS).

At a macro level of understanding the origins and destinations of each trip, travel movements are grouped into three major movements:

1. **Inter-regional** movements between York Region, Toronto, Peel Region, and Durham Region.
2. **Regional** travel between the York Region municipalities, primarily between the four development centres and along corridors.
3. **Local** shorter distance trips internally within each York Region municipality.

## How do people travel in and around York Region?

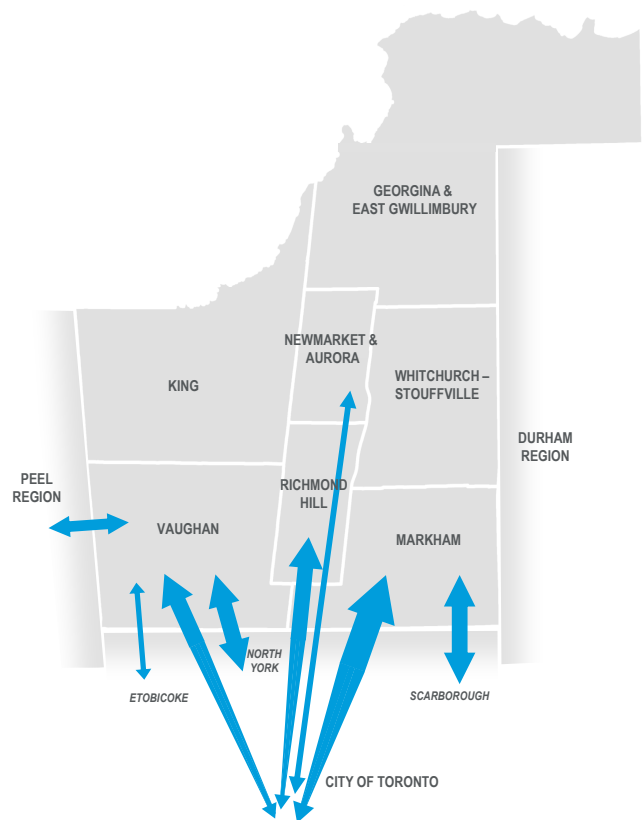


## Inter-Regional Travel Movements

At an inter-regional level, a significant number of trips occur between York Region and the rest of the GTHA, as shown in **Figure 3**. The major inter-regional travel movements are between York Region and the City of Toronto, along with some movements between York Region and Peel Region.

Between York Region and Downtown Toronto, transit demand is primarily served by GO Transit rail and bus services. Transit trips between York Region and midtown Toronto and North York are primarily served through YRT/Viva and TTC. There is an increasing travel demand between Markham and Scarborough, and between Vaughan and Etobicoke. These travel demands are not well served by existing transit services. The total daily inter-regional trips is shown in **Table 5**, and the distribution of trips for Markham, Vaughan, and Richmond Hill is shown in **Table 6**.

Figure 3: Major Inter-Regional Travel Movements



## How do people travel across York Region boundaries?

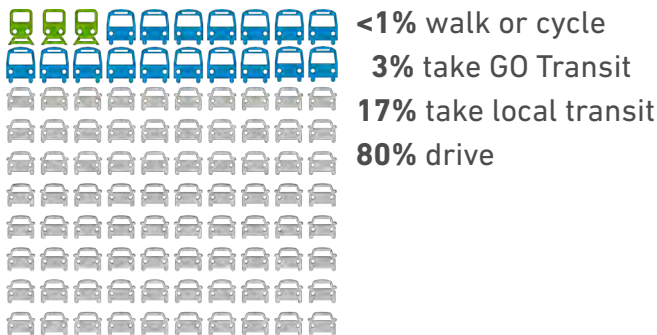


Table 5: Total Daily Inter-Regional Trips in 2021

Municipality	Total Daily Inter-Regional Trips
Markham	393,200
Vaughan	380,100
Richmond Hill	146,400
Newmarket & Aurora	58,100
Georgina & East Gwillimbury	23,500
Whitchurch-Stouffville	18,100
King	12,100
<b>Total</b>	<b>1,031,500</b>

Table 6: Split of Daily Inter-Regional Trips in 2021, for Markham, Vaughan, and Richmond Hill

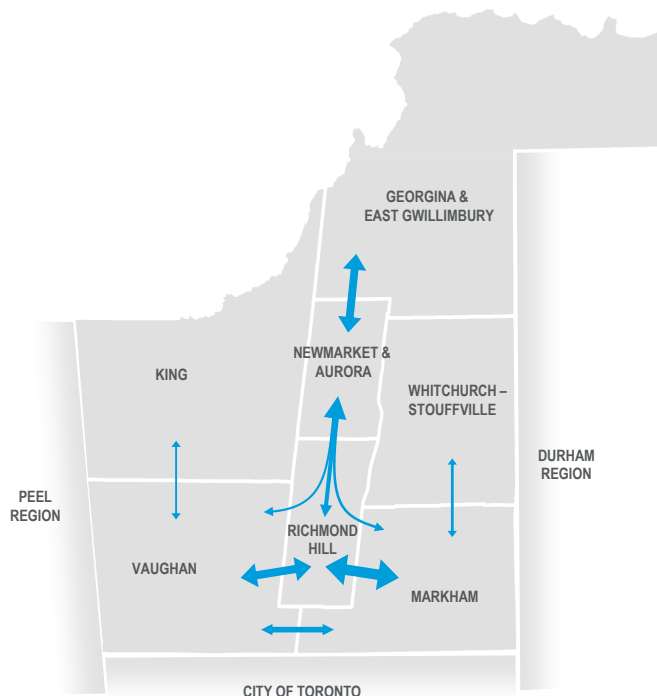
Municipality	City of Toronto					Peel Region
	Downtown	Midtown	North York	Scarborough	Etobicoke	
Markham	68,300	70,400	95,600	158,900	-	-
Vaughan	56,800	83,800	160,000	26,200	53,300	106,900
Richmond Hill	39,000	30,600	54,800	22,000	-	-



## Regional Travel Movements

At a regional level, a significant number of trips occur between the four major development centres, as shown in **Figure 4**. From a transit perspective, these trips are well served along the corridors of Yonge Street and Highway 7. Due to the size of the Region, not all trips will occur on these corridors, and travel demand will increase on other north-south and east-west corridors as development intensifies. The need for more frequent service along more corridors will increase. For the smaller municipalities of King and Whitchurch-Stouffville, a key focus of current transit services is on east-west connections to the Yonge corridor to access Newmarket, Aurora, and Richmond Hill. However, there is a demand for north-south connections between King and Vaughan, and between Whitchurch-Stouffville and Markham, which is not well served by existing transit services. The total daily regional trips within York Region are shown in **Table 7**.

Figure 4: Major Regional Travel Movements within York Region



## How do people travel between York Region municipalities?

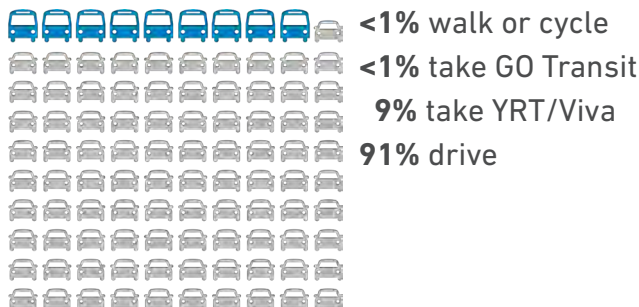


Table 7: Total Daily Regional Trips within York Region in 2021

Municipality	King	Whitchurch-Stouffville	Georgina & East Gwillimbury	Newmarket & Aurora	Richmond Hill	Vaughan
Markham	3,500	26,700	11,000	25,000	101,400	55,000
Vaughan	18,000	2,700	7,500	20,900	78,500	-
Richmond Hill	9,800	5,600	11,400	39,700	-	-
Newmarket & Aurora	13,300	8,700	76,100	-	-	-
Georgina & East Gwillimbury	3,700	4,700	-	-	-	-
Whitchurch-Stouffville	-	-	-	-	-	-
<b>Total</b>	<b>523,200</b>					

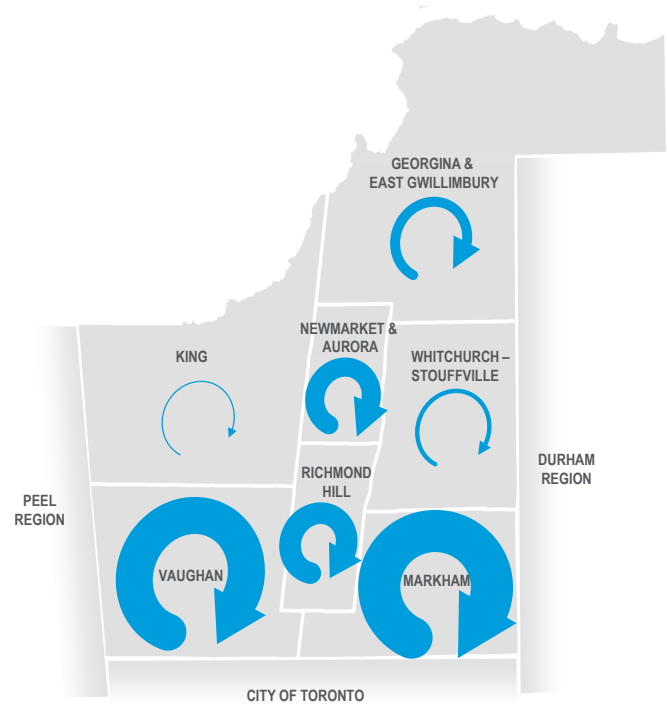
## Local Travel Movements

Internally within each municipality, there is a significant market opportunity to increase transit ridership, as shown in **Figure 5**. The focus for increasing overall system ridership and capturing new customers should be in the urban areas of the municipalities with the highest population. To ensure efficient use of resources. Internal trips in urban developed areas are best captured through direct transit routes operating at a frequent level of service.

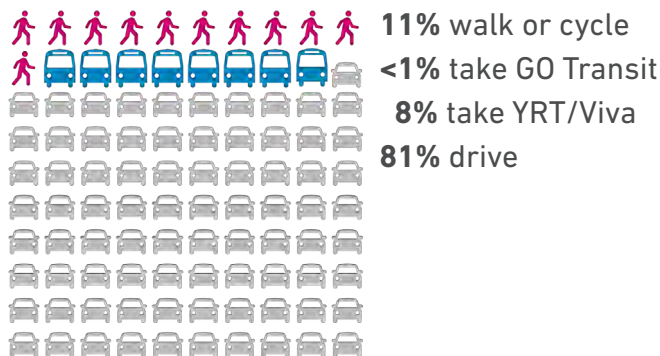
The majority of travel movements are occurring in the two largest municipalities; Markham and Vaughan. These travel movements occur across all major road arteries, and increasing the frequency of base services would increase transit use within each municipality.

The high demand of internal trips in Richmond Hill, Newmarket, and Aurora is also a prime opportunity for transit growth, particularly along corridors of higher density development. Additionally, there will be significant growth in Georgina and East-Gwillimbury, and transit should focus on the urban developed areas in these municipalities to ensure the most number of transit customers benefit from the investment. The total daily trips within municipalities is shown in **Table 8**.

**Figure 5: Internal Travel Movements within York Region Municipalities**



## How do people travel within York Region municipalities?



**Table 8: Total Daily Internal Trips within Municipalities in 2021**

Municipality	2021 Forecasted Daily Trips	Percentage of Total Trips
Georgina & East Gwillimbury	98,800	7%
King	11,700	1%
Newmarket & Aurora	191,400	14%
Whitchurch-Stouffville	43,700	3%
Vaughan	375,400	27%
Richmond Hill	221,800	16%
Markham	428,200	31%
<b>York Region Total</b>	<b>1,371,000</b>	<b>100%</b>

# How We Are Getting There

YRT/Viva will be facing significant network expansion and service improvements as it enters the GTA Rapid Transit Integration phase of the Transit Life Cycle. An overview of the strategic direction and initiatives define how we are getting there.

## Strategy

YRT/Viva's Strategy has seven objectives.

### Service Delivery

Expand and improve services to meet growing demand and changing customer needs. Increase system productivity by attracting new riders and improving the allocation of resources.

### Customer Satisfaction

Engage customers in the planning process and adapt services to meet their needs and expectations.

### Innovation

Pursue transit industry best practices to explore and adopt new strategies that enhance services.

### Environmental Sustainability

Increase ridership, decrease environmental impact, and reduce York Region's carbon footprint.

### Asset Management

Plan and manage capital assets effectively and efficiently, while ensuring they are maintained in a state of good repair.

### Financial Sustainability

Strive for operational cost efficiencies and look to increase sustainable funding sources.

### Performance Measurement

Measure performance and be accountable.



# Service Delivery

“Expand and improve services to meet growing demand and changing customer needs. Increase system productivity by attracting new riders and improving the allocation of resources.”

## Key Initiatives

### Viva Network Expansion Plan

Service reliability and travel times across the Viva network will be improved by implementing the Viva Network Expansion Plan (VNEP), which enhances existing services and provides new services along the Major Mackenzie Drive, Leslie Street, and Jane Street corridors.

Over the next five years, rapidway construction will reach completion, and the VNEP will be implemented to enhance the Viva network. Routes will be restructured to improve service delivery and better integrate with the Spadina Subway Extension. The Viva network in 2020 is shown in **Figure 6**. The timing of rapidway construction and service changes to the Viva routes are summarized in **Figure 7** and **Figure 8**.

Figure 6: Viva Network Expansion Plan

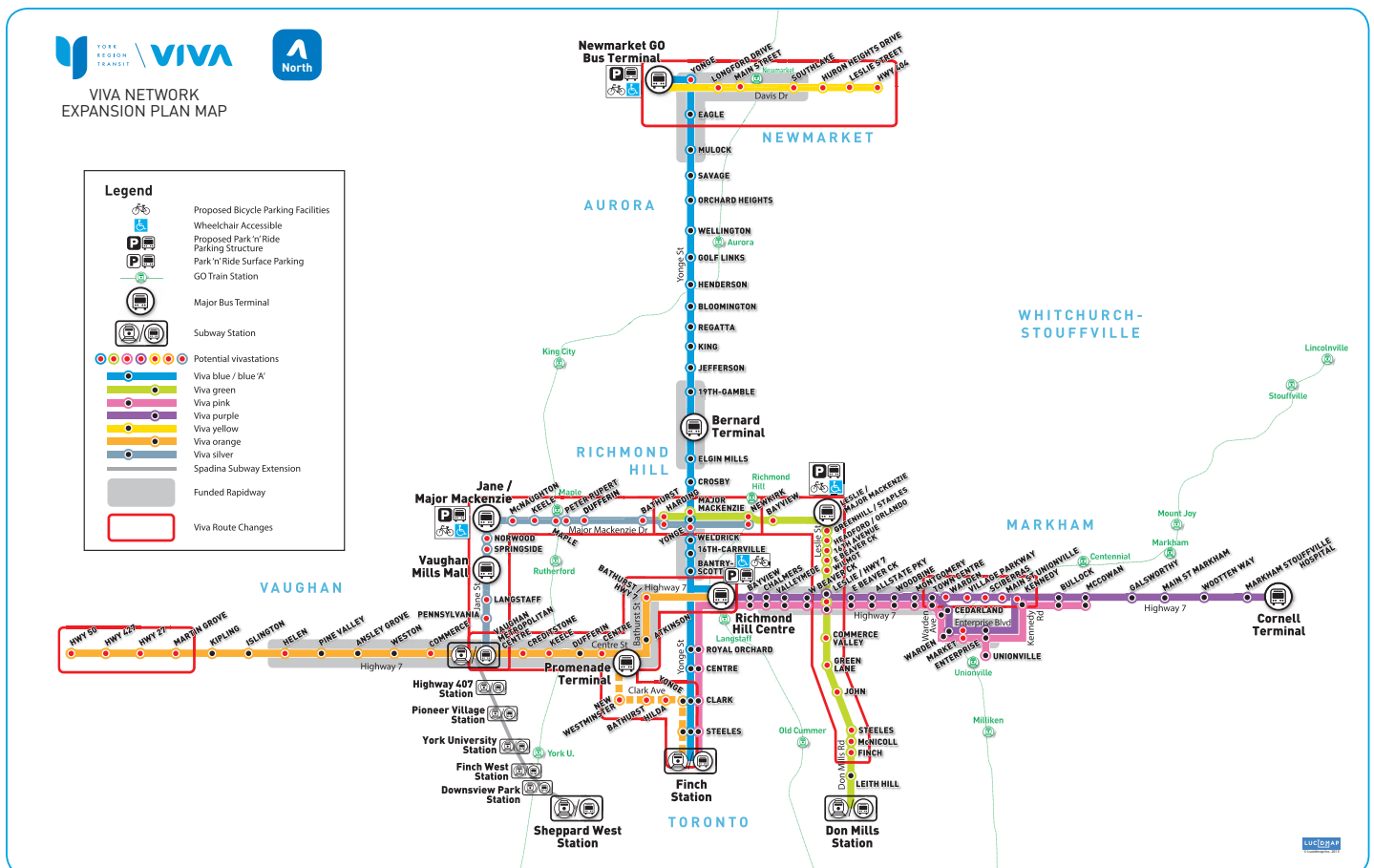
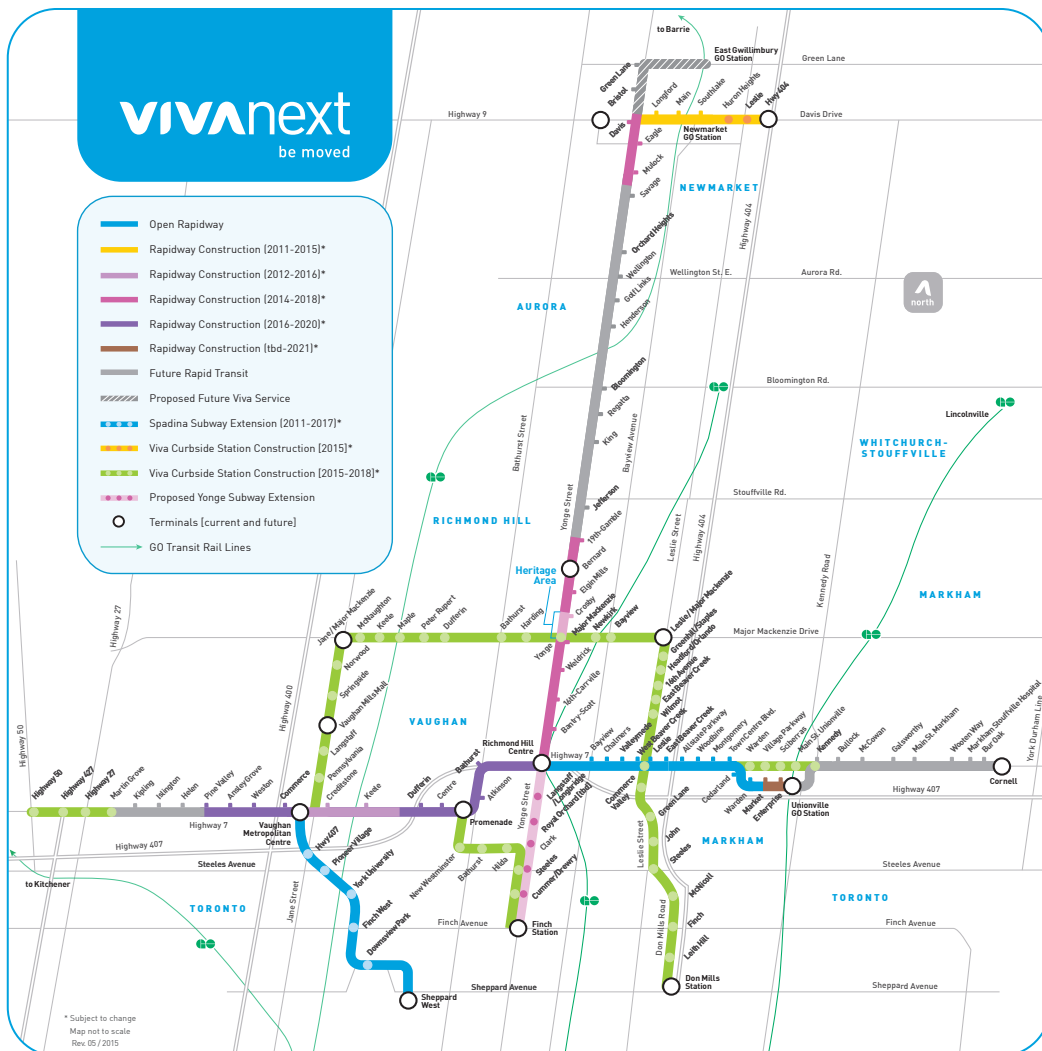


Figure 7: Viva Implementation Schedule from 2016-2020

Viva Line	Stage	Program	2014	2015	2016	2017	2018	2019	2020
blue	Construction	vivaNext Program							
	Operation	Existing Service							
yellow	Construction	vivaNext Program							
	Operation	VNEP Program							
purple	Construction	vivaNext Program							
	Operation	VNEP Program							
pink	Construction	VNEP Program							
	Operation	VNEP Service							
orange	Construction	vivaNext Program							
	Operation	VNEP Program							
green	Construction	VNEP Program							
	Operation	VNEP Service							
silver	Construction	VNEP Program							
	Operation	VNEP Service							
Surface Parking (2)	Construction	VNEP Program							
	Operation	VNEP Service							

Figure 8: VivaNext Infrastructure Improvements from 2016-2020



The improvements to each Viva route are described below.

#### **Viva blue (Yonge Street)**

From 2016 to 2018, Viva blue will continue current operation of two branches along Yonge Street, with one branch operating between Finch GO Bus Terminal and Newmarket GO Bus Terminal, and a second branch operating between Finch GO Bus Terminal and Bernard Terminal. Viva blue "A" operates in peak directions during weekday rush hours only, running southbound in the morning and northbound in the afternoon, between Newmarket GO Bus Terminal and Finch GO Bus Terminal, bypassing Richmond Hill Centre Terminal. Management and mitigation of rapidway construction will occur during this period to maintain quality, reliable service.

By 2019, rapidway construction on Yonge Street will be complete. Viva blue will operate in rapidways between Highway 7 and 19th Avenue/Gamble Road, and between Mulock Drive and Davis Drive.

#### **Viva yellow (Davis Drive)**

By the end of 2015, rapidway construction on Davis Drive will be complete. In 2015, a new Viva yellow service will be implemented, and will operate on Davis Drive from Newmarket GO Bus Terminal to Highway 404. Current conventional transit service for Route 55/55B on Davis Drive will be reduced.

#### **Viva purple (Highway 7 East)**

In 2016, Viva purple will continue current operations between York University and Markham Stouffville Hospital, along the completed rapidways on Highway 7 between Bayview Avenue and Warden Avenue.

Upon opening of the Spadina Subway Extension, Viva purple will be restructured to operate between Richmond Hill Centre Terminal and Markham Stouffville Hospital. Viva orange will be restructured to serve Highway 7, west of Richmond Hill Centre Terminal. Existing Viva purple service between York University and Richmond Hill Centre Terminal will be replaced by a conventional service, the York University Shuttle.

By 2017, Viva purple will be restructured to operate two branches of service between Town Centre Boulevard and Kennedy Road. While the current branch operates along Enterprise Boulevard, a new branch will be added along Highway 7. Viva purple will operate only on the Highway 7 branch during weekday rush hours, and will alternate between the Highway 7 and Enterprise Boulevard branches at all other times. Viva purple will also be extended from Markham Stouffville Hospital to the Cornell Terminal when construction is complete in 2017.

#### **Viva pink (Yonge & Highway 7 East)**

From 2016 to 2019, Viva pink will continue current operations between Finch GO Bus Terminal and Unionville GO Station, along the completed rapidways on Highway 7 between Bayview Avenue and Warden Avenue.

By 2020, Viva pink will be extended eastward to operate between Finch GO Bus Terminal and Highway 7/McCowan Road, along Enterprise Boulevard.

#### **Viva orange (Highway 7 West)**

Prior to the opening of the Spadina Subway Extension, Viva orange will continue current operations between Martin Grove Road and York University, with a weekday rush hour branch operating between York University and Downsview Subway Station.

In 2016, a new branch of Viva orange will operate between Martin Grove Road and Promenade Terminal, along the completed rapidways on Highway 7 West, between Edgeley Boulevard and Bowes Road.

Upon opening of the Spadina Subway Extension, Viva orange will be restructured to operate between Highway 50 and Richmond Hill Centre Terminal, with a branch operating between Promenade Terminal and Finch GO Bus Terminal.

By 2020, Viva orange will operate along the completed rapidways on Highway 7 from Edgeley Boulevard to Yonge Street. Viva orange will continue operation between Highway 50 and Richmond Hill Centre Terminal, with a branch operating between Promenade Terminal and Finch GO Bus Terminal.

#### **Viva green (Leslie Street / Major Mackenzie Drive)**

From 2016 to 2019, Viva green will continue current operations between Don Mills Subway Station and Highway 7/McCowan Road, during weekday rush hours only.

By 2020, Viva green will be restructured along the Leslie Street and Major Mackenzie Drive corridors. Viva green will operate all day service on Leslie Street between Don Mills Subway Station and Major Mackenzie Drive, and on Major Mackenzie Drive between Leslie Street and Yonge Street. The route will operate in mixed traffic with transit priority measures, with curbside vivastations to be constructed by 2020.

#### **Viva silver (Jane Street / Major Mackenzie Drive)**

In 2018, a new service will be implemented along the Jane Street and Major Mackenzie Drive corridor. Viva silver will operate all day on Jane Street between Vaughan Metropolitan Centre and Richmond Hill GO Station. The route will operate in mixed traffic with transit priority measures, with curbside vivastations to be constructed by 2018.

## Spadina Subway Transit Strategy

The TTC Spadina Subway Extension will be operational by 2017, extending the existing Spadina Subway northwards by 8.6 kilometres from Downsview Station to the Vaughan Metropolitan Centre in York Region. This extension brings high-capacity, frequent transit service into the Region, seamlessly crossing the municipal boundary between York Region and Toronto. YRT/Viva bus routes will be restructured to support connections to the three subway stations (Pioneer Village Station, Highway 407 Station, and the Vaughan Metropolitan Centre Station), along with York University.

The opening of the Spadina Subway Extension will provide a direct transit route between York Region and Toronto, allowing riders to transfer between bus services and the subway as one transit service, whether it be operated by TTC or YRT/Viva. This continues to improve the integration of transit services across the GTHA. Upon opening of the Spadina Subway Extension, the YRT/Viva network will be restructured to provide integrated service along, and connecting to, the corridor. The integration will focus on route directness, service frequency, and ease of fare payment. Impacted routes will be restructured using the following strategies:

- > Routes will be restructured to connect with the Spadina Subway Extension at Vaughan Metropolitan Centre, Highway 407 Station, Pioneer Village Station, and York University
- > Existing services between York University and Downsview Station will be discontinued to avoid duplication of service with the Spadina Subway Extension
- > Existing services between Vaughan Metropolitan Centre and York University will be restructured to connect with the Spadina Subway Extension at either Vaughan Metropolitan Centre or York University and Pioneer Village Station, to avoid duplication of service
- > A new York University Shuttle will operate between Richmond Hill Centre Terminal and York University, as part of the Viva orange and Viva purple restructuring
- > Routes on major north-south corridors will be restructured to terminate at York University, allowing transfers to the TTC network at Steeles Avenue, Pioneer Village Station, and York University
- > YRT/Viva will assume operation of the TTC contracted routes on north-south corridors in Vaughan, and restructure the routes based on customer demand
- > The frequent transit corridor will be continued north of Vaughan Metropolitan Centre by providing frequent bus service on Jane Street, building ridership for Viva silver
- > YRT/Viva will maintain similar levels of service for existing customers, in terms of route directness, service levels, and fare payment

The restructuring of routes will be further detailed during the annual service planning process.

In terms of fare payment, riders will continue to pay one fare for travel in York Region, including to and from York University, and will pay two fares for any travel south of York University. The revenue sharing agreement between York Region and the City of Toronto is currently being negotiated and has not been finalized.



## Frequent Transit Network

Over the next five years, YRT/Viva will transition existing services into a Frequent Transit Network (FTN) consisting of Viva and Base services along key corridors within the urban area of the Region. The ultimate vision of the FTN is to operate transit services at frequencies of 15 minutes or less, seven days a week, from 6 a.m. to 10 p.m., and would be complemented by other Local, Express, Shuttle and Community Bus services. However, the first phase of FTN implementation will include 15 minute service during rush hours only. Corridors along the Viva network would provide all day frequent service at 15 minutes or less, as the Viva Network Expansion Plan is implemented. The FTN in 2020 is shown in **Figure 9**. The implementation schedule is shown in **Figure 10**.

The process and strategy for transitioning the existing services to the FTN will involve expanding the current Viva network and redefining base services into a core network of major travel corridors, as follows:

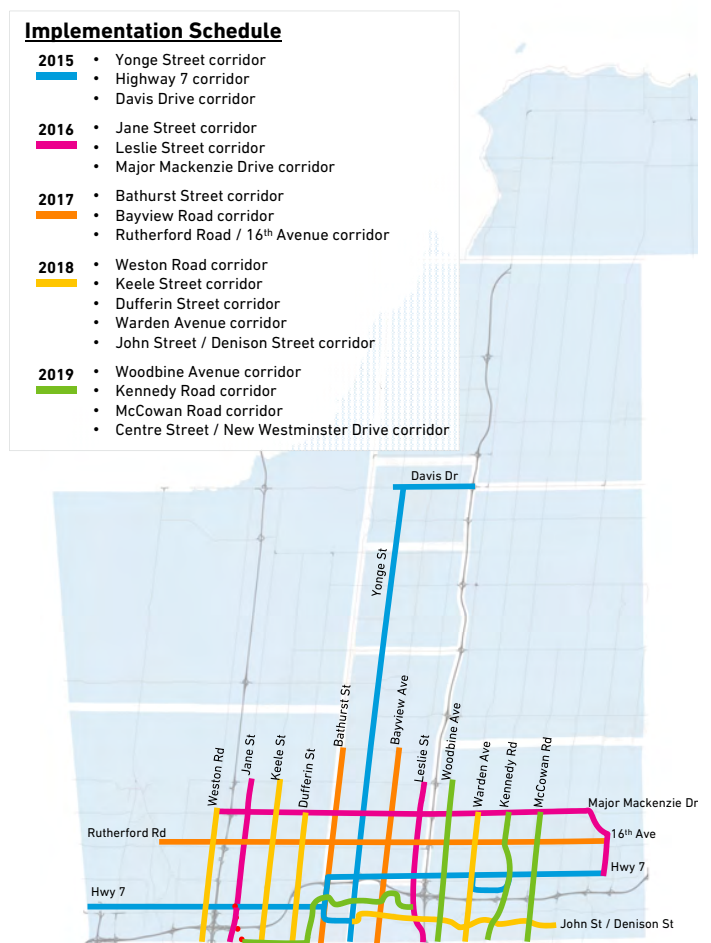
- > **Develop Viva corridors, prior to implementation of the Viva Network Expansion Plan.** Implementation and restructuring of Viva yellow, silver, and green services will add the corridors of Davis Drive, Jane Street, Leslie Street, and Major Mackenzie Drive to the existing corridors of Highway 7 and Yonge Street. By 2020, these corridors will meet the service levels of the FTN, at a minimum. To build ridership on these new corridors prior to implementing Viva service, frequency should be increased during rush hours. The top priority for FTN implementation is along the following corridors:

- > **Priority 1 – 2016**
  - > Jane Street corridor
  - > Leslie Street corridor
  - > Major Mackenzie Drive corridor

**Figure 9: YRT/Viva Frequent Transit Network by 2020**



**Figure 10: FTN Implementation Schedule**





> **Identify corridors to maximize ridership and shape long-term growth.** In addition to Viva corridors, other high ridership routes and corridors that are aligned with population and employment growth have been identified as part of the FTN. Corridors have been prioritized based on current productivity, planned growth and development, and their function within the overall transit network. The routes have been prioritized as follows:

- > **Priority 2 – 2017**
  - > Bathurst Street corridor
  - > Bayview Avenue corridor
  - > Rutherford Road/16th Avenue corridor
- > **Priority 3 – 2018**
  - > Weston Road corridor
  - > Keele Street corridor
  - > Dufferin Street corridor
  - > Warden Avenue corridor
  - > John Street/Denison Street corridor
- > **Priority 4 – 2019**
  - > Woodbine Avenue corridor
  - > Kennedy Road corridor
  - > McCowan Road corridor
  - > Centre Street/New Westminster Drive corridor

In addition, implementation of the FTN will involve a marketing initiative that will build and expand on the branding of Viva services to include the Base network. The key FTN principles to promote include frequent, reliable, and legible service:

- > **Frequent** – Services operate at frequencies of 15 minutes or less. Customers can use transit spontaneously without planning their trip
- > **Reliable** – Services operate seven days a week, from 6 a.m. to 10 p.m. or during rush hours. Customers can depend on the service and travel across the entire network without referring to a schedule
- > **Legible** – The FTN is easy to understand and stands out from the complexity of the system map. Customers do not need to distinguish between rush hour routes, different branches of service, peak direction routes, etc.



## Park & Ride

A Park & Ride Implementation Plan will be developed to increase market share to 10 per cent transit access through Park & Ride and Kiss & Ride.

Park & Ride plays an important role in the transit network by increasing the service coverage and capturing new riders. Access by Park & Ride is a large potential market for YRT/Viva ridership growth.

YRT/Viva will conduct a Park & Ride study, including the following components:

- > Determining the size, location and number of Park & Ride facilities, through demand analysis and public consultation to understand customer needs and preferences
- > Identifying improvements and expansions to existing facilities, locations and appropriate lands for new Park & Ride facilities
- > Determining the capital and operating costs of the Park & Ride program
- > Developing a pricing strategy for Park & Ride facilities
- > Implementing Park & Ride facilities

## Low Demand Transit Strategy

A Low Demand Transit Strategy will be developed to improve transit services in low demand areas. The strategy will define a service boundary and develop a combination of conventional, Dial-a-Ride (DAR), Mobility Plus, and other transit service strategies to better meet the mobility needs of low demand areas.

Providing mobility in low demand areas is essential to the community vitality and economic development of York Region. While a number of conventional and specialized services are currently provided in the developed low demand areas, YRT/Viva will implement a Low Demand Transit Strategy to improve service in these areas. This initiative includes:

- > Defining the boundaries between low demand areas and higher demand areas in each municipality, thereby identifying the low demand service areas
- > Defining the role of YRT/Viva in servicing low demand areas
- > Developing a spectrum of services, including a combination of conventional services, DAR routes and zones, and Mobility Plus services
- > Continuing conventional services in connection with the Viva network and the Frequent Transit Network, such as connections at Newmarket Terminal
- > Defining DAR zones or routes in selected communities, and streets that DAR will operate on
- > Defining the role of Mobility Plus in serving DAR zones
- > Working with municipalities to improve information and communications to promote transportation options in low demand areas

## Connections with GO Transit

Existing services will be restructured to provide new services that support GO Transit's all-day schedules and the Regional Express Rail (RER) program. YRT/Viva will improve access to GO Transit and improve regional mobility.

As part of GO Transit's 2020 Service Plan, and implementation of the Regional Express Rail (RER) network, regional rail service will be upgraded to all day, two-way service every 15-20 minutes during the peak, and every 30 minutes during the off-peak, for the following corridors:

- > Richmond Hill line from Union Station to Richmond Hill Station
- > Barrie line from Union Station to Aurora Station
- > Stouffville line from Union Station to Unionville Station

This is a significant improvement from the existing GO Transit service, which mainly consists of peak-period, peak direction rail service operating at frequencies of 30 minutes or less, with counter-peak and off-peak bus service operating at frequencies of 60 minutes or less. In addition, GO Transit's services will include a new station in Gormley, Whitchurch-Stouffville.

To ensure an integrated regional transit network, YRT/Viva's role will be to provide routes and connections that align with GO Transit's schedules. As many of the GO Stations are located in development hubs within York Region, a key goal is to reduce parking demand by attracting ridership from GO Transit customers.

## Mobility Plus Initiatives

Mobility Plus productivity will be improved by increasing integration with the YRT/Viva Family of Services, which will result in an overall alignment of service offered by conventional and specialized transit services.

Over the next five years, YRT/Viva will increase the productivity of Mobility Plus services to achieve a performance of 2.5 passengers per operating hour. Strategies for increasing Mobility Plus productivity include:

- > Increasing integration of Mobility Plus within the YRT/Viva Family of Services, to improve vehicle utilization and to continue to promote independence, inclusion, and self-sufficiency for Mobility Plus riders
- > Restructuring Shuttle and Community Bus services to improve the route alignment and schedules to better meet customer needs and attract more riders
- > Adjusting the service area, and days and hours of service to be comparable with YRT/Viva conventional bus routes. Trip requests outside of the service area, or days and hours of service would be accommodated on a trip-by-trip basis. Mobility Plus service will continue to be comparable to YRT/Viva conventional services

## Accessibility Plan

YRT/Viva will ensure that all services meet and/or exceed Accessibility for Ontarians with Disabilities Act (AODA) standards. Full integration of the Family of Services will ensure fully accessible services are provided throughout the service area.

The York Region 2015-2021 Multi-Year Accessibility Plan, outlines a strategy to prevent and remove barriers for people with disabilities, and satisfies the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

YRT/Viva continues to improve and provide accessible and convenient transit service to York Region residents, and continues to identify, remove, and prevent barriers for existing and potential customers. This is shaped through ongoing consultation with the public and engagement with York Region's Accessibility Advisory Committee (YRAAC).

## Service Expansion

YRT/Viva will continue expanding services into new developments.



## Regional Integration

YRT/Viva will continue to coordinate services with other transit agencies to improve regional transit integration across the York Region boundary.

Road networks within the GTHA are seamlessly connected, without barriers between municipal jurisdictions. To achieve true regional mobility, the transit network should also be integrated across the GTHA.

With the significant demand of York Region travel to external destinations, it is critical that cross-border routes, services, and fares are clearly understood and integrated throughout the GTHA. Over the next five years, YRT/Viva will strive to improve regional mobility through the following key initiatives:

- > Continuing discussions and integration agreements with other transit agencies operating within and adjacent to York Region to improve transfers and travel flows between transit systems
- > Continuing discussions with other transit agencies regarding fare integration across the GTHA, further implementation of PRESTO on all YRT/Viva services, encouraging adjacent agencies to implement PRESTO, and exploring potential strategies for regional transit fares
- > Supporting GO Transit access and ridership by providing routes and connections to GO Stations
- > Integrating YRT/Viva routes and fares with the TTC Spadina Subway Extension
- > Optimizing YRT/Viva and TTC contracted routes to improve cross-border service delivery for customers and service efficiency
- > Continuing Mobility Plus cross-border integration by facilitating connections with specialized and conventional transportation services provided in adjacent municipalities within contiguous urban areas
- > Supporting Brampton Transit connections with the Region of Peel
- > Supporting potential integration with Durham Transit, although there are limited opportunities for connections in Durham Region in the next five years due to development patterns
- > Exploring new cross-border routes and service agreements that could provide improved service and attract new transit ridership, such as improving transit access between Markham and Scarborough



# Customer Satisfaction

“Engage customers in the planning process and adapt services to meet their needs and expectations.”

## Key Initiatives

### Customer Engagement and Communication

Engage customers and stakeholders throughout the transit planning process, using a variety of techniques. Enhance customer communications with new digital tools and capabilities to inform and connect with customers.

Consultation with stakeholders and the public is an important component of YRT/Viva’s annual service planning process as shown in **Figure 11**.

During the development of each Annual Service Plan and any major service changes, YRT/Viva also engages multiple stakeholder groups. After all stakeholder feedback is collected and reviewed, the recommended initiatives are finalized. During the stakeholder consultation process, various stakeholder groups throughout all municipalities within York Region are engaged through a combination of meetings, workshops, outreach sessions, on-board surveys, and Public Information Centres (PICs). The engagement objectives and activities for each stakeholder group is summarized in **Table 9**.

Over the next five years, YRT/Viva will continue the current communications and outreach practices as shown in **Figure 12**.

### Customer Satisfaction Surveys

Conduct customer satisfaction surveys to better understand customer and non-customer needs.

### Regional Integration that Puts the Customer First

Continue discussions and agreements with other transit agencies to improve connectivity of routes, services, and fare payment.

### Customer Experience

Continue to enhance existing technology and find new ways to improve the customer experience.

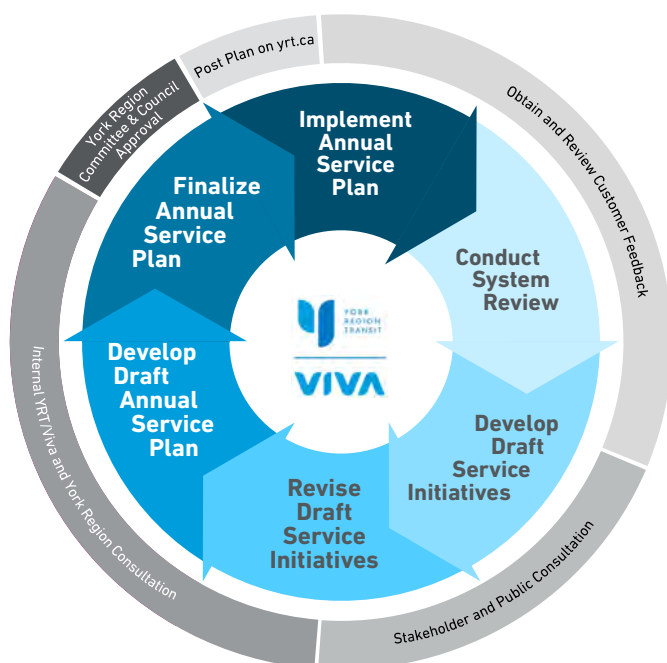
### Customer Safety and Security

Provide a safe environment for customers by deploying Enforcement staff and technology 24/7.

### Track Contact Centre Performance

Track progress in reaching the Contact Centre’s performance indicator targets. The performance indicators for the Contact Centre is shown in **Table 10**.

Figure 11: Annual Service Planning Process



**Table 9: Stakeholder Engagement Purpose and Activities**

<b>Stakeholder Group</b>	<b>Engagement Purpose</b>	<b>Engagement Activities</b>
Public	Communicate and obtain input on recommended initiatives	At least one PIC in each York Region municipality Information posted on yrt.ca Customer surveys on select routes with proposed service changes
Targeted groups	Communicate and obtain input on recommended initiatives	Various workshops and meetings with key groups, such as major employers, key developers, school boards, post-secondary institutions, Smart Commute, community associations, neighbourhood groups, and Business Improvement Areas
Mobility Plus customers	Communicate and obtain feedback on services and potential improvements	Outreach sessions at various seniors residences in each York Region municipality Continuous communication with customers
YRT/Viva bus contractors	Communicate and obtain input on the recommended initiatives and overall service operation	At least one workshop with bus contractors who operate YRT/Viva transit services
York Region municipalities	Coordinate and obtain input on recommended initiatives in each municipality	At least one meeting with each municipality Continuous coordination and discussion with Planning and Engineering staff in each municipality
Other York Region departments	Coordinate initiatives and transit operations	At least one workshop with other York Region departments Continuous coordination and discussion
Other transit agencies	Coordinate initiatives and ensure seamless transit service for customers travelling beyond York Region	At least one workshop with other transit agencies Continuous coordination and discussion

**Table 10: Contact Centre Performance Indicators**

<b>Performance Indicator</b>	<b>Description</b>	<b>Target</b>
Service level	Percentage of calls answered within a defined amount of time. A target of 80/20 means that the Contact Centre will answer 80 per cent of calls within 20 seconds or less.	80/20
Abandoned rate	The number of abandoned calls divided by the number of calls offered. The number of callers that hang-up before they are connected to a Customer Service Representative.	5%
Calls offered	The total number of calls received by the Contact Centre.	N/A
Calls answered	The number of calls received by the Contact Centre that are connected to a customer service representative.	N/A
Average wait time	The number of seconds callers are waiting in the queue before they are either abandoned or connected to a Customer Service Representative.	20 seconds

Figure 12: Communication Channels



YRT/Viva reaches out to the public through a number of communication channels year-round. These channels use a number of formats that are accessible and inclusive, and engage a diverse audience.

YRT/Viva develops a communication strategy between four to six weeks in advance of service changes, which are implemented during one of the five board periods a year, and multiple midboard periods as required.

## YRT/VIVA COMMUNICATION CHANNELS...

**yrt.ca** and **mobilityplus.yrt.ca** are the primary online presence, where customers can access all information online, including current route navigators, alerts and detours, real-time information, news, customized trip plans, and all other communications. **Talk2yrt.ca** is a new question and answer website launched in June 2015.

Updates are posted on **Facebook** at **facebook.com/YRTViva**, tweeted on **Twitter @YRTViva**, posted on **Instagram @yrtviva**, and uploaded to **YouTube** at **youtube.com/officialyrtviva**. All social media customer inquiries are responded to by transit staff within 24 hours of being posted.

The YRT/Viva **System Map** is updated three times a year in the spring, fall, and winter. System maps are available on yrt.ca, all YRT/Viva vehicles, select transit shelters and terminals, at municipal displays, events, and various locations around York Region.

**MyTransit Newsletter** summarizes service changes and news for each board period. Published three weeks prior to the board period, it is available on yrt.ca, all YRT/Viva vehicles, select transit shelters and terminals, at municipal displays, events, and various locations around York Region.

**Route Navigators** are schedules and maps for each route. They are updated whenever there is a service change and available one week in advance on yrt.ca, at municipal displays, events, and various locations around York Region.

**Seat Drops** are schedules and maps for YRT/Viva routes undergoing service changes that are distributed directly on buses of affected routes. They are created whenever there is a service change and published two to three weeks prior to the service change.

**Councillor Memos** are sent to the Chief Administrative Officer (CAO) and Mayors across all York Region municipalities during each board period, outlining upcoming services changes.

**On-Street Updates and Notices** notify customers about upcoming service changes at bus stops and terminals of affected routes. Published two to three weeks prior to the service change, they are available on Infoposts at affected bus stops, shelter displays, and terminal information centres.

**Bus Operator Information Kits** are packages of information that each YRT/Viva bus operator has on their vehicle. The kit is updated every board period, including system maps, the MyTransit Newsletter, and other service change information. Bus operator information sessions are held during each board period.

**Automated Announcements** at terminals and stations provide up-to-date information on service changes as required.

The **Outreach Campaign** includes multiple marketing events to increase public awareness of YRT/Viva services and understand the customer satisfaction of current services. Events are conducted throughout the year and include a variety of stand-alone events or booths at other community events.

**Advertisements** in local community newspapers are published to communicate key service changes and upcoming community events.

# Innovation

“Pursue transit industry best practices to explore and adopt new strategies that enhance transit services.”

## Key Initiatives

### Improve the Customer Experience

Use social media and state of the art digital tools to connect and communicate with customers. Install WiFi on YRT/Viva buses and at terminals.

### Improve System Efficiency

Use the most effective vehicle scheduling methods to ensure efficient fleet use. Use innovative service planning methods to ensure the most effective matching of service delivery methods to customer demand.



# Environmental Sustainability

“Increase ridership, decrease environmental impact, and reduce York Region’s carbon footprint.”

Transit plays a critical role in protecting the environment. It improves air quality, reduces greenhouse gas emissions, saves energy, lowers land consumption, and supports more compact development. Over the next five years, YRT/Viva will continue to increase ridership and strive to reduce the carbon footprint per person.

YRT/Viva will also work to lessen the environmental impact of its operations. New buildings and facilities will be certified under LEED (Leadership in Energy and Environmental Design), an internationally accepted benchmark for the design, construction, and operation of high performance green buildings, or equivalent criteria.

## Key Initiatives

### Increase Transit Ridership

Increase service to attract more transit trips from single occupancy vehicles, and to reduce the carbon footprint per person in York Region. Improve access to transit through active transportation and the complete streets reconstruction of the Viva corridors. Encourage new ridership and increase the transit market share by promoting Park & Ride.

### LEED Certification

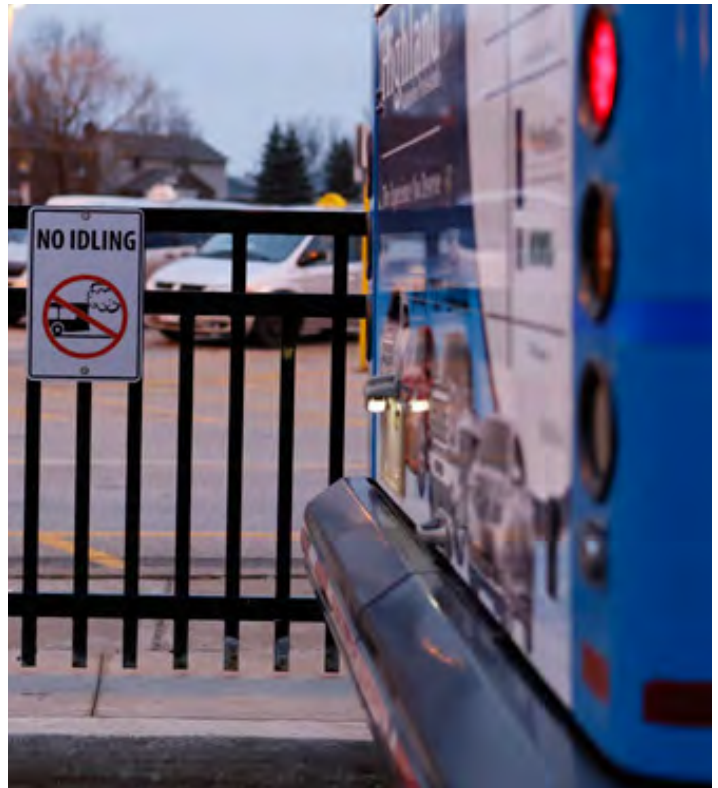
Certify all new buildings and facilities under Leadership in Energy and Environmental Design (LEED), an internationally accepted benchmark for the design, construction, and operation of high performance green buildings, or equivalent criteria.

### Alternative Fuels

Decrease the environmental impact of transit operations by researching and implementing alternative fuel and vehicle technologies.

### Anti-Idling Program

Further reduce exhaust emissions, fuel consumption, and noise impacts, and improve air quality through the Anti-Idling program, restricting buses to a maximum idling time of three minutes.





# Asset Management

“Plan and manage capital assets effectively and efficiently, while ensuring they are maintained in a state of good repair.”

## Key Initiatives

### Maintain Assets in a State of Good Repair

Maintain capital assets in a state of good repair to ensure the capacity, functionality and value from the investment. Ensure the cleanliness of facilities and vehicles to provide a safe and comfortable customer experience.

### Ownership and Control of Fleet and Facilities

Own all operating, maintenance, and storage facilities for more control and flexibility of fleet and facilities.

### Spare Ratio

Manage the fleet at the 30 per cent spares contractual requirement.

### Centralize Heavy Maintenance

Contract out or consolidate all heavy vehicle maintenance to achieve higher efficiencies in maintaining and managing vehicle assets.

### New Technologies and Methods

Monitor transit industry trends and benchmark YRT/Viva's performance. Pursue best practices in the transit industry, adopting new technologies and methods to enhance services and improve the customer experience.

### Contract Management

Achieve good value in business relations by being diligent in developing and administering all contracts.

Table 11: Fleet Requirements 2016-2020

Year	Conventional Buses	Viva Buses	Mobility Plus Buses	Total Fleet
2016	409	133	18	560
2017	434	148	18	600
2018	450	148	19	617
2019	450	148	19	617
2020	450	148	20	618

The YRT/Viva bus fleet will be increased over the 2016-2020 period to accommodate the revised contract spares requirement and growth in service hours.



# Financial Sustainability

“Strive for operational cost efficiencies and look to increase sustainable funding sources.”

To achieve the mission of providing safe, reliable, and comfortable transit service, YRT/Viva's operations must be financially sustainable in a manner that emphasizes productivity, while also ensuring social equity and service coverage. In addition to continually exploring and implementing cost efficiencies, including operational and administrative efficiencies, YRT/Viva's financial strategy strives to increase sustainable funding sources to continue improving transit to York Region.

## Key Initiatives

### Updated Cost Recovery Target

Achieve an operational cost recovery ratio of 45 per cent by 2020.

### Fare Restructuring

Establish a new fare structure and fare levels that are simple to understand, reflect the cost of service, and meet revenue targets. Continue working towards fare and service integration with other Greater Toronto and Hamilton Area (GTHA) transit service providers.

Passenger fares are a key component of YRT/Viva's revenue stream. The fare structure should seek a balance between recovering operational costs to maintain existing service and expand the system, while also ensuring a reasonable price for transit and attracting ridership. Fares should be set to reflect the cost of service, promote operational efficiency, ensure regional coordination, and minimize impacts of fares on those least able to pay.

The efficacy of a Low Income Transit Fare program for seniors or other customer groups and a Universal Pass Program for post-secondary students will be reviewed. Over the next five years, YRT/Viva will modify the existing fares and establish a fare structure and fare levels that are simple to understand, and that meet the revenue targets established by the Region. The fare structure and levels will be reviewed annually.

### Explore and Increase Alternate Funding

Increase funding from non-government and non-passenger revenues from less than one per cent to seven per cent to establish a diversified funding structure.

It is critical for YRT/Viva to seek alternative funding sources to support transit service initiatives and continued system growth.

YRT/Viva has made significant investments in transit infrastructure that is providing benefits of increased property valuations and increased economic activity to adjacent property owners. YRT/Viva should realize a return on their investment by implementing non-traditional or alternative funding mechanisms in the areas adjacent to the rapidway stations.

Over the next five years YRT/Viva will investigate non-government and non-passenger funding mechanisms to supplement the current funding structure, such as land value capture mechanisms, land value taxation, special assessment district taxes, transportation utility fees and other mechanisms in the areas adjacent to rapidway stations.

### Revenue Protection

Continue proof of payment initiatives to maintain a fare evasion rate of less than two per cent.

## Operating Forecast

The five-year operating forecast illustrated in **Table 12** outlines the potential outcomes of implementing the 2016-2020 Strategic Plan initiatives. The forecast is developed as a model, with inputs of projected service area population, operating hours, ridership, service productivity, average fare, and operating costs with varying inflation factors.

The outcome of the model is an operating budget forecast of the estimated total operating costs, revenues, and system productivity achieved from implementing the 2016-2020 Strategic Plan.

**Table 12: Financial Strategy Operating Budget**

		Method	2016	2017	2018	2019	2020
1	Population	Forecast	1,178,921	1,201,969	1,225,575	1,249,760	1,274,544
2	Operating Hours	Fixed / Forecast	1,342,325	1,342,325	1,406,449	1,462,887	1,521,735
3	Operating Hours per Capita	Calculated	1.14	1.12	1.15	1.17	1.20
4	Passengers per Hour	Forecast (2% per annum)	18.46	18.83	19.21	19.59	19.99
5	Ridership	Calculated	24,784,026	25,279,707	27,017,086	28,663,253	30,412,624
6	Passengers per Capita	Calculated	21.02	21.03	22.04	22.94	23.86
7	Operating Costs	Forecast (3% per annum)	\$177,736,222	\$183,068,309	\$188,560,358	\$194,217,169	\$200,043,684
8	Operating Cost per Hour	Calculated	\$132.41	\$136.38	\$134.07	\$132.76	\$131.46
9	Average Fare	Forecast (Fare restructuring)	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
10	Passenger Revenues	Calculated	\$74,352,078	\$75,839,120	\$81,051,259	\$85,989,759	\$91,237,873
11	Cost Recovery	Calculated	41.83%	41.43%	42.98%	44.28%	45.61%
12	Cost Recovery	Policy Target	41%	42%	43%	44%	45%

# Performance Measurement

“Measure performance and be accountable.”

YRT/Viva's Transit Service Guidelines and Performance Indicators are a foundation for providing quality transit service that is cost-effective, reliable, timely, safe, efficient, comfortable, and convenient for customers. They ensure that YRT/Viva's services consistently satisfy customer needs while balancing performance and financial requirements in a transparent and equitable manner. The YRT/Viva Service Guidelines and Performance Indicators apply to conventional transit services, and unless otherwise specified, for Mobility Plus specialized transit services.

## Key Initiatives

### Updated Transit Service Guidelines

Use the updated Service Guidelines to establish new services and evaluate existing services while balancing performance and financial requirements in a transparent and equitable manner.

### Updated Performance Indicator Targets

Use the updated System and Route Performance Indicator Targets to set higher goals for the amount of service provided, service effectiveness, and system productivity.

### Transit System Performance

Track progress in reaching the system and route performance targets and continue tracking Key Performance Indicators (KPIs) with industry standards.



### Service Guidelines

are used to establish new services and evaluate existing services. They have the flexibility to respond to varied customer and community needs as necessary.

### Performance Indicators

are used to monitor the system, measuring the performance of individual routes, and the overall system performance.

## Service Guidelines

Service guidelines define how new services are designed, and how existing transit routes are evaluated for service adjustments. They are applied in tandem with route performance measures. For Mobility Plus specialized transportation service standards, all policies meet or exceed the standards and requirements outlined in the Accessibility for Ontarians with Disabilities Act (AODA), and the Integrated Accessibility Standards Regulation, Ontario Regulation 191/11 (O.Reg.191/11).

YRT/Viva's service guidelines include:

- > Service Coverage
- > Span of Service
- > Service Frequency
- > Vehicle Capacity
- > New Service Implementation
- > Mobility Plus Service Area
- > Mobility Plus Days and Hours of Service

A summary of the YRT/Viva service guidelines are provided in the **Appendix**.

### Service Coverage

Service coverage guidelines define the maximum walking distance to a bus stop for urban and rural areas. The service coverage is identified in **Table 13**. The average bus stop spacing may vary based on the type of transit service. The goal of locating bus stops is to minimize the number of bus stops to ensure fast and reliable service, while optimizing the walking distance. Bus stop spacing for each route may differ from the recommended range depending on the land use and development patterns, topography, and street network. The average bus stop spacing is defined in **Table 14**.

**Table 13: Maximum Walk Distance to a Bus Stop**

Urban area	90 per cent of residents within a maximum walking distance of 500 m to a bus stop
Rural area	90 per cent of residents within a maximum walking distance of 1,000 m to a bus stop, where transit is provided (the implementation of transit service in rural areas will depend on other standards for route performance and establishing new service)

**Table 14: Average Bus Stop Spacing**

Vivastation (curbside)	Average curbside vivastation spacing should typically be no less than 1,000 m
Vivastation (rapidway)	Average rapidway vivastation spacing should typically be no less than 750 m
Base, Local, Shuttle and Community Bus services	Average bus stop spacing should typically be between 300-500 m
Express services	Exempt from stop spacing standards

### Span of Service

The span of service for individual routes may vary based on customer demand, and may operate outside the specific periods. In general, the span of service for the overall system is defined in **Table 15**.

**Table 15: Span of Service**

Seven days a week	6 a.m. to 10 p.m.
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## Service Frequency

Service frequency guidelines define the minimum level of service for each service type, during each service period. The service frequency for periods outside of the span of service is subject to the customer demand and performance of each route. Minimum service frequencies do not apply for Express services. The minimum frequencies are defined in **Table 16**.

**Table 16: Minimum Service Frequency (minutes)**

Service Period		Frequent Transit Network (Viva and Base)	Local	Shuttle and Community Bus
Weekday peak period	6 a.m. to 9 a.m. 3 p.m. to 6 p.m.	15	30	60
Weekday off-peak period	9 a.m. to 3 p.m. 6 p.m. to 10 p.m.	15	60	60
Weekends/Holiday	6 a.m. to 10 p.m.	15	60	60

## Vehicle Capacity

Vehicle capacity standards ensure that passengers experience a reasonable level of comfort, and that the system achieves reasonable vehicle productivity. YRT/Viva will design its services to ensure the number of passengers on its vehicles is always within the limits of safety.

YRT/Viva will design service to 130 per cent of the seated capacity with a maximum capacity of 150 per cent to account for rush hour demand. For vehicles that do not

accommodate standing passengers and for services that operate on a provincial highway, services will be designed at 100 per cent of the seated capacity. Vehicle loading is calculated based on the average number of passengers during one hour of the peak period, at the busiest point in the route.

The vehicle capacity guideline varies based on the type of vehicle and the seated capacity. The vehicle capacities are defined in **Table 17**.

**Table 17: Vehicle Capacity**

Vehicle/Service Type	Seated Capacity	Design Vehicle Capacity (130 per cent of seated)	Maximum Vehicle Capacity (150 per cent of seated)
60-foot Viva	52-54	69	80
40-foot Viva	36	47	54
40-foot Base & Local	39-43	51-56	59-64
30-foot Base & Local	26	34	40
40-foot Express	43	56 *	64 *
Shuttle	26-43	34-45 **	39-64**
Community Bus	26	34 **	39 **

\* Express routes that operate on highways should be designed to 100 per cent of the seated capacity

\*\* Some smaller vehicles do not accommodate standing passengers, and should be designed to 100 per cent of the seated capacity

## New Service Implementation

Decisions regarding the introduction of transit services into urban and rural expansion areas follow a clear framework to ensure that services are warranted, and implemented in an efficient and fair manner. New transit services will be classified within the Family of Services based on the function of the route. The new service implementation guidelines are defined in **Table 18**.

**Table 18: New Service Implementation**

- > Service implementation is subject to the provision of streets adequately located and constructed for transit use
- > Service implementation is subject to a minimum of 500 residents/employees within a 500 m radius of service
- > The location of developing service areas must be contiguous to existing service areas so that service can be provided efficiently and in accordance with the minimum ridership policies
- > Service implementation is subject to the potential to achieve the minimum ridership target (passenger boardings per hour)
- > Ridership on new routes will be monitored monthly, and minimum ridership targets must be achieved within 6 months. Route performance will be continually evaluated for modification, expansion into new service areas or service periods, or service reduction or cancellation.
- > Expansion of service will be staged by the service period sequence, based on achieving the ridership target for boarding passengers per operating hour. When minimum ridership targets are achieved during the first service period the route is implemented in, the service may then be evaluated for potential expansion into additional service periods. While the service period sequencing will be subject to the individual characteristics of the service area in response to customer demand, transit service within a service area should generally be staged as follows:
  1. Weekday a.m. and p.m. rush hour
  2. Weekday midday service between the a.m. and p.m. rush hours
  3. Saturday service
  4. Evening service on all weekdays and Saturdays
  5. Sunday/Holiday service

The service period sequence and the span of service during each service period will be adjusted based on the customer demand for each route.

## Mobility Plus Service Area

The Mobility Plus service area includes the area within 1,500 m of all YRT/Viva conventional bus routes. Trips that start or end outside of this service area, but are within the York Region boundaries, will be accommodated on a trip-by-trip basis. Mobility Plus will also facilitate connections with specialized transportation services provided in adjacent municipalities within contiguous urban areas.

## Mobility Plus Days and Hours of Service

Mobility Plus will operate on the same days and hours of service as YRT/Viva conventional transit services. Generally, Mobility Plus will operate all seven days a week, from 6 a.m. to 1 a.m. Trip requests that begin outside of the hours of service will be accommodated on a trip-by-trip basis.

## Performance Indicators

Performance is measured for the whole YRT/Viva system and for each individual route.

System performance is measured with five key indicators:

- > Amount of service (service hours per capita)
- > Service effectiveness (ridership per capita)
- > System ridership performance (passengers per operating hour)
- > Economic performance (revenue to cost ratio)
- > Mobility Plus performance (Mobility Plus passengers per operating hour)

Route performance is measured with five key indicators, of which three apply to conventional services and two apply to Mobility Plus:

- > Ridership target (passengers boardings per operating hour)
- > Cost effectiveness (net cost per passenger)
- > On-time performance target (on-time performance)
- > Mobility Plus cost effectiveness (net cost per passenger)
- > Mobility Plus on-time performance target (on-time performance)

### Monitoring Process

All system and route performance measures are closely monitored, to understand where services can be improved. Ridership on new routes is monitored monthly, and minimum ridership targets must be achieved within six months. An annual report card is published, summarizing the system and route performance for both conventional and specialized transit services. Performance targets are assessed as part of a continuous quality improvement framework, and are adjusted upwards when consistently met.

### System Performance

The effectiveness of the YRT/Viva system as a whole is monitored through the five system performance measures. As improvements in one measure can often come at the expense of another measure, the measures are considered together rather than individually. The system performance indicators are defined in **Table 19**.

<b>Amount of Service</b> Service hours per capita	To ensure an effective level of service is provided to a growing population, YRT/Viva will strive to achieve 1.2 service hours per capita by 2020, and 1.5 service hours per capita by 2031
<b>Service Effectiveness</b> Passengers per capita	To maximize the transportation, environmental, and mobility benefits of transit, YRT/Viva will strive to achieve 30 passengers per capita
<b>System Ridership Performance</b> Passengers per operating hour	To ensure productive and attractive services, YRT/Viva will strive to achieve a system ridership performance of 35 passengers per operating hour
<b>Economic Performance</b> Revenue to cost ratio	To balance customer service and affordability to both transit users and non-users, YRT/Viva will strive to achieve an overall revenue to cost ratio of 45 per cent
<b>Mobility Plus Performance</b> Mobility Plus passengers per operating hour	To ensure productive services, YRT/Viva will strive to achieve a Mobility Plus performance of 2.5 passengers per operating hour



## Route Performance

All conventional services and routes are routinely reviewed using the three route performance measures, to assess the performance and effectiveness. This monitoring process allows YRT/Viva to continually improve and adjust services to meet changing customer and operational needs. The following sections describe these indicators in more detail.

### Ridership Target

Ridership targets ensure transit resources are allocated effectively. Minimum ridership levels must be met for each route to warrant new transit services or to maintain an existing route. The minimum ridership target for each route is based on the type of service, as outlined in **Table 20**, and is calculated as the total ridership averaged over the span of service for each route.

**Table 20: Minimum Ridership Target**

Viva and Base Service	35 passenger boardings per hour
Local Service	25 passenger boardings per hour
Express Service	35 passenger boardings per hour
Shuttle and Community Bus Service	15 passenger boardings per hour
Dial-a-Ride Service	10 passenger boardings per hour

### Cost Effectiveness

The net cost per passenger assesses the cost effectiveness of each route. The net cost per passenger is calculated as the total cost per operating hour of service, not covered by the collected fare, divided by the total number of passengers per hour. The net cost per passenger of each route is ranked, and routes with the highest net cost per passenger are identified for review and remedial action.

### On-Time Performance Target

YRT/Viva is committed to providing reliable transit service. On-time performance is measured based on the arrival and departure of YRT/Viva services at designated timing points along each route. The on-time target defines the percentage of services that should depart from the timing point on-time, as outlined in **Table 21**.

YRT/Viva will closely monitor for delays in service, which could be caused by a multitude of factors, including contractor performance and external factors such as inclement weather, traffic congestion, and construction. Schedules will be adjusted as necessary, to ensure that YRT/Viva provides reliable transit service.

**Table 21: On-Time Performance**

On-time target	95 per cent of Viva services depart from a timing point within zero minutes before and three minutes after the scheduled time
	90 per cent of all other services depart from a timing point within zero minutes before and three minutes after the scheduled time

Mobility Plus services are monitored on an ongoing basis using two key indicators to assess performance.

### Mobility Plus Cost Effectiveness

The Mobility Plus net cost per passenger assesses the cost effectiveness of each trip. The net cost per passenger is calculated as the total cost per operating hour of service, not covered by the collected fare, divided by the total number of Mobility Plus passengers per hour. The net cost per passenger is reviewed across all Mobility Plus trips, with a goal to increase the overall cost effectiveness by improving vehicle productivity.

### Mobility Plus On-Time Performance Target

YRT/Viva is committed to providing reliable Mobility Plus door-to-door service that is on-time. The on-time performance is measured based on the arrival of Mobility Plus services at scheduled pick-up points. The on-time target defines the percentage of services that should arrive at a pick-up point on-time. As each trip is unique, there is no on-time target for a trip drop-off time. However, this information is recorded and reviewed to understand and improve Mobility Plus services. The Mobility Plus on-time target is defined in **Table 22**.

**Table 22: Mobility Plus On-Time Performance**

On-time target	92 per cent of Mobility Plus services arrive at a pick-up point within 10 minutes before and 10 minutes after the scheduled time
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## Family of Services

YRT/Viva's Family of Services includes seven types of services that comprise the entire transit network. Each service classification is designed with their own set of service guidelines and performance indicators.

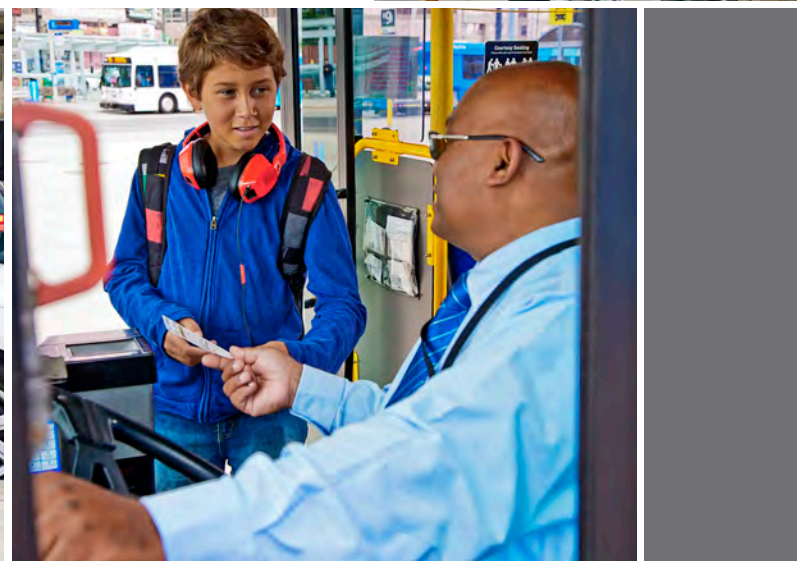
- > **Viva Service** – Viva is York Region's bus rapid transit (BRT) service operating on major travel corridors. The service operates frequent, limited stop service using Viva branded vehicles in dedicated bus lanes or queue-jump lanes.
- > **Base Service** – Base services form a grid network along east-west and north-south travel corridors on major arterial roads, providing a basic level of mobility throughout the urban areas of the Region.
- > **Local Service** – Local services support the network with a system of routes that are neighborhood focused and serve a feeder function to higher order services. Local routes primarily travel along minor arterial or collector roads within communities, often serving residential neighbourhoods, high schools, employment areas, and shopping areas.
- > **Express Service** – Express services are designed to provide travel time savings between a catchment area and a destination with limited stop service along the way. Express routes are primarily commuter oriented and carry large volumes of passengers during rush hours between two points, such as a subway station and a major commercial node.
- > **Shuttle and Community Bus Service** – Shuttle and Community Bus services provide local connections between two areas, such as major residential and employment areas, GO Transit stations, vivastations, shopping malls, high schools, medical facilities, and seniors homes. Shuttle and Community Bus service schedules are designed to meet the individual characteristics of the service area in response to customer demand, such as to meet GO Transit schedules or school times.
- > **Dial-a-Ride Service** – Dial-a-Ride service uses smaller buses operating on flexible routings in lower demand service areas or at lower demand times. The service connects neighbourhoods with the Base service routes.
- > **Mobility Plus Service** – Mobility Plus services are specialized door-to-door shared ride transit services for individuals who are unable to use conventional transit service for all, or part of a trip, due to a functional or physical disability. Door-to-door service is defined as providing transportation from the first accessible door at pick-up to the first accessible door at final drop-off (transfers to other accessible vehicles within the YRT/Viva Family of Services may occur).  
Mobility Plus services are integrated within the YRT/Viva Family of Services, as passengers may use a combination of specialized and conventional transit services, based on the eligibility level of each Mobility Plus registrant. In addition, Mobility Plus services include Travel Training for registrants and travel aids, ensuring passengers are able to successfully and comfortably travel on their own using other YRT/Viva conventional transit services.

# Our Commitment

The YRT/Viva 2016-2020 Strategic Plan is a commitment to customers. YRT/Viva takes great pride in the delivery of the Family of Services, and is proud to be a part of the economic development and community vitality of all nine municipalities in York Region.

The plan is attainable. YRT/Viva is driven to improve and strengthen the operation of the transit network for all users, and to achieve new milestones in the years to come. YRT/Viva will continue to collaborate with partners to look for new opportunities to improve the GTHA's regional transit network and integration between municipalities.

Together with the annual service planning process, and the operating and capital budget programs, **YRT/Viva will translate the strategic direction into actions that will continue to improve public transit in York Region.**



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# **Appendix: YRT/Viva Service Guidelines and Performance Indicators**

## YRT/Viva Service Guidelines

Service standards define how to design new services, and how to evaluate and adjust existing services.

<b>Maximum Walk Distance to a Bus Stop</b>				
Urban area	90 per cent of residents within a maximum walking distance of 500 m to a bus stop			
Rural area	90 per cent of residents within a maximum walking distance of 1,000 m to a bus stop, where transit is provided (the implementation of transit service in rural areas will depend on other standards for route performance and establishing new service)			
<b>Average Bus Stop Spacing</b>				
Vivastation (curbside)	Average curbside vivastation spacing should typically be no less than 1,000 m			
Vivastation (rapidway)	Average rapidway vivastation spacing should typically be no less than 750 m			
Base, Local, Shuttle and Community Bus	Average bus stop spacing should typically be between 300-500 m			
Express	Express services are exempt from stop spacing standards			
<b>Span of Service</b>				
Seven days a week	6 a.m. to 10 p.m. are the core hours of service			
<b>Minimum Service Frequency (minutes)</b>				
Service Period		FTN (Viva and Base)	Local	Shuttle/ Community Bus
Weekday peak period	6 a.m. to 9 a.m. 3 p.m. to 6 p.m.	15	30	60
Weekday off-peak period	9 a.m. to 3 p.m. 6 p.m. to 10 p.m.	15	60	60
Weekends/Holiday	6 a.m. to 10 p.m.	15	60	60
<b>Vehicle Capacity</b>				
<ul style="list-style-type: none"> <li>&gt; Design vehicle capacity = 130 per cent of seated capacity</li> <li>&gt; Maximum vehicle capacity = 150 per cent of seated capacity</li> <li>&gt; Express routes that operate on highways should be designed to 100 per cent of the seated capacity</li> <li>&gt; Some smaller vehicles do not accommodate standing passengers, and should be designed to 100 per cent of the seated capacity</li> </ul>				
<b>New Service Implementation</b>				
<ul style="list-style-type: none"> <li>&gt; Service implementation is subject to the provision of streets adequately located and constructed for transit use</li> <li>&gt; Service implementation is subject to a minimum of 500 residents/employees within a 500 m radius of service</li> <li>&gt; The location of developing service areas must be contiguous to existing service areas so that service can be provided efficiently and in accordance with the minimum ridership policies</li> <li>&gt; Service implementation is subject to the potential to achieve the minimum ridership target (passenger boardings per hour)</li> <li>&gt; Ridership on new routes will be monitored monthly, and minimum ridership targets must be achieved within six months. Route performance will be continually evaluated for modification, expansion into new service areas or service periods, or service reduction or cancellation.</li> <li>&gt; Expansion of service will be staged by the service period sequence, based on achieving the ridership target for boarding passengers per operating hour. When minimum ridership targets are achieved during the first service period the route is implemented in, the service may then be evaluated for potential expansion into additional service periods. While the service period sequencing will be subject to the individual characteristics of the service area in response to customer demand, transit service within a service area should generally be staged as follows:               <ol style="list-style-type: none"> <li>1. Weekday a.m. and p.m. rush hour</li> <li>2. Weekday midday service between the a.m. and p.m. rush hours</li> <li>3. Saturday service</li> <li>4. Evening service on all weekdays and Saturdays</li> <li>5. Sunday/Holiday service</li> </ol> </li> </ul> <p>The service period sequence and the span of service during each service period will be adjusted based on the customer demand for each route.</p>				

## YRT/Viva Performance Indicators

Performance Indicators measure the performance individual routes and the overall system. An annual report card summarizes the system and route performance for all YRT/Viva services.

System Performance Indicators		
<b>Amount of Service</b> Service hours per capita	To ensure an effective level of service is provided to a growing population, YRT/Viva will strive to achieve 1.2 service hours per capita by 2020, and 1.5 service hours per capita by 2031	
<b>Service Effectiveness</b> Passengers per capita	To maximize the transportation, environmental, and mobility benefits of transit, YRT/Viva will strive to achieve 30 passengers per capita	
<b>System Ridership Performance</b> Passengers per operating hour	To ensure productive and attractive services, YRT/Viva will strive to achieve a system ridership performance of 35 passengers per operating hour	
<b>Economic Performance</b> Revenue to cost ratio	To balance customer service and affordability to both transit users and non-users, YRT/Viva will strive to achieve an overall revenue to cost ratio of 45 per cent	
Route Performance Indicators		
Ridership target	Viva and Base Service	35 passenger boardings per hour
	Local Service	25 passenger boardings per hour
	Express Service	35 passenger boardings per hour
	Shuttle and Community Bus Service	15 passenger boardings per hour
	Dial-a-Ride Service	10 passenger boardings per hour
Cost effectiveness	Calculate the Net Cost per Passenger for each route as follows: $\text{Net Cost per Passenger} = \frac{\left( \frac{\text{Contractor Operating Cost per Hour}}{\text{Total Ridership}} \right) \times \left( \frac{\text{Total Operating Hours}}{\text{Total Ridership}} \right) - \left( \frac{\text{Total Operating Revenue}}{\text{Total Ridership}} \right)}{\text{Total Ridership}}$ Rank each route and evaluate routes with the highest net cost per passenger.	
On-time performance target	95 per cent of Viva services depart from a timing point within zero minutes before and three minutes after the scheduled time	
	90 per cent of all other services depart from a timing point within zero minutes before and three minutes after the scheduled time	

## Mobility Plus Service Guidelines and Performance Indicators

All Mobility Plus policies meet or exceed the standards and requirements outlined in the *Accessibility for Ontarians with Disabilities Act (AODA)*, and the *Integrated Accessibility Standards Regulation, Ontario Regulation 191/11 (O.Reg.191/11)*.

Service Area	
The area within 1,500 m of all YRT/Viva conventional bus routes	Trips that start or end outside of this service area, but are within the York Region boundaries, will be accommodated on a trip-by-trip basis. Connections with specialized transportation services provided in adjacent municipalities within contiguous urban areas will also be facilitated.
Days and Hours of Service	
Seven days a week 6 a.m. to 1 a.m.	Trips requests that begin outside of the hours of service will be accommodated on a trip-by-trip basis. Mobility Plus will operate on the same days and hours of service as YRT/Viva conventional transit services.
System Performance Indicators	
Mobility Plus performance Mobility Plus passengers per operating hour	To ensure productive services, YRT/Viva will strive to achieve a Mobility Plus performance of 2.5 passengers per operating hour
Route Performance Indicators	
On-time performance target	92 per cent of Mobility Plus services arrive at a pick-up point within 10 minutes before and 10 minutes after the scheduled time



# MOVING TO 2020

YRT/VIVA 2016-2020  
STRATEGIC PLAN



For more information, visit [yrt.ca](http://yrt.ca)

Accessible formats or communication supports for this document are available upon request.

Please email [transitinfo@york.ca](mailto:transitinfo@york.ca) or call 1-866-668-3978 or TTY (for the hearing impaired) at 1-866-276-7478.

