

To: York Region Rapid Transit Corporation Board of Directors

From: Mary-Frances Turner, President

Subject: 2014 Annual Report

Ref: YORK#5894468

## Recommendation

It is recommended that:

1. The 2014 Annual Report be received and approved.
2. The 2014 Annual Report be presented by the Chairman of the Board and the President to York Region Council.

## Purpose

This report provides the Board with the 2014 Annual Report, showcasing YRRTC's strong brand presence with highlights of its strategic mandate, governance, milestones achieved in 2014 and a year-end financial update.

## Background

***Annual Reports fulfill the dual function of conveying corporate governance and results, and being a marketing piece of YRRTC's expertise and successes in project management to stakeholders***

- As noted in the Rapid Transit Agreement between The Regional Municipality of York and York Region Rapid Transit Corporation, Section 5.1 Reporting and Approvals, YRRTC may from time to time confirm in an annual report to Regional Council that business plan goals and objectives are on track and are in line with approved funding

- The annual report will also be provided to senior levels of government and other elected officials as a comprehensive source of information about the corporation's core business and results

***The Annual Report is the fourth pillar in YRRTC's foundational reporting documents***

- Based on YRRTC's mandate and organizational framework, YRRTC has four foundational corporate reporting documents:
  - Mission Statement
  - Business Plan
  - Quarterly Reports
  - Annual Report

***The annual report contains eight main sections***

1. Message from the Chairman of the Board
2. Message from the Chief Executive Officer
3. Message from the President
4. Corporate Governance
5. Connecting Transit and Growth
6. What is the vivaNext Plan – a seamless transit network
7. Year in Review – Operational and Financial Highlights
8. Social Responsibility

***The main distribution channel is online, supported by periodic hand-to-hand delivery when meeting with stakeholders***

- In addition to being posted on [vivanext.com](http://vivanext.com) and shared through our social media channels, the YRRTC 2014 Annual Report will also be posted on The Regional Municipality of York's website

## Analysis

***First six sections of the Annual Report have been updated to reflect recent changes to YRRTC's governance and the transit network***

- Changes include an updated listing of the Board of Directors and the senior management team, and updated map of the transit network

***Section six notes significant milestones YRRTC achieved while advancing funded projects***

- From the opening of the Highway 7 East rapidway that reduced average travel time and increased ridership, to the completion of Keith Bridge on Davis Drive, and to the nearly finished operations facility in the Town of Richmond Hill – significant progress has been made on all funded projects

***Year-end financial and procurement highlights for 2014 are included in the annual report, incorporating the 'triple bottom line' business principle***

- Financials related to the Metrolinx capital program and Regional capital program are outlined and highlighted in the annual report
- The *triple bottom line* business principle demonstrates financial, social and environmental benefits, and are highlighted in this section of the annual report

## Conclusion

- YRRTC's Annual Report is a comprehensive document that clearly conveys its mandate, markets its expertise and successes in project management, and makes the case for further investments in its rapid transit plan
- Following its approval from the Board, YRRTC will proceed to distribute the 2014 Annual Report
- The 2014 Annual Report be presented by the Chairman of the Board and the President to Council of The Regional Municipality of York

For more information on this report, please contact Dale Albers, Chief Communications Officer, York Region Rapid Transit Corporation, at 905-886-6767, ext. 71020.

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Mary-Frances Turner  
President

March 12, 2015

Attachment: (1)







1

2

3

# contents



- 5 Message from the Chairman
- 7 Message from the CEO
- 9 Message from the President
- 10 Mission, vision, values
- 13 Corporate governance
- 16 Connecting transit and growth
- 19 A seamless transit network
- 26 Unfunded projects
- 29 **2014 Capital highlights**  
- bus rapidways and stations
- 30 Highway 7 East rapidway open
- 32 Highway 7 East rapidway
- 34 Highway 7 West rapidway
- 36 Davis Drive rapidway
- 38 Yonge Street rapidway

- 41 **2014 Capital highlights**  
- subways
- 42 Toronto-York Spadina Subway Extension
- 44 Yonge North Subway Extension
- 47 **2014 Capital highlights**  
- facilities and terminals
- 48 Operations, Maintenance and Storage Facility
- 50 SmartCentres Terminal - Vaughan Metropolitan Centre
- 52 Cornell Bus Terminal
- 53 Park and Ride
- 55 **2014 Capital highlights**  
- Viva vehicle fleet
- 56 Viva vehicle fleet
- 59 **2014 Financial and procurement highlights**
- 60 Financial highlights
- 62 Procurement highlights
- 64 The triple bottom line
- 68 Social responsibility and community engagement
- 70 Corporate directory



## message from the Chairman

Planning for the future, designs include making streets pedestrian and bicycle friendly, updating utilities where needed, and ensuring everything is accessible to all ages and abilities, as we are building more than just transit – we are improving communities.



We're connected by our important streets, and having a transportation plan and quality transit in place, benefits all of York Region's communities. Great transit improves how a community functions and helps set the stage for future growth. The vivalNext rapid transit plan is well underway to being complete, and will be in place for generations to come. Planning for the future, designs include making streets pedestrian and bicycle friendly, updating utilities where needed and ensuring everything is accessible to all ages and abilities as we are building more than just transit – we are improving communities.

Opening the Highway 7 East rapidway for Viva service was momentous and another indication of the progress York Region is making in connecting our urban centres. It is the first six kilometres of a total of 34 kilometres of rapidways being built.

Rapid transit projects with a total value of \$3.2 billion will be completed in York Region by 2021, including an additional 28 kilometres of bus rapidways with 25 stations, an 8.6-kilometre subway extension to the City of Vaughan with six stations, an operations facility, two bus terminals and several park and ride facilities. We're delivering on our promise to manage growth and improve mobility with resident's support.

I am honoured to be in my new position as Chairman of the York Region Rapid Transit Corporation Board, and I look forward to working with our board members and staff to deliver rapid transit to our major corridors throughout York Region.

**Frank Scarpitti**

Chairman of the Board  
Mayor, City of Markham



## message from the CEO

With a fast, convenient rapid transit system, York Region will be an even more inviting place for new businesses and residents, and these improvements will also benefit future generations.



York Region is a desirable place to live and work, with a relatively young population, a highly educated and trained workforce, great work opportunities and proximity to the rest of the Greater Toronto and Hamilton Area (GTHA). As our population continues to grow, our high quality of life can be maintained when everyone has choices – in where we live and work and how we get around. With the fastest growing population in Ontario, it is important that our Region holds true to its plans to ensure growth brings opportunities.

The vivaNext rapid transit plan is a key part of York Region's Centres and Corridors Plan, which guides investment and future development to manage

population growth. Both plans support the vision of Ontario's Places to Grow Act, which aims to manage growth in a sustainable and environmentally-friendly way that enriches communities.

With a fast, convenient rapid transit system, York Region will be an even more inviting place for new businesses and residents – and these improvements will also benefit future generations. Mixed-use, pedestrian-friendly areas in our urban centres mean amenities, places to live and employment will be easily accessible and in close proximity.

Our central location plays a significant role in the GTHA transit network with Yonge Street being its spine. The Yonge North Subway Extension to Highway 7 in the Town of Richmond Hill remains a priority project as we continue to work with Metrolinx and senior levels of government to secure funding to advance the project and complete this missing link in the GTHA transit network.

**Wayne Emmerson**

Chief Executive Officer  
Chairman and CEO, The Regional Municipality of York





## message from the president

It has been very exciting to see Highway 7 East change to a "complete street" that's more vibrant, compact and accessible to everyone.



In 2014, York Region Rapid Transit Corporation achieved positive progress on the funded rapid transit projects worth a total of \$3.2 billion.

Two rapidway segments opened along Highway 7 East in the City of Markham, allowing Viva vehicles to avoid traffic congestion and provide faster and more reliable service from Bayview Avenue in the Town of Richmond Hill to Warden Avenue in the City of Markham. The preliminary results are positive when comparing September 2013 to September 2014; 35% average decrease in travel time between Bayview and Highway 404, and 10% ridership increase between Bayview and Town Centre Boulevard.

The transformational elements of the rapidway that will pay dividends are visible, including, bike lanes, sidewalks, wide boulevards, trees and shrubs along with our signature artistic rapid transit stations and amenities. It has been very exciting to see Highway 7 East change to a "complete street" that's more vibrant, compact and accessible to everyone. Similar projects are gaining momentum, and will be completed in the Town of Newmarket, City of Vaughan and Town of Richmond Hill over the next five years.

The 8.6-kilometre Toronto-York Spadina Subway Extension is being advanced, with construction progressing at all six stations and tunnelling complete. Construction is underway at the Vaughan Metropolitan Centre (VMC), the station and concourse connecting YRT/Viva to the subway and design work on the bus terminal has commenced.

In the Town of Richmond Hill, we are building a state-of-the-art Operations, Maintenance and Storage Facility near Leslie Street and 16th Avenue. The 24-acre site and 481,679 square foot facility is nearly 90% complete, and scheduled to open this summer. One of four facilities for YRT/Viva operations, this building includes a bus repair garage, storage for 196 buses, administration offices and training facilities. It was designed with future growth in mind, with the ability to build an addition for more buses as ridership continues to increase.

York Region Rapid Transit Corporation continues to work collaboratively with our funding partners, neighbouring municipalities and all levels of government to complete these large infrastructure projects, building on our proven success, project management expertise and commitment to a comprehensive transit network that stands the test of time.

Mary-Frances Turner  
President



## mission

Our mission is to design and deliver an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.

## vision

Our mission supports our vision where:

- People can move quickly, conveniently and reliably without a vehicle
- Public transit is used extensively because it is attractive, easy to use, efficient and economical
- People live, work, shop and play in close proximity to public transit
- Employers locate in York Region because of its robust transit options for employees
- Development and public transit are planned together to shape communities support a sustainable future and promote energy conservation

## values

We are committed to the following values in how we carry out our mission, in an environment of respect, professionalism and dedication:

- Where quality ideas, innovation and creativity are nurtured
- Where financial and legislative integrity is fundamental
- Where staff are provided opportunities for continuous learning and self-improvement
- Where change is anticipated, managed and embraced
- Where initiative, outstanding performance and team growth are recognized
- Where working together and engaging with the community is our passion



## corporate governance

### mandate

York Region Rapid Transit Corporation (YRRTC) is responsible for the planning, design and construction of the rapid transit network and related infrastructure; for the pursuit of joint development opportunities; and for the strategic oversight of Viva operations to deliver on the transit priorities set out in the York Region Transportation Master Plan.

The expertise of YRRTC lies in project management – design and engineering, procurement and financial management and community relations. It contracts with engineering and construction firms to develop final designs and carry out construction.

### governance

YRRTC is a wholly-owned subsidiary and share capital corporation of The Regional Municipality of York. Its Board of Directors is comprised of elected officials from York Region. There is no private sector or other public sector representation on the YRRTC Board of Directors at this time.



**Chairman of the Board**  
Frank Scarpitti  
Mayor  
Markham



**Vice-Chairman of the Board**  
Maurizio Bevilacqua  
Mayor  
Vaughan



**Director & CEO**  
Wayne Emmerson  
Chairman and CEO  
The Regional Municipality of York



**Director**  
Dave Barrow  
Mayor  
Richmond Hill



**Director**  
Tony Van Bynen  
Mayor  
Newmarket



**Director**  
Jim Jones  
Regional Councillor  
Markham



**Director**  
Vito Spatafora  
Regional Councillor  
Richmond Hill

### executive management team and reporting

The Executive Management Team reports to the Board of Directors and to YRRTC's Chief Executive Officer. Board meetings are held in the York Region Administrative Centre located in the Town of Newmarket. Public reports are posted online at [www.york.ca](http://www.york.ca).



**President**  
Mary-Frances Turner



**Chief Financial Officer and Treasurer**  
Michael Cheong



**Chief Engineer**  
Paul May



**Design Chief, Infrastructure and Development**  
David Clark



**Chief Communications Officer**  
Dale Albers



**Acting Design Chief, Infrastructure and Development**  
Carolyn Ryall



**Associate Counsel and Corporate Secretary**  
Jamie Lin

## corporate governance



### track record of success innovation

Viva stands apart.

Since the first phase of Viva was launched in 2005 with more comfortable, convenient and frequent service, YRRTC has planned, designed and built rapid transit that puts the customer first.

The award-winning Bus Rapid Transit projects have changed the way people in York Region view transit, with a steady increase to over 30.6 million boardings in 2014.

Every detail of our project is designed with innovation in mind, and we carry the same care in implementing each project. Many experts with specialized knowledge play key roles in our project teams. As we move forward with our work, our team of experts are drawing on their years of experience – literally

from around the globe. We're able to apply their knowledge of innovations from around the world to our projects here in York Region.

### partnerships

YRRTC has worked extensively with different partnership models, working with multiple levels of government and ensuring reports and studies are completed to ensure funding obligations are met. The experience and the tools are in place to allow delivery of a seamless rapid transit system.

YRRTC projects reflect the vision and priorities in York Region's Transportation Master Plan, and will support York Region's future population growth. To date, \$3.2 billion in rapid transit projects have been funded, including \$1.4 billion shared among three levels of government, and \$1.8 billion from the Province of Ontario's transportation agency, Metrolinx.



Funds have been provided through the following sources:

- **The Regional Municipality of York**
- **Province of Ontario**
  - QuickWins Agreement
  - Metrolinx Master Agreement
  - Toronto-York Spadina Subway Extension [TYSSSE] Contribution Agreement
- **Government of Canada**
  - Canada Strategic Infrastructure Fund [CSIF]
  - Toronto-York Spadina Subway Extension [TYSSSE] Contribution Agreement

YRRTC is continuing to work with its funding partners to confirm funding sources for the remaining \$5.8 billion in priority rapid transit projects included in York Region's Transportation Master Plan.

- Yonge North Subway Extension [\$4.0 billion]
- Remaining unfunded BRT segments of Yonge Street and Highway 7 [\$1.8 billion]

### project management & experience-to-date

YRRTC's experience as project manager of rapid transit projects includes managing the planning, design and implementation of Bus Rapid Transit [rapidways], subways, terminals and facilities including park and ride. The concept of Viva as enhanced rapid transit for our key corridors began at YRRTC and the plans and designs for the Viva vehicles and rapidway followed.

Bus Rapid Transit has always been considered a flexible type of rapid



### YRRTC projects reflect the vision and priorities in York Region's Transportation Master Plan, and will support York Region's future population growth.

transit, because it can be implemented in stages. The first stage of Viva was "QuickStart," launched on Highway 7 and Yonge Street in 2005 with curbside Viva stations. QuickStart featured increased service frequency, off-board payment and real-time travel information at stations, and new Viva vehicles with more comfort, increased capacity and transit signal priority systems.

New and existing customers responded with enthusiasm to QuickStart's improved travel times and focus on a quality customer experience, and people in York Region began to have a more positive attitude toward transit.

As with many suburban communities, York Region has a history of being car-dependent. However, Viva's rise in ridership shows that commuters are

willing to switch to transit when it offers speed, comfort and convenience.

YRRTC's projects are progressing well, showing that our team of innovators and experienced project managers can move large infrastructure projects from the initial design drawings to reality.

For example, two more sections of the vivaNext rapidway on Highway 7 in the City of Markham opened, bringing an additional 3.5 kilometres into service from Highway 404 to Warden Avenue. Connecting to the first section that opened in 2013 from Bayview Avenue to Highway 404, this has created a seamless connection from Bayview to the Downtown Markham area east of Warden.

## connecting transit and growth

### managing growth

#### growth brings opportunities when it's managed well

Smart growth plans ahead for where things should go and what will be needed. York Region is the fastest growing region in Ontario and will grow by more than 600,000 residents by 2041\*, so it's critically important that York Region hold true to its growth strategies and transportation plans. The Province's *Green Belt Act* and *Oak Ridges Moraine Act* protect 69% of York Region's land, and development naturally clusters near our existing urban centres: Markham, Newmarket, Richmond Hill and Vaughan.

York Region has a long-term growth management strategy and land-use policies to help manage growth, including implementing rapid transit in our key urban centres. When fast, convenient transit is in place, communities are more likely to be compact and pedestrian-friendly, and

people find it easier to get around without a car. For those who drive, traffic could improve due to more people using transit.

#### Places to Grow and York Region's Official Plan

Ontario's *Places to Grow Act* (2005) sets out targeted growth and population densities for municipalities to limit suburban sprawl and establish more sustainable, intensive land-use. York Region uses the *Places to Grow* principles as a base for its Official Plan:

- Revitalize downtowns to become vibrant and convenient centres
- Create complete communities that offer more options for living, working, learning, shopping and playing
- Provide more housing options
- Curb sprawl and protect farmland and green spaces
- Manage traffic congestion by improving access to a greater range of transportation options

\*Source: 2013 amendment to the Province of Ontario's Growth Plan for the Greater Golden Horseshoe



### Centres and Corridors Strategy

York Region's Centres and Corridors Strategy targets growth and development in existing downtown "Centres" in Markham, Newmarket, Vaughan and Richmond Hill. Focusing development in these centres means that other areas won't be under pressure to grow, or see as much traffic congestion. With the help of the *vivaNext* plan, key "Corridors" will be connected with rapid transit, making it easier for people to get around the Region.

In these centres and along *Viva* corridors, Transit-Oriented Development (TOD) land-use policies will ensure that as communities evolve, work, home, recreation and services will be within walking distance of transit. This will mean compact and mixed-use development, and public spaces that are more welcoming, attractive and pedestrian-friendly.

### responding to the needs of York Region now and for future generations

With the changing demographics in York Region, residents need a variety of housing in different areas – everything from single-family detached houses to multi-unit, higher density apartments and condominiums. Higher-density residential development will be in the centres combined with commercial units, for mixed-use neighbourhoods with amenities within walking distance.

More travel options are making it viable for people to be able to live without using a car every day. In York Region, the

York Region has a long-term growth management strategy and land-use policies to help manage growth, including implementing rapid transit in our key urban centres.



possibilities are increasing quickly, with dedicated lanes for *Viva* giving priority to transit without taking away lanes for other traffic. Ultimately it is important to provide a balance of places to live and ways to travel.

### interacting with our community

From the initial planning and environmental assessments to the construction staging and schedules,

we work closely with the community. At every step of the way we interact and communicate with residents, businesses and local organizations. Our goal is to remain approachable to everyone who wants to know about our projects, and to keep everyone up-to-date.



## a seamless transit network



### the vivaNext plan

The vivaNext plan includes bus rapid transit [BRT], light rail transit [LRT], subways, facilities and terminals, operation centres, new vehicles and related infrastructure, including intelligent transportation systems technology.

# ➤ a seamless transit network

## York Region's Transportation Master Plan

The vivaNext plan is grounded in York Region's *Transportation Master Plan*, which set out recommendations to achieve York Region's vision of a sustainable transportation system, while at the same time:

- preserving the environment
- enhancing the economic viability of the region
- seamlessly integrating with new and existing developments
- offering more reliable travel choices to residents and employees

A primary part of the *Transportation Master Plan* focuses on developing rapid transit corridors to move people faster and more efficiently. From this strategy, vivaNext was developed as York Region's roadmap for a rapid transit network. The *Transportation Plan* is currently being updated by The Regional Municipality of York, and will continue to guide YRRTC's business plan and priority rapid transit projects.

A secondary part of this plan is the *Pedestrian and Cycling Master Plan*, a report that guides York Region in developing a cycling and pedestrian network. The network will include bike lanes, signed cycling routes, bike racks, lockers, sidewalks, off-road walking/cycling paths and multi-use trails. A key highlight of the *Pedestrian and Cycling Master Plan* is the construction of the Lake-to-Lake Cycling and Walking Trail that will go from Lake Simcoe to Lake Ontario.



**Highway 7 West**  
Pine Valley to Yonge Street



**Davis Drive**  
Yonge Street to Highway 404



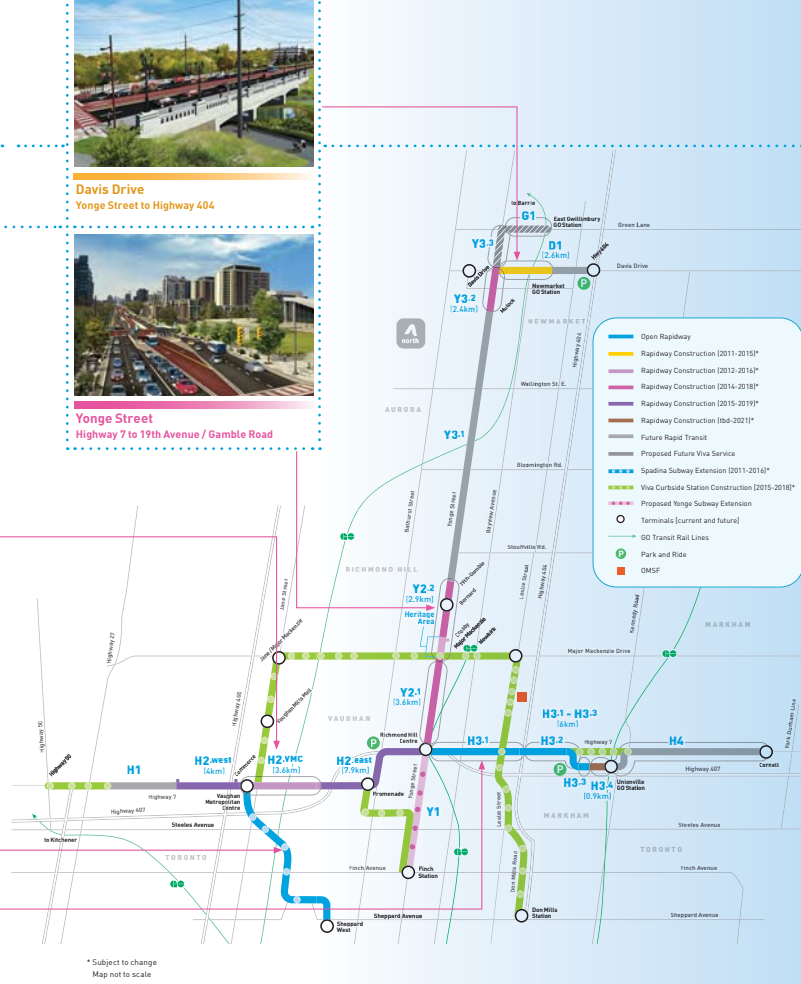
**Yonge Street**  
Highway 7 to 19th Avenue / Gambale Road



**Toronto-York Spadina**  
Subway Extension



**Highway 7 East**  
Yonge Street to Warden Avenue



## ➤ a seamless transit network

### choosing the right types of transit for existing and future needs

As the demand for transit grows in York Region, different types of transit will be needed to meet current, medium and long-term needs. To meet these needs, vivaNext plans a combination of transit technology, including bus rapid transit (BRT), subway and light rail transit (LRT).



#### bus rapid transit technology

Bus Rapid Transit (BRT) is increasingly being chosen worldwide for low to medium-volume passenger routes, as governments look for rapid transit solutions that are effective in moving people quickly as well as being cost-efficient.

These are some advantages BRT offers for the vivaNext rapidways:

- requires a significantly lower capital outlay to build when compared to subways and LRT
- can be implemented much more quickly
- can be installed in areas of highest congestion, with buses running in mixed traffic beyond the rapidways where traffic volumes are lighter

#### subway and light rail technology

Subways are the necessary rapid transit technology for high-volume routes where existing ridership and surrounding population densities warrant a subway's capacity. The vivaNext plan includes both the Toronto-York Spadina Subway Extension (TYSSE), and the Yonge North Subway Extension, both of which meet the threshold for suitability for subway technology.

LRT provides a mid-range alternative for routes that require higher capacity than that provided by BRT but do not have the ridership potential required by a subway. YRRTC has designed vivaNext BRT rapidways to be upgraded to LRT



sometime in the future, once future population density and ridership levels significantly increase.

#### bus rapid transit rapidway routes

The first rapidway was fully opened on January 4, 2015, and runs six kilometres along Highway 7 East, from Bayview Avenue to Warden Avenue, through the Town of Richmond Hill and City of Markham.

VivaNext rapidways, which are dedicated lanes for Viva bus rapid transit vehicles, are being built on York Region's major corridors, including:

- Highway 7 from Pine Valley Drive to Yonge Street
- Highway 7 at Vaughan Metropolitan Centre (VMC) linking to the TYSSE
- Yonge Street north from the Richmond Hill Centre to 19th Avenue / Gamble Road, and north of Mulock Drive to Davis Drive
- Davis Drive from Yonge Street to Highway 404

Segments are being built in order of priority to address existing traffic congestion and their contribution to creating a seamless regional rapid transit network. When the vivaNext plan is fully built, riders will be able to make smooth, convenient connections from the viva system to the TTC subways and LRT routes. VivaNext will also provide direct connections to the 407 Transitway and GO buses and trains, creating links to destinations all across the GTHA as envisioned in MetroInx's *Big Move* plan.



When the vivaNext plan is fully built, riders will be able to make smooth, convenient connections from the vivaNext system to TTC subway and LRT routes.

#### subway routes

YRRTC is collaborating with the City of Toronto in the construction of the station and infrastructure, including the Viva concourse and SmartCentres Terminal - Vaughan Metropolitan Centre, as part of the TYSSE.

MetroInx and the Province of Ontario have identified the Yonge North Subway Extension (YNSE) as one of the top 15 priorities in the proposed MetroInx next wave of GTHA transit projects. However, until this project's funding is confirmed, it will remain the critical missing link in the GTHA regional transit network.





## ➤➤ a seamless transit network

### intelligent transportation systems

VivaNext incorporates intelligent transportation systems (ITS), which are among the most involved aspects of planning a BRT service and will have a fundamental impact on the performance of the vivaNext system. ITS includes all the components which will provide information to the traffic signals when rapid transit vehicles are approaching intersections, ensuring that transit vehicles are able to stay on schedule.



VivaNext is helping to transform York Region's major corridors into "complete streets."

### facilities

➤➤ **Operations, Maintenance and Storage Facility**  
VivaNext is building a state-of-the-art, Leadership in Energy and Environmental Design (LEED) certified Operations, Maintenance and Storage Facility in the Town of Richmond Hill. The building will provide a central location for storing and maintaining the Viva fleet.

➤➤ **Cornell Bus Terminal**  
This facility will enable connections for transit passengers in eastern York Region between YRT/Viva, Durham Transit and GO Transit. It will be located at Highway 7 and Ninth-Line in the vicinity of Markham-Stouffville Hospital.

➤➤ **SmartCentres Terminal - Vaughan Metropolitan Centre [VMC]**  
The bus terminal at VMC will be part of the transit hub being established in City of Vaughan. This hub will provide passengers with connections between YRT/Viva, the Spadina Subway, and other transit services.

➤➤ **Highway 407 Station Bus Terminal**  
This station will enable transit passengers to transfer between the Spadina Subway and surface transit services, such as YRT/Viva, GO Transit and Brampton Transit.

➤➤ **Black Creek Pioneer Village Station Bus Terminal**  
This station will enable transit passengers to transfer between the Spadina Subway and surface transit services, such as YRT/Viva and TTC routes.



### streetscape and design

VivaNext is helping to transform York Region's major corridors through the urban design and transportation planning concept known as the "complete street," the idea behind many European urban designs. The complete street reflects an understanding that streets should anticipate and accommodate the needs of all users, while providing a friendly and comfortable environment.

VivaNext streetscape design emphasizes the importance of having an attractive public realm and encourages people to spend time in these newly developed public spaces.

Now that the Highway 7 East rapidway from Bayview Avenue to Warden Avenue is open, it is easy to see how these design principles transform the look and function of a street. No matter how you prefer to get around York Region, the rapidway streetscapes are walkable, accessible and welcoming for all.

## ➤➤ awards and recognition



2014 - American Public Works Association [APWA]  
Project of the Year award

2014 - Association of Marketing and Communication Professionals [AMCP]  
Platinum Hermes award:  
vivaNext website design and 2012 vivaNext annual report design  
Gold Hermes award:  
vivaNext brand handbook design

2013 - Professional Engineers of Ontario - York Chapter [PEO]  
Project of the Year award

2013 - Ontario Public Works Association [OPWA]  
Project of the Year award

2008 - Delcan  
Global Excellence award

2007 - Newmarket Chamber of Commerce  
The Bell Technology award

2007 - Canadian Institute of Planners  
Planning Excellence, Transportation and Infrastructure award

2006 - The Design-Build Institute of America  
Transportation Over \$50 Million - Design-Build Excellence award

2006 - Association of Municipalities of Ontario  
Peter J. Marshall Municipal Innovation award

2006 - American Public Transportation Association  
Innovation award

2006 - Canadian Project of Excellence  
Environmental Impact award

2005 - Transportation Association of Canada  
Sustainable Urban Transportation award



## unfunded projects

Funding is still to be confirmed for a significant portion of the overall vivaNext program. Until these components are funded, the full benefits of the vivaNext system will not be realized. The top priority projects for funding include:

- The Yonge North Subway Extension that will provide a critical link for passengers transferring between Viva and the TTC;
- Completion of the Yonge Street rapidway, from 19th Avenue to south of Mulock Drive.





2014

capital highlights

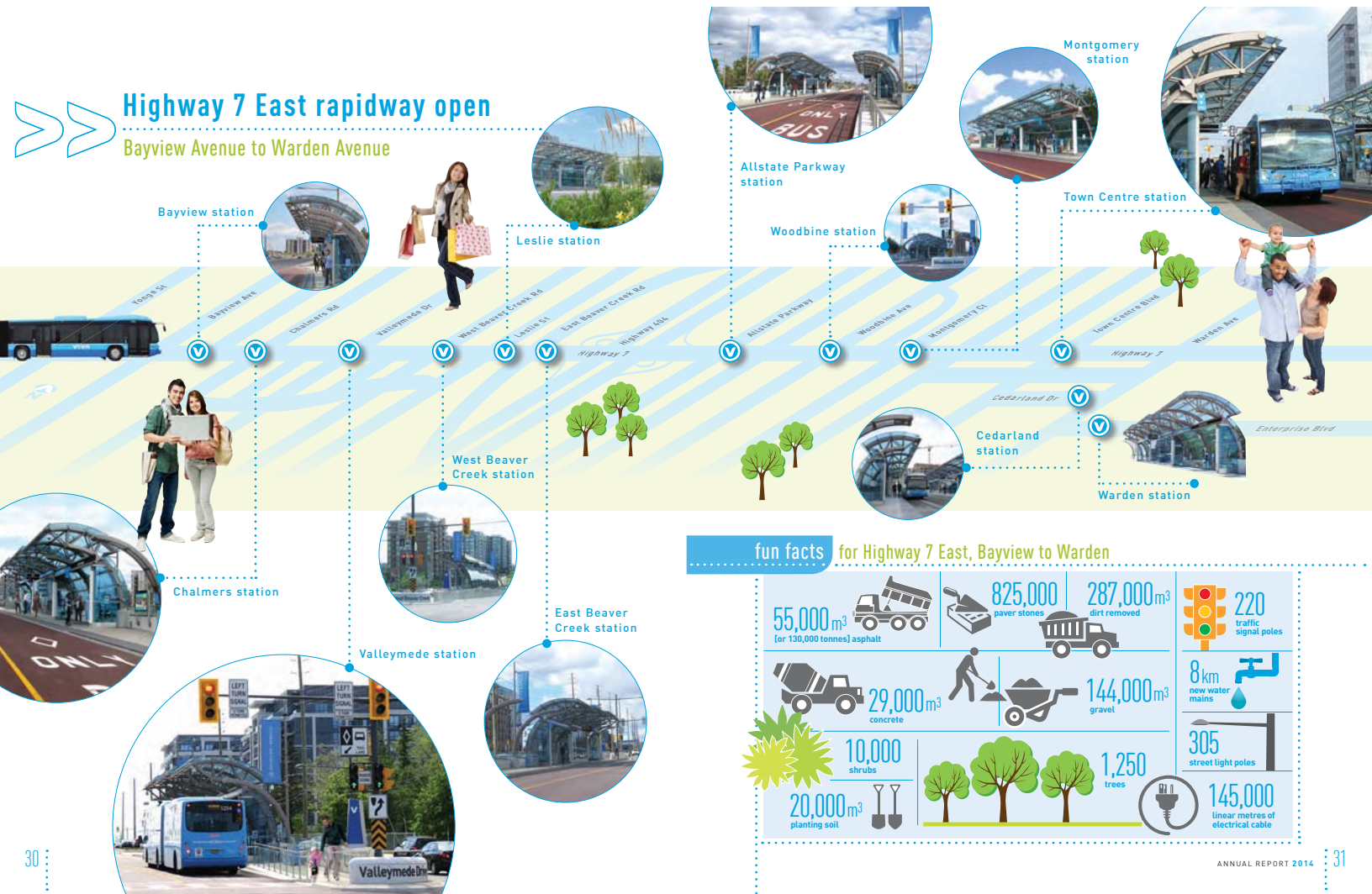


bus rapidways and stations

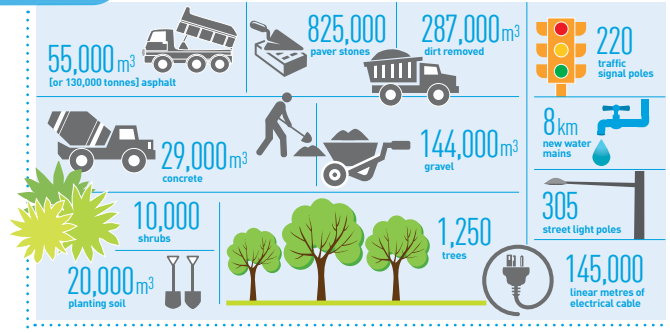
- Highway 7 east rapidway
- Highway 7 west rapidway
- Davis Drive rapidway
- Yonge Street rapidway

# Highway 7 East rapidway open

Bayview Avenue to Warden Avenue



## fun facts for Highway 7 East, Bayview to Warden



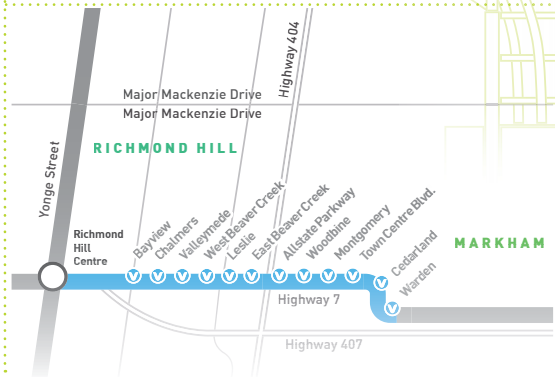
# Highway 7 East rapidway

Richmond Hill / Markham - East and West segments



METROLINX | VIVANEXT  
A Metrolinx VivaNext Project

project status



# Highway 7 East



- Bayview Avenue to Highway 404 opened in August 2013
- Highway 404 to South Town Centre Boulevard opened for service in August 2014
- The last piece along South Town Centre Boulevard, Cedarland Drive and Warden Avenue, was completed in late December 2014 and, opened to the public on January 4, 2015
- Open for service and over 95% complete, with some finishing touches to add in summer 2015 which includes: top-layer paving on rapidway and traffic lanes; sidewalks on South Town Centre, Cedarland and Clegg Road; and tree and shrub plantings

# Highway 7 West rapidway

Vaughan

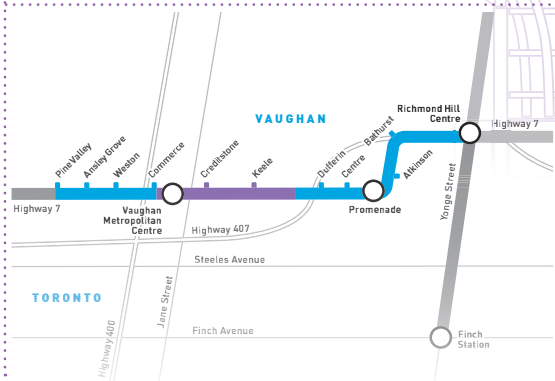


phase 1  
under construction



expected completion  
December 2016

phase 1 - rapidway construction [2012-2016]  
phase 2 - rapidway construction [2015-2019]



# Highway 7 West



### phase 1 - Jane Street to east of Bowes Road

- Five retaining walls, and 80% of utility relocation complete
- Road widening and base-layer paving 90% complete between Jane Street and the CN Bridge
- Eight-metre expansion of the CN bridge is well underway

### phase 1 - Interchange Way to Jane Street

- The work schedule west of Jane Street is coordinated with the Toronto-York Spadina Subway Extension project

### phase 2 - Helen Street to Yonge Street via Bathurst/Centre

- Request for Proposal issued to three pre-qualified contractor teams - design-build-finance contract to be awarded in late Summer 2015
- Pre-construction work underway, including environmental and geotechnical surveys, and utility investigations
- Main construction scheduled to start in Summer 2016

# Davis Drive rapidway

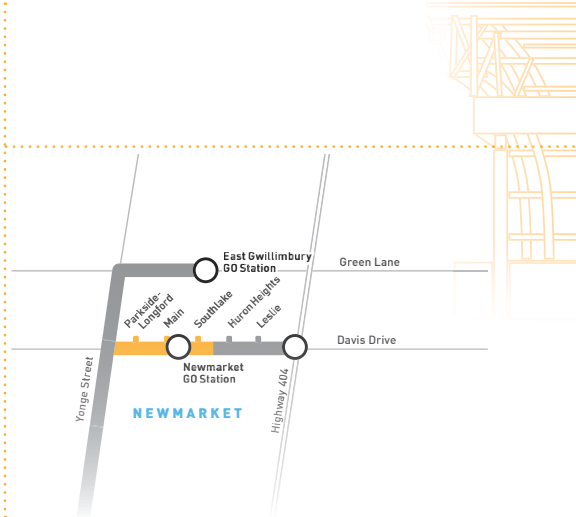
Newmarket



project status  
under construction



expected completion  
December 2015



# Davis Drive



- Installation of Longford/Parkside vivastation platforms and glass canopies is underway
- Vivastation work has started at Main Street and at Southlake Regional Health Centre
- Continued sidewalk and planter installation
- The last 19 retaining walls have been constructed
- Significant progress of road widening and base-layer paving with just a few sections left to complete
- Utility relocations at 95% complete; storm sewer upgrades / replacement at 90% complete; joint utility duct bank for telecommunications at 30% complete
- Keith Bridge structure complete and Tom Taylor Trail re-opened under the bridge
- Union Hotel moved into final position farther back from the road
- Water main work for Town of Newmarket completed

# Yonge Street rapidway

Newmarket and Richmond Hill

3



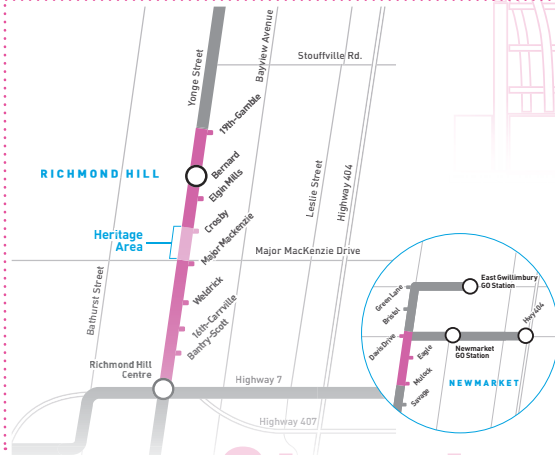
2



project status  
under construction



expected completion  
2018

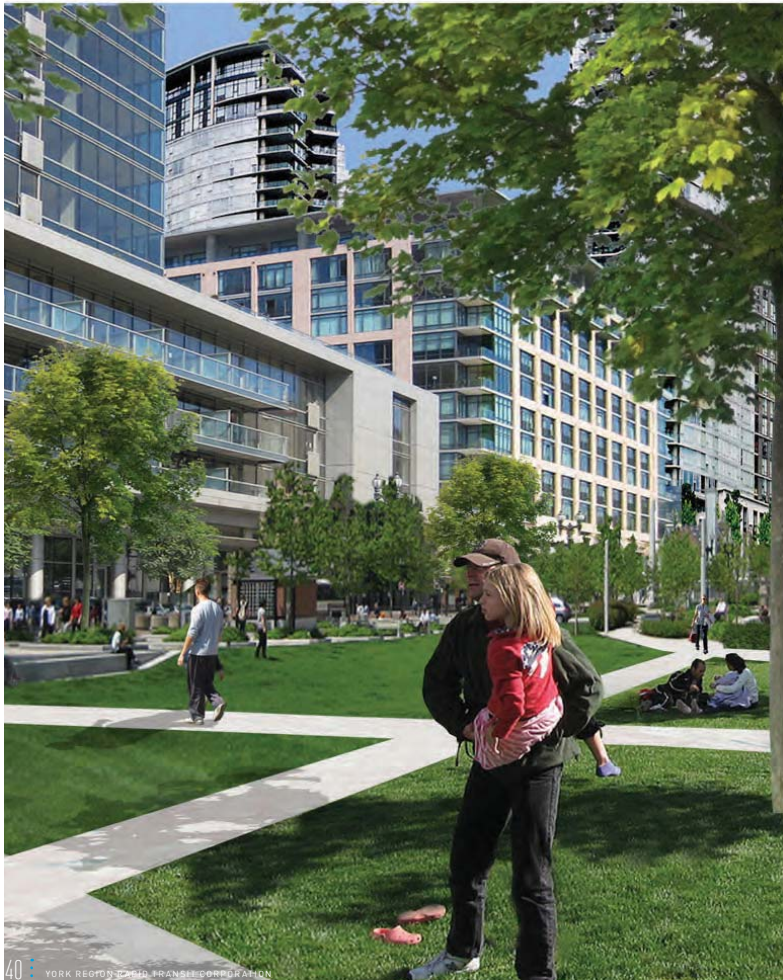


# Yonge Street



- Design-build contract awarded to York RapidLINK Constructors
- Advanced studies have been completed
- Detailed design is at 60%
- Pre-construction activities have started, including potholing, surveying, etc.
- Enhanced designs for utility relocations nearing completion, with work scheduled to start in the second quarter of 2015





Millway future rendering



2014

capital highlights



subways

- Toronto-York Spadina Subway Extension [TYSSE]
- Yonge-North Subway Extension

# Toronto-York Spadina Subway Extension

TYSSE



Vaughan Metropolitan Centre subway entrance rendering



project status  
under construction



expected completion  
2016



# Toronto-York Spadina Subway Extension



- Construction underway at Vaughan Metropolitan Centre (VMC), including station and concourse connecting YRT/Viva to Toronto-York Spadina Subway Extension
- Construction progressed at all stations in 2014:
  - » Over 60% of tracks installed
  - » At VMC, tail track and pedestrian tunnel structures completed
  - » At the Highway 407 Station Bus Terminal, the western arm of the terminal structure is taking shape and foundation work for the southern portion has started
  - » The design for the Black Creek Pioneer Village Station Bus Terminal is underway, and a related electrical substation is close to completion and awaiting systems installation

# Yonge-North Subway Extension



project status  
awaiting funding



# Yonge North Subway Extension



- Environmental Assessment approved - 2009
- Conceptual Design Study approved - 2012
- Train Track Storage Addendum to the Environmental Project Report received approval in 2014 by the Ministry of Environment and Climate Change
- Continuing to work with Metrolinx, TTC and the City of Toronto on a regional relief strategy to improve capacity on the Yonge Street corridor



2014

capital highlights

facilities and terminals

- Operations, Maintenance and Storage Facility [OMSF]
- SmartCentres Terminal - Vaughan Metropolitan Centre
- Cornell bus terminal
- Park and Ride



# Operations, Maintenance and Storage Facility

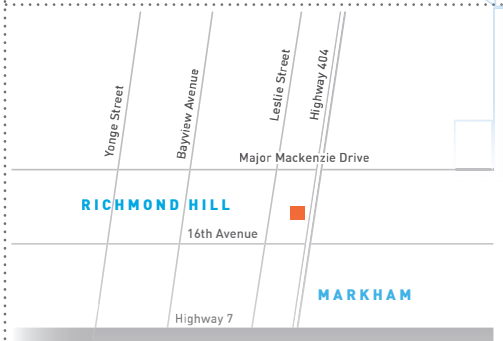
OMSF



project status  
under construction



expected completion  
2015



# Operations, Maintenance and Storage Facility



- Enclosed the building and completed the majority of interior work, with weather-dependent landscaping to be completed in spring 2015
- Construction is 88% complete and scheduled to be handed over to transit operations staff in spring 2015

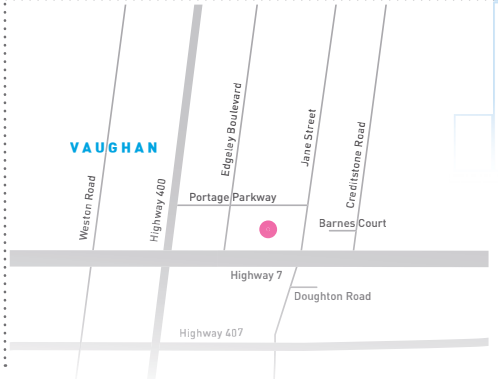
# SmartCentres Terminal - Vaughan Metropolitan Centre



project status



expected completion  
2017



# SmartCentres Terminal - Vaughan Metropolitan Centre



- Design and engineering for the bus terminal is underway - design to be completed in 2015
- Procurement for design and engineering services to extend Millway Avenue north to Portage Parkway is underway, and will be awarded in 2015
- Design and engineering technical scope of work for the Millway Avenue extension will be completed in 2015
- Construction is being coordinated with the Toronto-York Spadina Subway Extension project and SmartCentres teams
- Terminal opening in coordination with the opening of the Toronto-York Spadina Subway Extension project

SmartCentres Terminal - Vaughan Metropolitan Centre / Image courtesy of SmartCentres Inc. and Diamond Schmitt Architects Inc.



project status



expected completion  
2017



# Cornell Bus Terminal

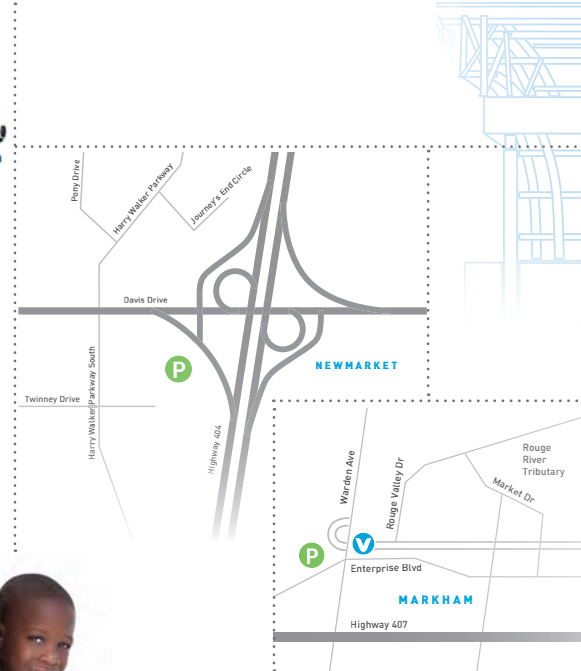
- Land acquired at Highway 7 and Ninth-Line in the vicinity of Markham-Stouffville Hospital
- Design and engineering for the bus terminal will begin in third quarter of 2015
- Construction scheduled to start in 2016



project status



expected completion  
2015



# Park and Ride

- Integrating the Viva Park and Ride Strategy with updates to York Region's Transportation Master Plan
- Identifying the overall governance and management of Park and Ride locations
- Together with GO Transit, design and build a joint GO/Viva-Park and Ride structure at Davis Drive and Highway 404, which will be operational by the third quarter of 2015





2014

capital highlights



Viva vehicle fleet



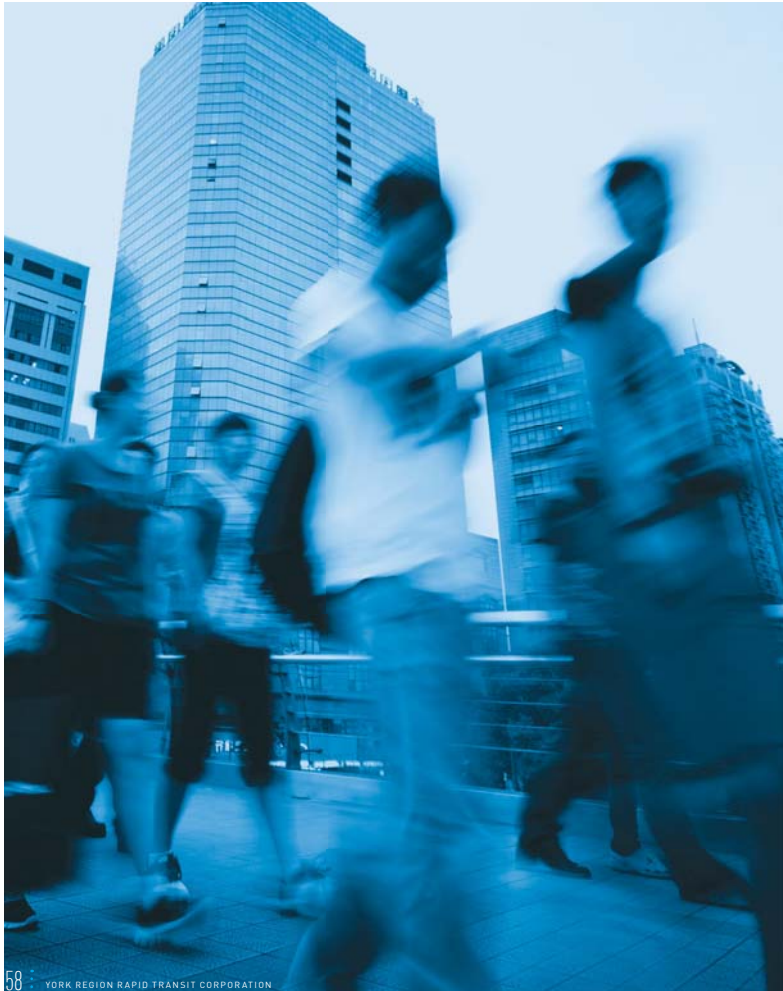
## Viva vehicle fleet



# Viva vehicle fleet



- Fifteen new Nova Bus buses added to fleet
- Viva fleet consists of 123 buses  
(40 forty-foot buses and 83 sixty-foot buses)



2014

financial and  
procurement highlights



# 2014 financial and procurement highlights

## financial highlights

Capital expenditures were \$375.8 million year-to-date, bringing total expenditures to \$1.6 billion since inception of the programs. The main drivers of the expenditures were from:

- Bus Rapidways and Stations program – \$193.2 million, driven by the design and construction activities along Highway 7 East, Davis Drive, Highway 7 West, and Yonge Street
  - » Yonge Street – with the contract executed, the Design-Builder has mobilized for design and pre-construction activities
- Construction work for the Operations, Maintenance and Storage Facility [OMSF] – \$76 million, with the project almost completed
- Toronto-York Spadina Subway Extension [TYSSE] – \$105.7 million, primarily driven by rail and track works progressing and construction on the stations



	Project expenditures 2014	Project expenditures inception-to-date	Project budget availability	Project budget remaining	Project budget remaining (as a %)
BRT Rapidways and Stations	193.2	711.0	1,783.2	1,072.2	60%
Facilities & Terminals	75.8	128.1	195.9	67.8	35%
Vehicle - viva Buses	0.2	46.6	48.6	1.9	completed
Toronto-York Spadina Subway Extension	105.7	684.3	1,098.8	414.5	38%
YR & YRRTC Strategic Initiatives	0.9	5.8	7.5	1.6	22%
<b>Total</b>	<b>\$ Millions</b>	<b>\$375.8</b>	<b>\$1,575.8</b>	<b>\$3,133.9</b>	<b>\$1,558.0</b> <b>50%</b>



## funded projects

- Active projects under construction and forecasted completion timelines

## funding source

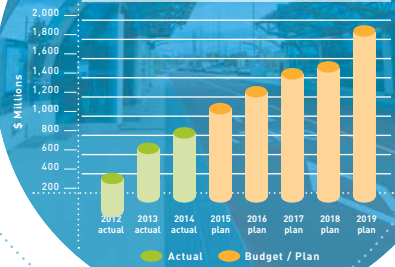
### » bus rapidways and stations

- Highway 7 East and West
- Davis Drive
- Yonge Street



100%  
Provincial

Metrolinx Capital Program \$1.8 billion



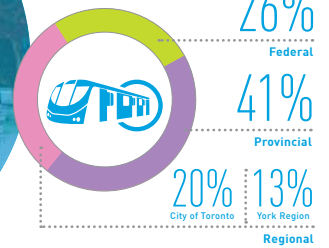
## funding source

### » subways

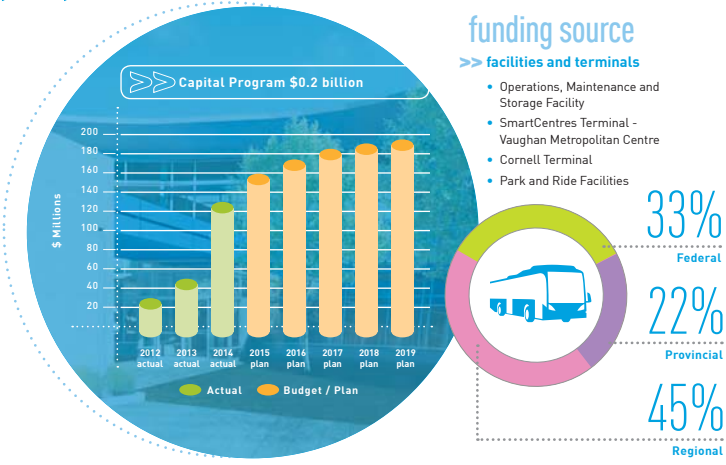
- Toronto-York Spadina Subway Extension [TYSSE]

The total TYSSE project is \$2.6 billion of which \$1.1 billion is being constructed in York Region. Cost sharing principles for the TYSSE project includes the Federal and Provincial governments who contribute to two thirds of the funding. The remaining one third is split between the City of Toronto (59.96%) and York Region (40.04%), based on geography and length of project.

Regional Capital Program \$1.1 billion



## 2014 financial and procurement highlights



### procurement highlights

In 2014, 60 new contracts for a total value of \$268 million were awarded; includes:

- >> Yonge Street rapidway project – Design-build contract award to York RapidLINK Constructors - \$260 million
- >> Highway 7 West, Vaughan Metropolitan Centre rapidway project – Utility relocations contract award to Bell Canada - \$1.7 million

**78%**  
of \$3.2 billion

At the end of 2014, 78% of the budget availability out of \$3.2 billion is committed.

**22%**  
of \$3.2 billion

Projects remaining:

- Remaining of Highway 7 West BRT
- Cornell Bus Terminal
- SmartCentres Terminal - Vaughan Metropolitan Centre
- Park and Ride





## the triple bottom line



In its construction of a leading-edge rapid transit system for York Region, YRRTC is creating a valuable legacy for the future by providing the region with transportation choices and a means to help reduce traffic congestion. In line with York Region's Fiscal Strategy, and through responsible design choices and experienced project management, YRRTC continues to demonstrate its leadership in implementing a key component of the GTHA's much-needed transit infrastructure. But beyond the transportation benefits offered by the projects, YRRTC is creating a range of socially significant, measureable benefits.



YRRTC supports the *triple bottom line* business principle, which holds that business activities should result in financial, social and environmental benefits. This principle is broadly reflected in our Mission Statement, stating our vision as one *...where development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation.*

YRRTC has a broader goal: the transformation of York Region's formerly suburban, car-dependent culture to a transit-supportive urban culture. This transformation is already benefiting our community in many ways, in addition to the construction of a quality rapid transit system.

Here are some early socio-economic, environmental and economic development impacts that can be attributed to our completed Highway 7 East rapidway in the Town of Richmond Hill and City of Markham, with more benefits to accrue as each additional rapidway is completed throughout York Region.



### transit is leading to more mixed-use developments, housing and jobs

York Region is gradually replacing its former suburban land use patterns and built form with more urban approaches, resulting in more sustainable, environmentally responsible development. Emerging along the length of our rapid transit network, sprawl is being replaced by more compact, mixed-use neighbourhoods, clustered around vivaNext transit stations. These new developments are already providing new housing options for residents, and are attracting new employers who want to be located near transit and a well-educated workforce. And many of the housing units are being developed as affordable housing, conveniently located adjacent to transit.

**new development statistics for the Highway 7 East corridor, between January 1 and December 31, 2014\***



**1,100** new residential units

\*Source: Rebuild Canada



York Region Transit's average daily increase in ridership on the Highway 7 East rapidway as measured between September 2013 to September 2014. Annual greenhouse gases reductions are calculated assuming the increased transit ridership represents a modal shift away from daily [ie 48 weeks/year] return trips along the length of the rapidway, in a mid-sized car.

- >> 350 more riders per day
- >> reduction of approximately 300 tonnes of greenhouse gases per year
- >> 16 minutes saved per round trip, for an annual savings per rider of 64 hours



### modal shift is happening, resulting in more transit riders, reduced carbon emissions

A reduced dependency on cars has many benefits for us as individuals and for our environment. Numerous studies link the amount of time spent behind the wheel of a car to long term health issues, including obesity. A reduction in car trips also has obvious environmental benefits: every busload can replace 70 cars, and fewer cars on the road mean reduced carbon emissions. And, with the introduction of faster rapidways, getting you from A to B in less time, each individual passenger trip results in a proportionally smaller carbon footprint.



## the triple bottom line



### new plantings installed along the Highway 7 East rapidway



1,250 new trees



10,000 shrubs

### enhancing our green infrastructure

VivaNext will leave a legacy of improvements to York Region's green infrastructure, resulting in aesthetic, health and economic benefits. We have added new trees and shrubs, which not only make our public spaces more attractive and welcoming, but also expand our urban forest with its important role in improving our communities' air quality. In addition to their aesthetic and shade-giving value, mature trees absorb huge quantities of carbon dioxide, sulphur dioxide, ozone and particulates from polluted urban air. With careful plant selection and use of innovative planting techniques, we have created the best possible conditions for our trees and shrubs to thrive. There is documented evidence that this investment in our green infrastructure will result in higher property values, increased business outcomes and reduced energy costs. And our work to extend culverts and rebuild bridges include comprehensive natural restoration plans to create better conditions for wildlife and aquatic species.



### modernized infrastructure for York Region's urban future

Infrastructure improvements are an important investment that will support York Region's social and economic development well into the future. The capacity built into VivaNext's new fibre optics telecommunications system will be used by the Region's other telecommunications users, including municipalities, schools, fire and police, hospitals, emergency services and libraries, and also reduce reliance and cost of using third party telecommunications providers. Water mains, storm sewers, streetlights and other utilities are all being upgraded, expanded or renewed as our rapidways are being constructed, to meet the higher urban standards York Region will need for the future. Watercourse crossings have all been assessed and bridges and culverts are being upgraded or rebuilt as required, to last longer and reduce future maintenance costs.



### new or replacement infrastructure installed along the Highway 7 East rapidway



8 km water mains



8 km storm sewers

305 new streetlights



8.5 km new fibre optic cable



1,200 m<sup>2</sup> new bridge deck

### new infrastructure and equipment installed along the Highway 7 East rapidway

- >> 10 km of dedicated bike lanes
- >> 15 intersections with high contrast pavement markings
- >> 310 new traffic signal heads with LED lights
- >> 650 square metres of directional paving for people navigating with canes at intersection crosswalks and driveways
- >> 155 pedestrian push button boxes with audible signals

### making all roadway users feel welcome

The project has provided an opportunity to upgrade various infrastructure elements to provide a higher level of public safety, functionality and accessibility. Dedicated bike lanes with contrasting pavement markings extend along the rapidway. Grooved [directional] paving and high contrast zebra patterns at each signalized crosswalk make the public spaces along the rapidways more accessible for people with vision loss. Traffic signals have all been upgraded with highly visible LED bulbs. Intersections all incorporate audible pedestrian signals and high contrast pavement markings to ensure absolute clarity for all users, including pedestrians, cyclists and drivers.



## social responsibility and community engagement

YRRTC has demonstrated its commitment to engaging and listening to the public, and to taking great care to minimize the impacts of construction on residents, business owners and commuters as much as possible.



### accessibility

VivaNext supports York Region's accessibility commitment mandate of, "...meeting the accessibility needs of people with disabilities in a timely and proactive manner and will use reasonable efforts to provide equitable access to Regional programs, goods, services and facilities in a way that respects a person's dignity and independence."

We are an active participant in creating an *Accessible York Region*, which is mandatory training that explores how York Region is creating

accessible communities and meeting the Province's legislated accessibility requirements under the *Integrated Accessibility Standards Regulation* [IASR]. It also identifies how the *Accessibility for Ontarians with Disabilities Act, 2005* [AODA] and the *Ontario's Human Rights Code* work together to create accessible and inclusive communities.

### mitigating environmental impacts

VivaNext projects are founded on the investigations, analysis and commitments made during Provincial and Federal Environmental Assessment [EA] stages. These formal processes are followed and documented to confirm that projects that are being built in a community will have minimal negative effects on the natural, social or structural environment. Equally important within the EA process is the idea that the community – including all members of the public – will have the opportunity to understand the planned project, including what impacts it is likely to have and to provide comments before the project is approved.

The EA process also looks at how a proposed project fits into a community's own plans for its future and to ensure it will enhance the community's vision for itself. Whether a project needs to go through the provincial process, the federal process, or both, depends on the type of project and the effects it will have.

The full EAs carried out for the vivaNext projects can be found at [vivanext.com](http://vivanext.com).

The commitments made in an EA are tracked and progress is monitored throughout the design and construction process to ensure that all commitments have been met or exceeded.

### mitigating construction impacts

Construction of major infrastructure projects inevitably causes a measure of inconvenience. Roadwork on some of the most congested stretches of road in the GTHA are bound to be disruptive to the local community and to everyone who relies on those roads to get around.

For this reason, YRRTC pays close attention to how our Design-Builders plan to carry out construction on all vivaNext projects. By the careful use of "construction staging," meaning doing the work in specific phases or steps to manage within the available space, impacts have been mitigated to the greatest extent possible, minimizing disruption to local businesses, transit users and drivers.



YRRTC continues to work closely with business owners, property owners and local communities to ensure they are aware of construction activities and to develop specific approaches to help them deal with temporary diversions and closures.

### engaging and informing the community

YRRTC uses a team of Community Liaison Specialists to keep the local community and property owners aware of upcoming construction activities, and to work with individuals, businesses and others to work out special arrangements when possible. Community Liaisons also meet with larger groups in the community to ensure they are aware of the objectives for the vivaNext project, and to provide information.

### business support program

To help local businesses during construction, YRRTC developed a Business Support Program [BSP] in collaboration with local chambers

of commerce, boards of trade and municipal staff in the business development areas.

The BSP offers business owners within the construction zone tools, information and resources for their continued success as they operate and market their products and/or services. Periodically each year, YRRTC will conduct its own public campaign to remind the community that businesses are still open during construction and encourage people to shop along the corridor, and profiling different businesses through social media and other communication activity.

With input from the Community Liaison, construction activities are carefully planned in a way that provides advanced notice of upcoming work and minimizes disruptions as much as possible to area businesses. As work continues along the corridors, YRRTC also provides directional signs for motorists and pedestrians to help them access businesses and continue shopping.



stop, shop + dine.

**Shop 7**  
We're Open.

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## >> corporate directory

### York Region Rapid Transit Corporation Senior Management

**Mary-Frances Turner**  
President

**Michael Cheong**  
Chief Financial Officer and Treasurer

**Paul May**  
Chief Engineer

**David Clark**  
Design Chief, Infrastructure and Development

**Carolyn Ryall**  
Acting Design Chief, Infrastructure and Development

**Dale Albers**  
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