

2015 Multi-Year Business Plan/Budget

Transportation Services Presentation to
Committee of the Whole

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February 12, 2015



Agenda

- Department Overview
- 10-Year Capital
- Multi-Year Operating
- Summary



Department Overview



Transportation Services Mission

- Move people and goods through the Region
- Create communities in partnership with others
- Manage our assets to support communities that are safe, clean and beautiful



Moving People and Goods



Roads

- Operation of a complex arterial road network with a focus on safety and managing congestion
- Delivery of \$1.5B 10-Year Capital Program

Transit

- Operation of a growing public transit system consisting of Rapid, Conventional and Mobility Plus services
 - Highest outsourced transit operation in Canada
- Commissioning a total of \$2B in new Rapidways and facilities through to 2019



Transportation Infrastructure

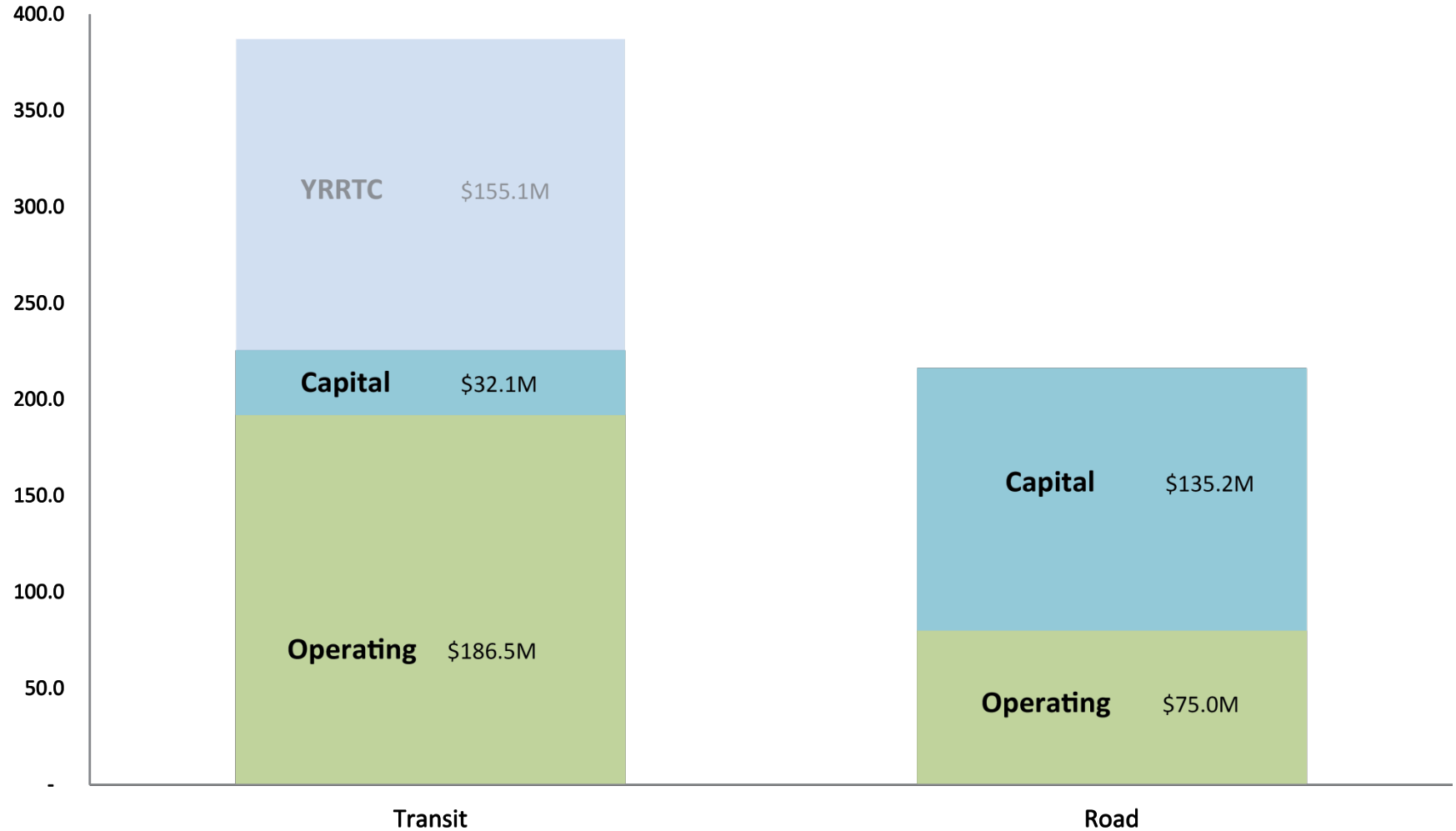
- 4,000+ lane-km of roads
- 300 structures (bridges and large culverts)
- 500 km of storm sewers
- 30,000+ traffic signs
- 800+ traffic control signals
- 6,000+ street lights
- 4 works yards
- 3 transit garages
- 500+ transit vehicles
- 5,000+ transit stops

*Rapid Transit Assets not included

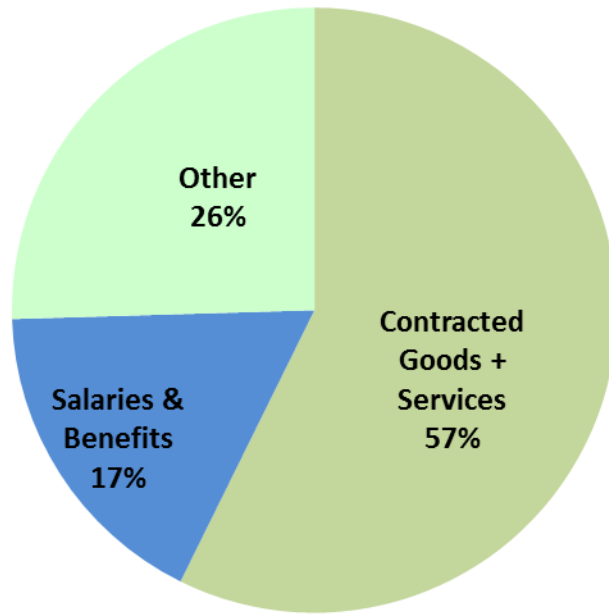


Operation/Maintenance of \$4B in Transportation Infrastructure Assets

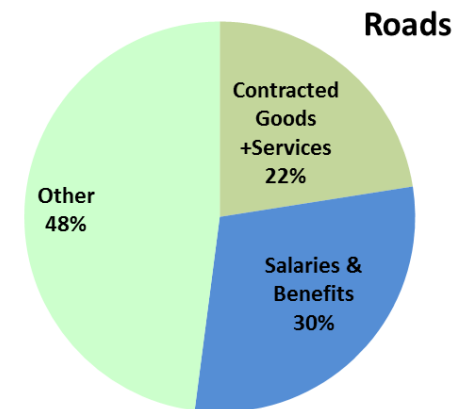
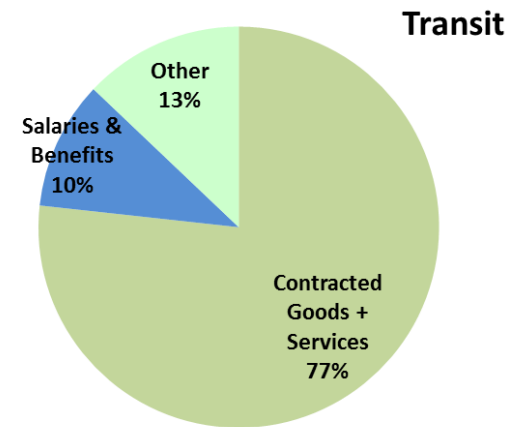
2015 Roads & Transit Operating/Capital Comparison



2015 Transportation – Goods & Services (Operating)

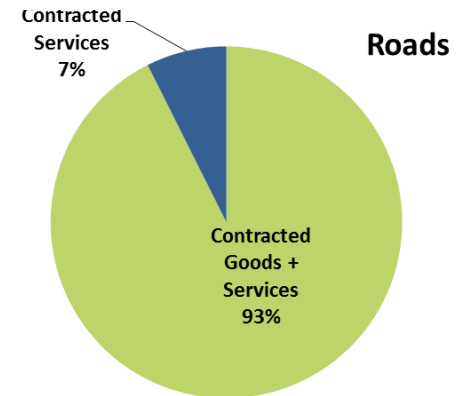
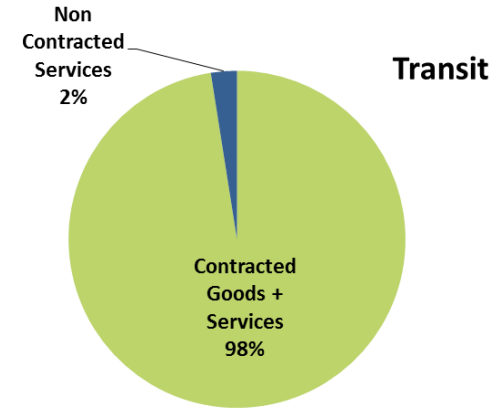
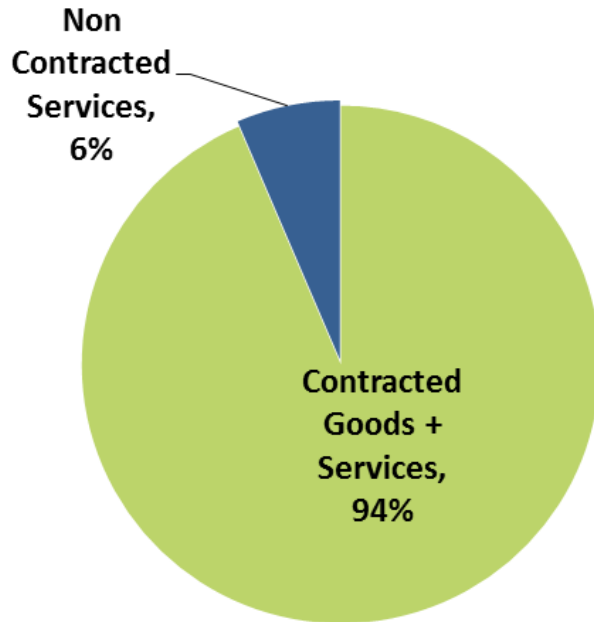


Other includes contribution to capital and debt financing



Lean operation focused on customer service achieved through highly outsourced service delivery model

2015 Transportation - Goods & Services (Capital)



Capital program management key as primarily contracted out

Accomplishments – Roads Capital



**Road
Widenings**



Intersection Improvements



Bridge Replacements

Delivered \$160 Million in roads capital projects in 2014

Accomplishments – Roads Operating



Plowed 2.1 Million lane-km



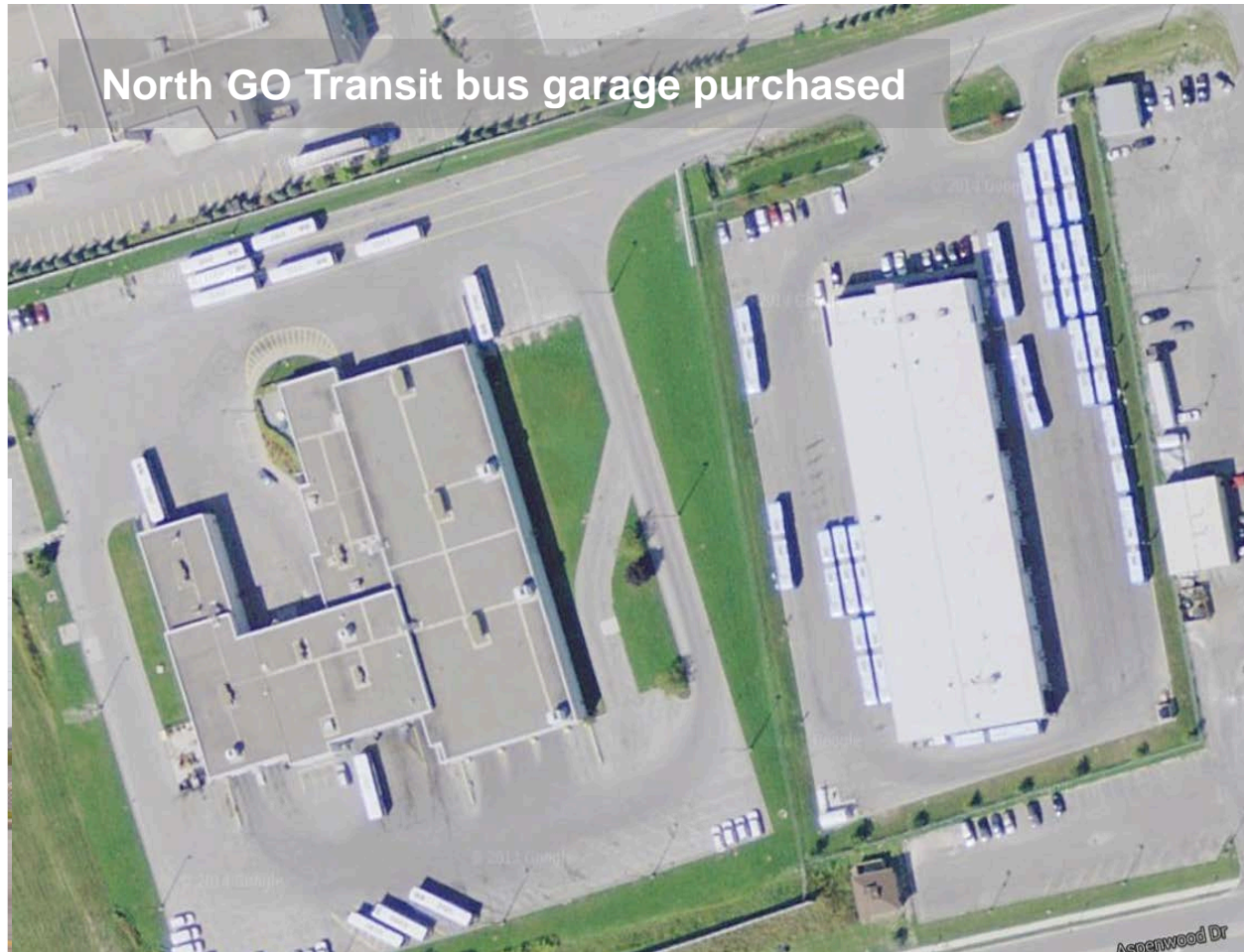
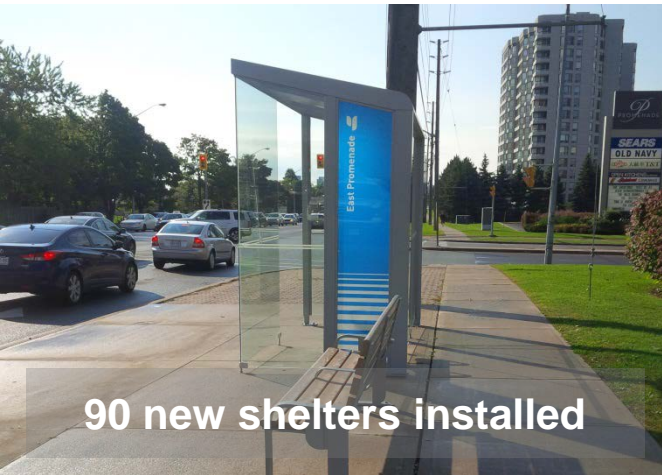
Close to 10 Million metres of pavement markings refreshed



Added 87 traffic cameras

Some key achievements during the last Council term

Accomplishments – Transit Capital



Delivered over \$40 Million in Transit capital projects in 2014

Accomplishments – Transit Operating



Over 22 Million ridership



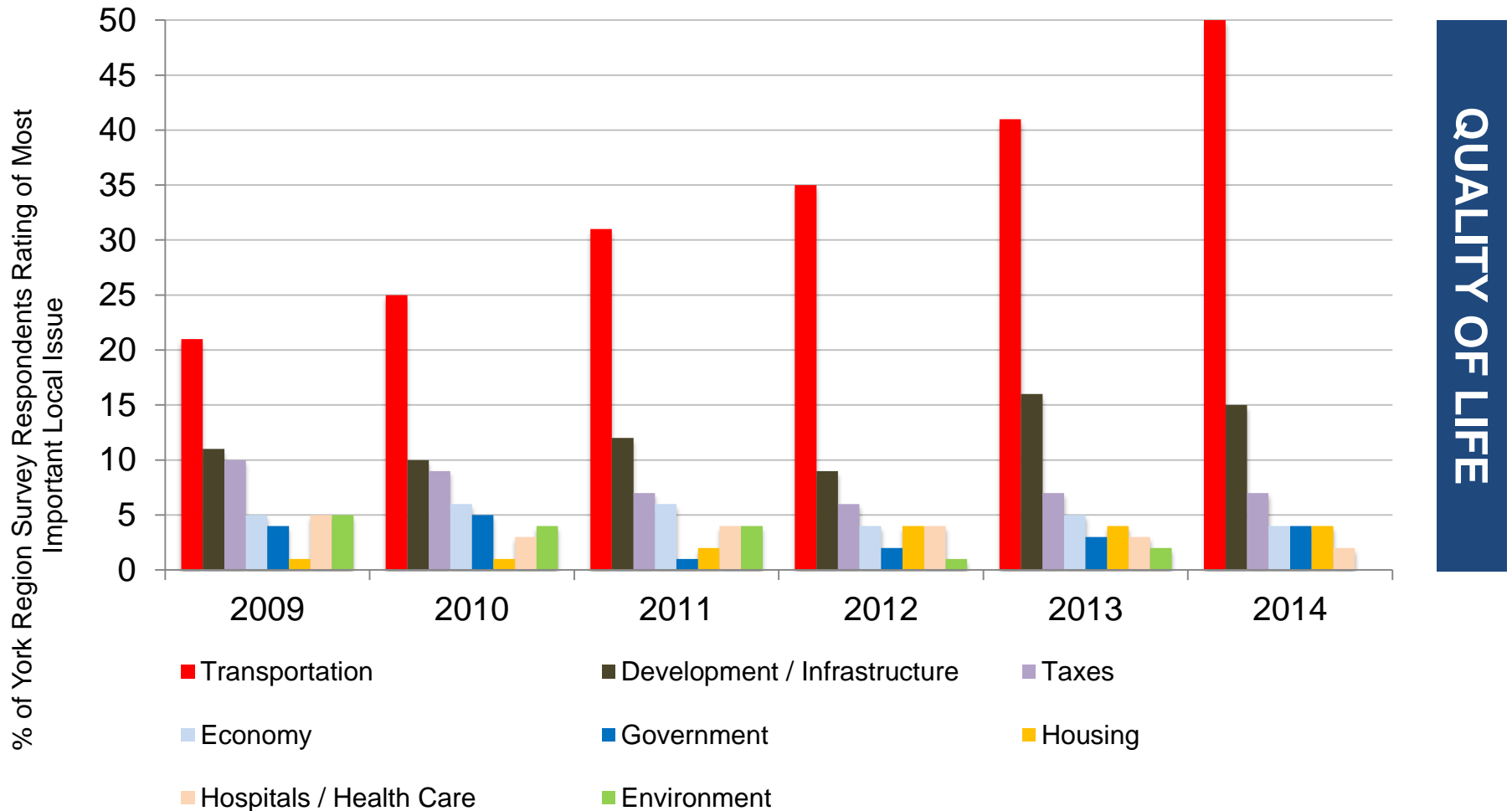
Rapidways commissioned



AODA compliance

Improved Transit service to build ridership

Residents point to transportation as most important local issue



QUALITY OF LIFE

Budget at a Glance

Ten-Year Capital Plan

\$2.1B

Capital Budget for 2015

\$167M

Capital Spending Authority

\$450M

Proposed Net Operating Budget Change

| 2015 | 2016 | 2017 | 2018 |
|------|------|------|------|
| 8.4% | 0.9% | 0.4% | 2.4% |

Staffing Changes

| 2015 | 2016 | 2017 | 2018 |
|------|------|------|------|
| 20 | 24 | 19 | 18 |

Net Operating Budget for 2015

\$203M

Major Budget Drivers

- Congestion
- Growth
- Urbanization
- Commissioning of new infrastructure

Growth and Urbanization



Urbanization and growth reflected in 2015 Budget submission

Growth and Urbanization

Rural



Urban (3.5 x Rural)



Urban roads require significantly more maintenance
Rapidways (up to 6 x Rural)

Commissioning New Infrastructure



Response to Budget Drivers

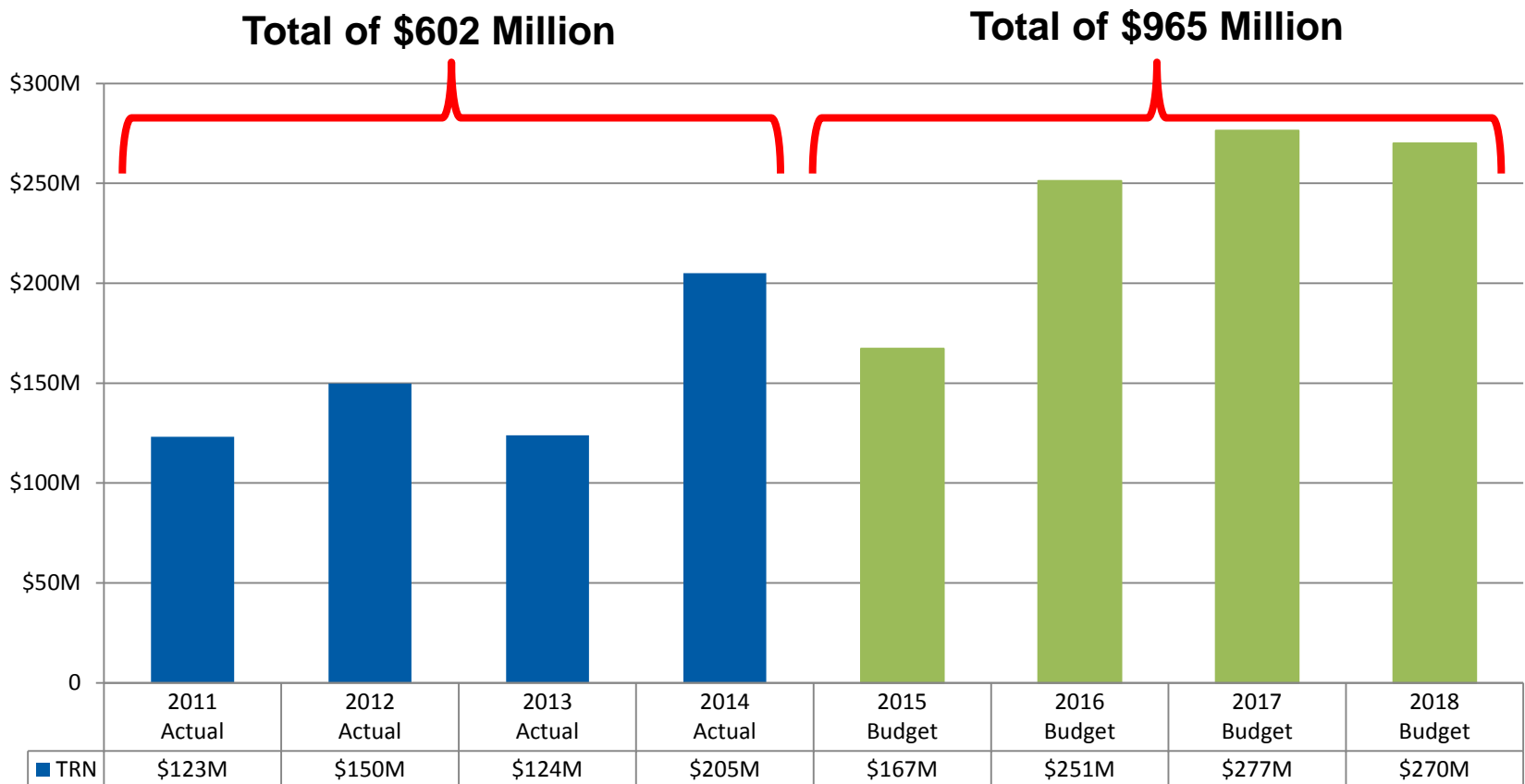
- Update Transportation Master Plan
- Increase Capital Delivery
- Expand Transit Network
- Adapt to Evolving Operational Needs
- Use Technology to Optimize Operations
- Define/Develop Asset Management Needs

Capital Delivery: Roads



Increase in capital delivery proposed

Transportation Services Capital Spending 2011 to 2018



2015 - 2024 10-Year Capital Plan Comparison



\$200 M has been added to the 10 year plan

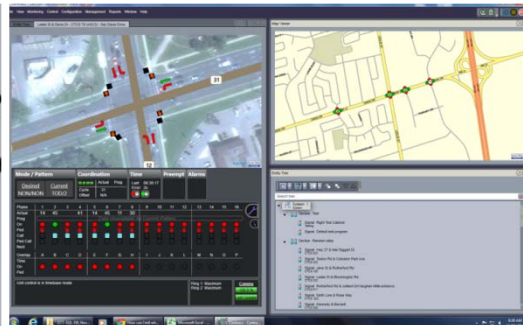
Expand Transit Network



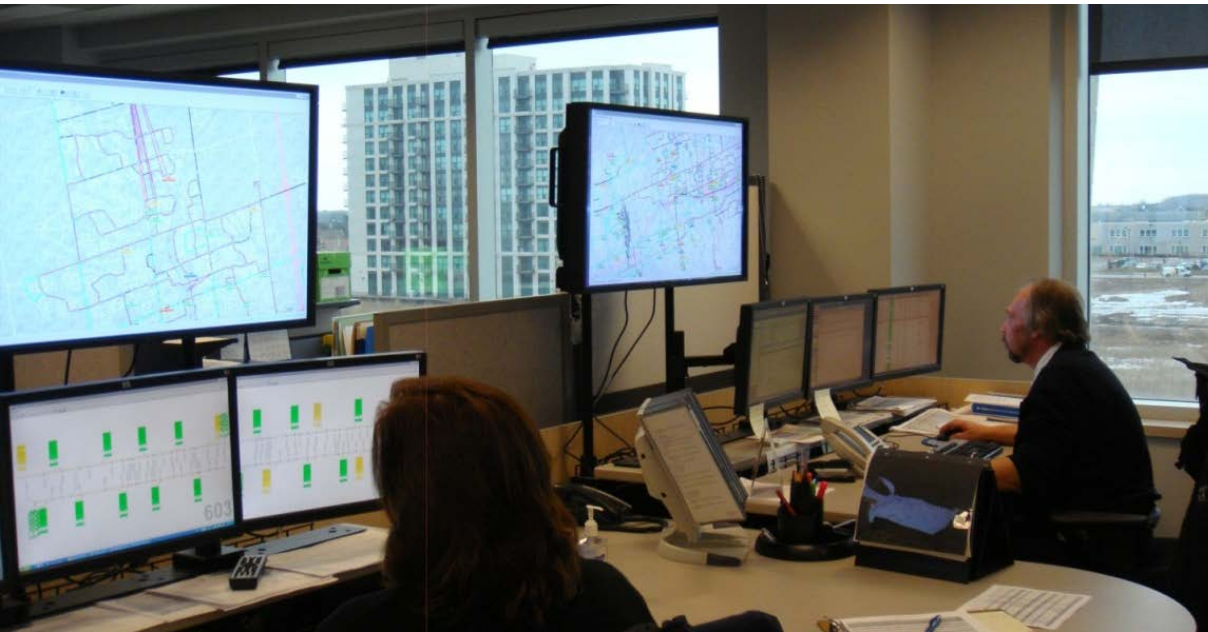
Evolving Operational Requirements



Roads Technology



Transit Technology



View schedule and
estimated arrival times

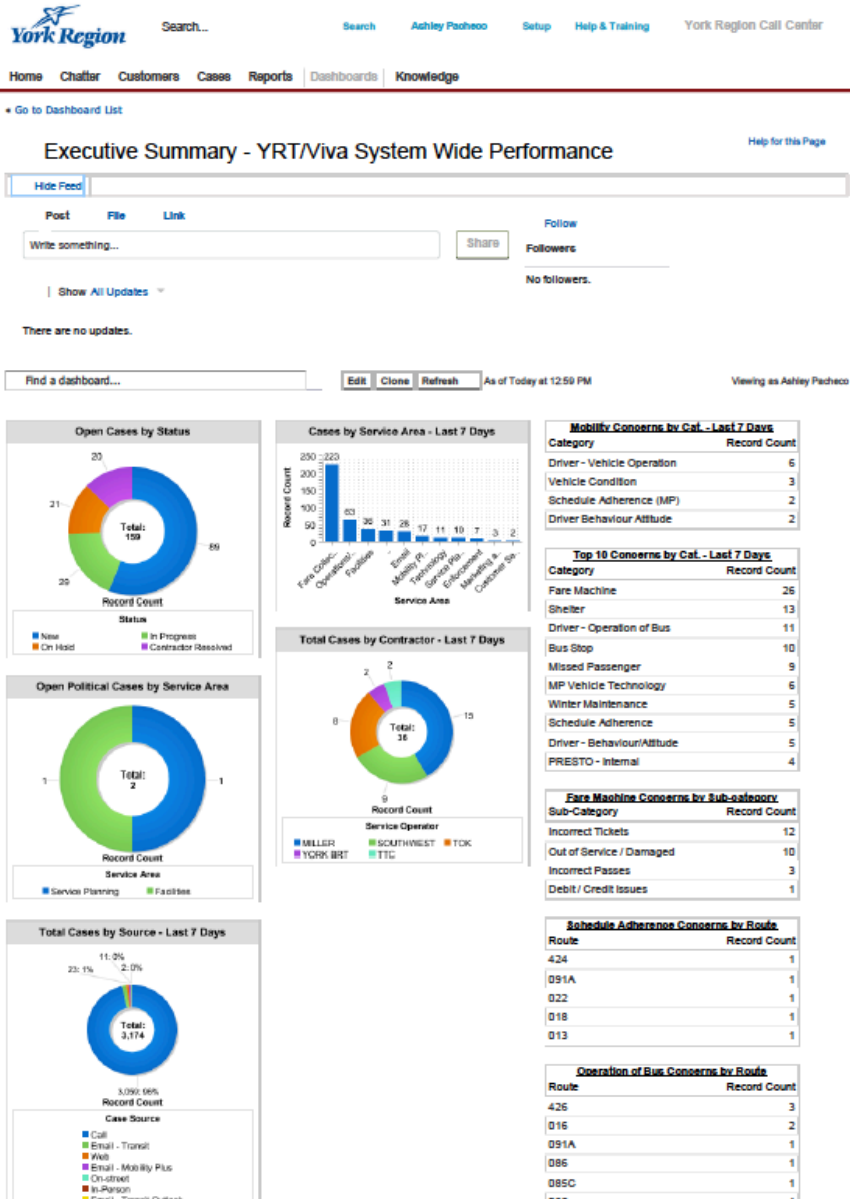
The image shows a smartphone app interface for viewing transit schedules. The app is titled "YONGE ST / HIGH TECH RD" and "Bernard Terminal - NB". It displays scheduled times and estimated arrival times for two different routes.

| Scheduled | Estimated Arrival |
|-----------|-------------------|
| 10:56 | 12 mins |
| 11:14 | 18 mins |

| Scheduled | Estimated Arrival |
|-----------|-------------------|
| 10:45 | DUE |
| 11:17 | 32 mins |

27

Transit Technology

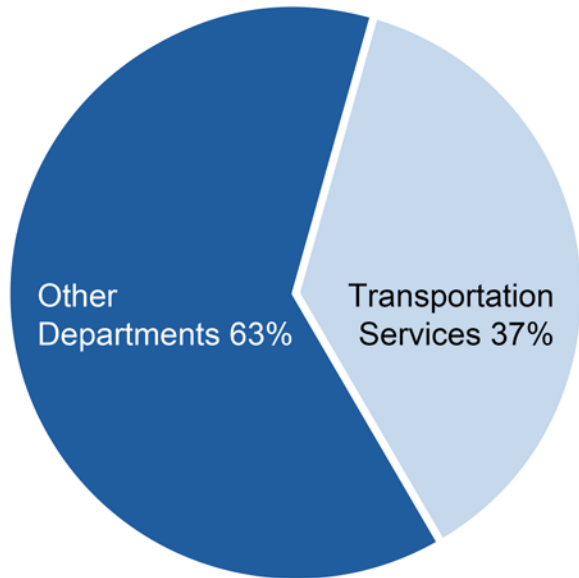


2015 – 2024 10-Year Capital

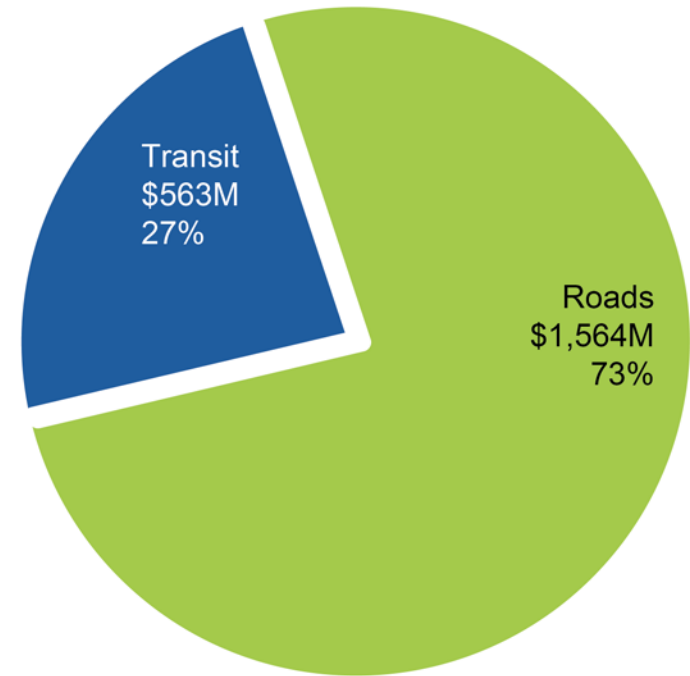


10-Year Capital Budget

York Region \$5,820M



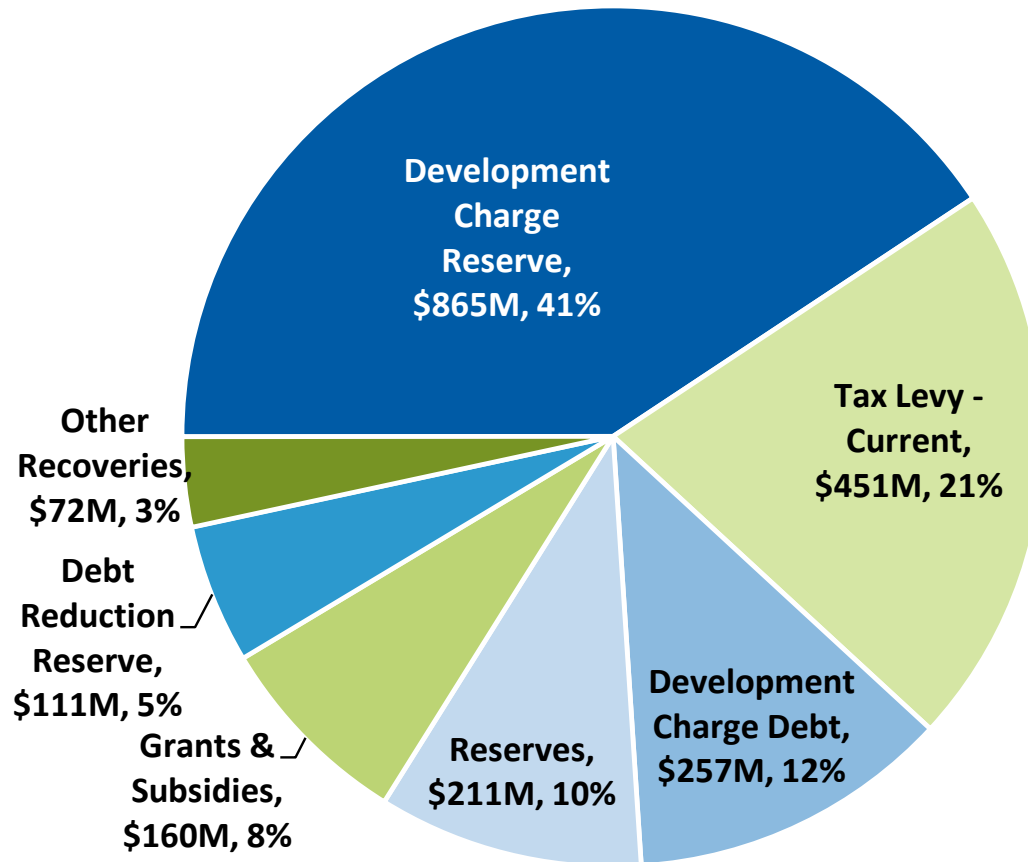
Transportation Services \$2,127M



| Capital Budget | \$ Millions |
|---------------------------------|-------------|
| York Region | 5,820 |
| 10-Year Capital Plan | 2,127 |
| 2015 Capital Spending Authority | 450 |
| 2015 Capital | 167 |

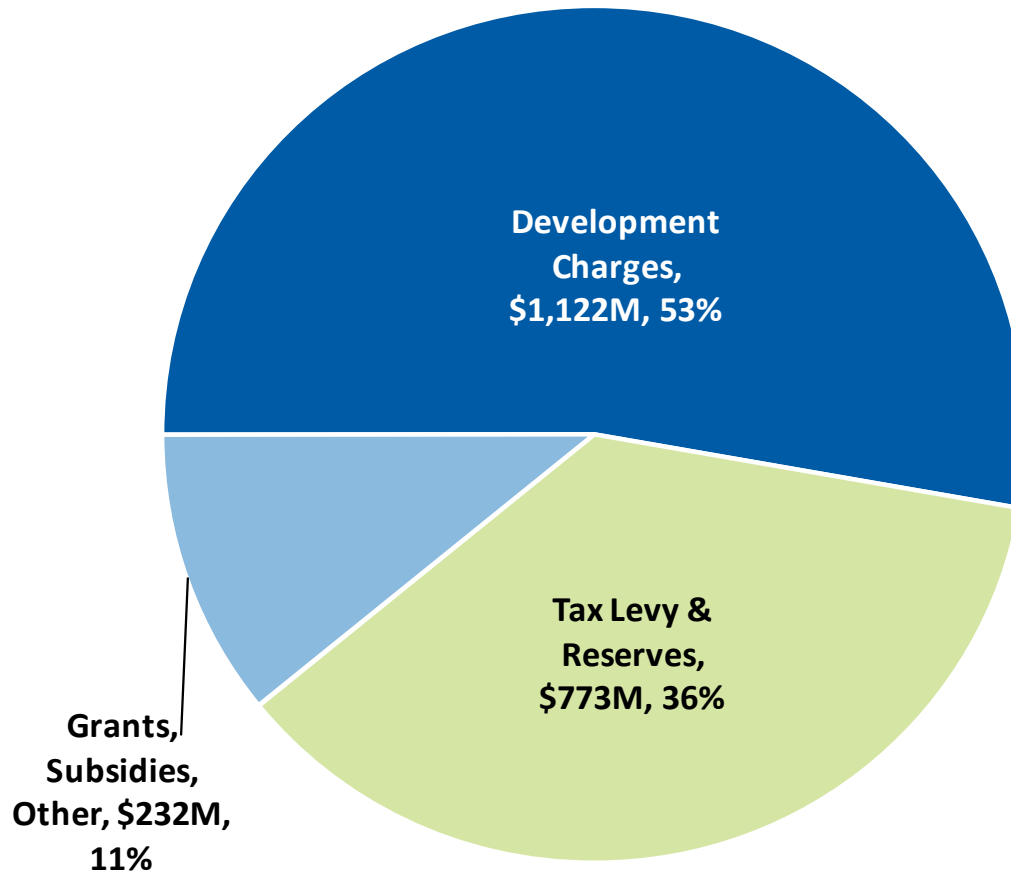
10-Year Capital Funding Sources

Total: \$2,127M



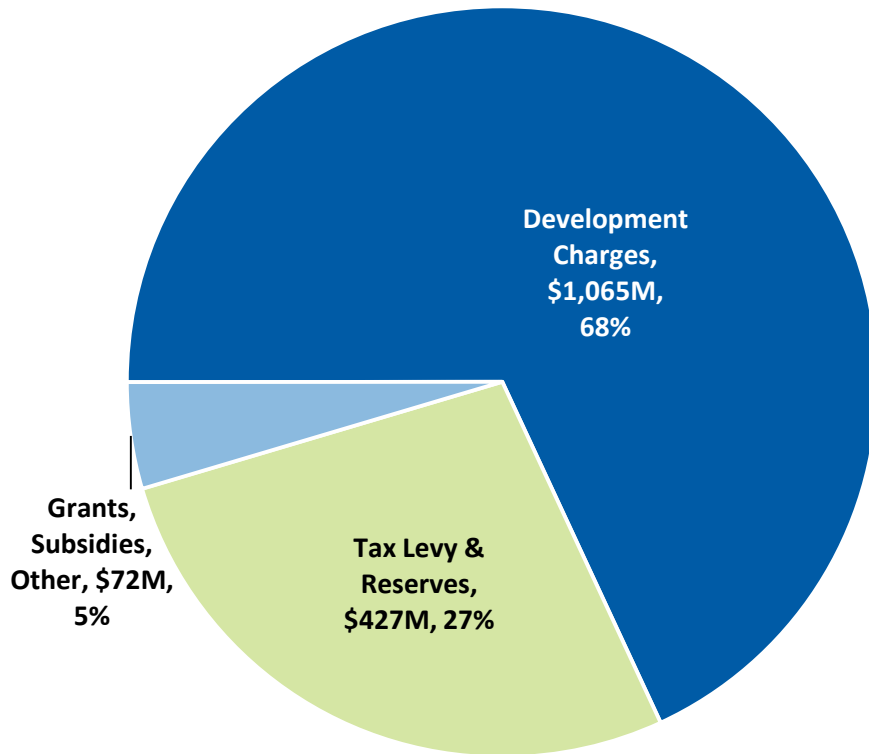
10-Year Capital Funding Sources

Total: \$2,127M

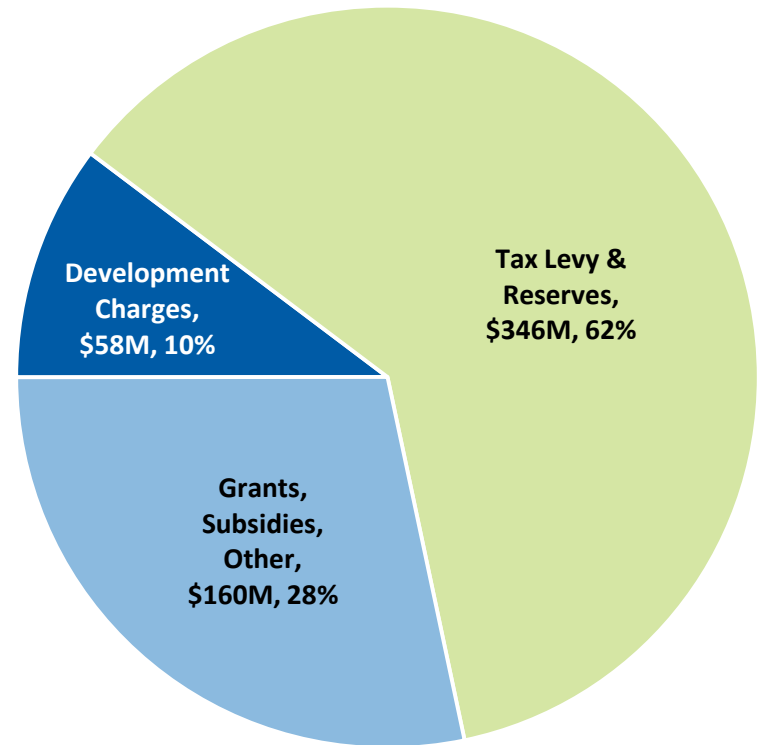


10-Year Capital Funding Sources

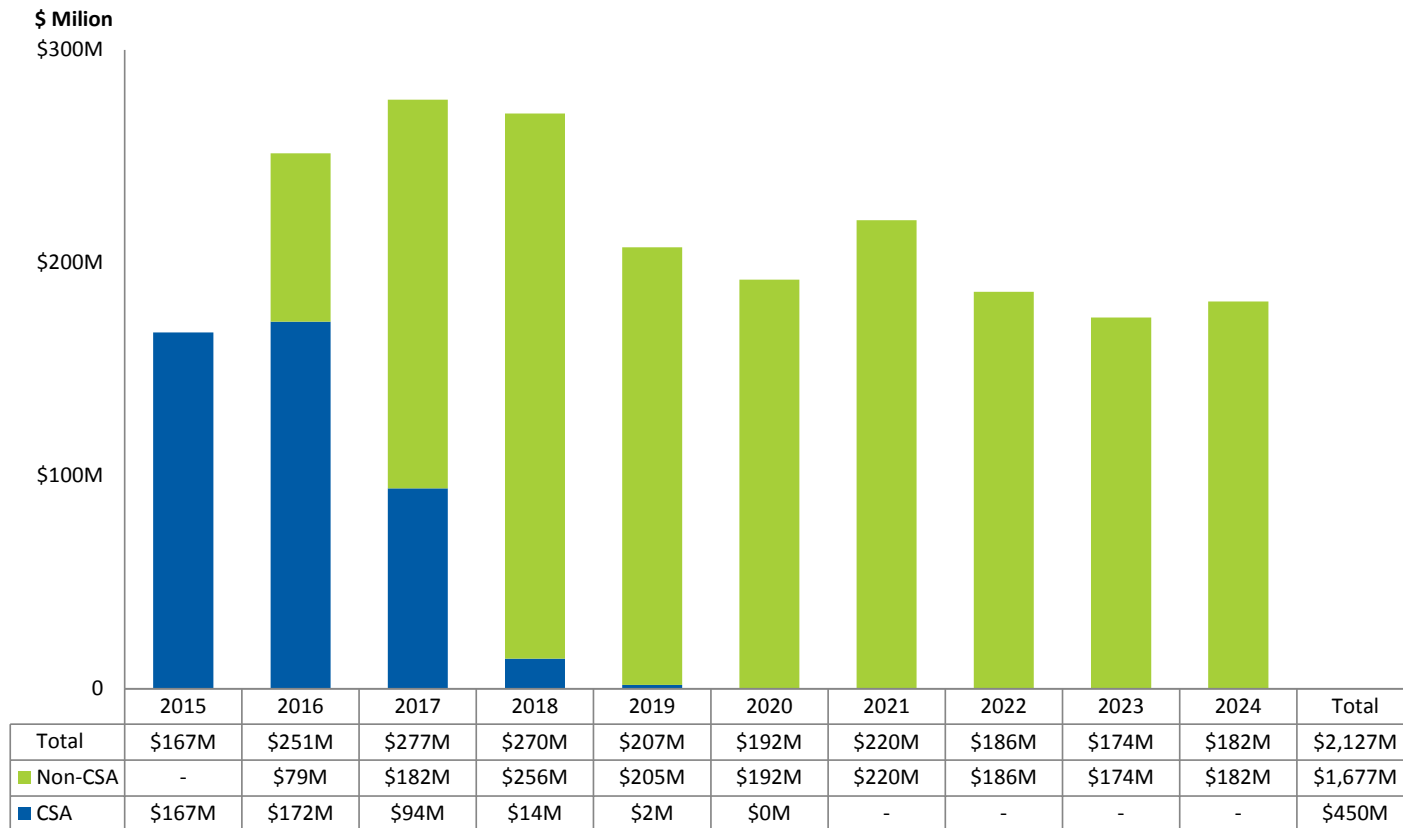
Roads \$1,564M



Transit \$563M

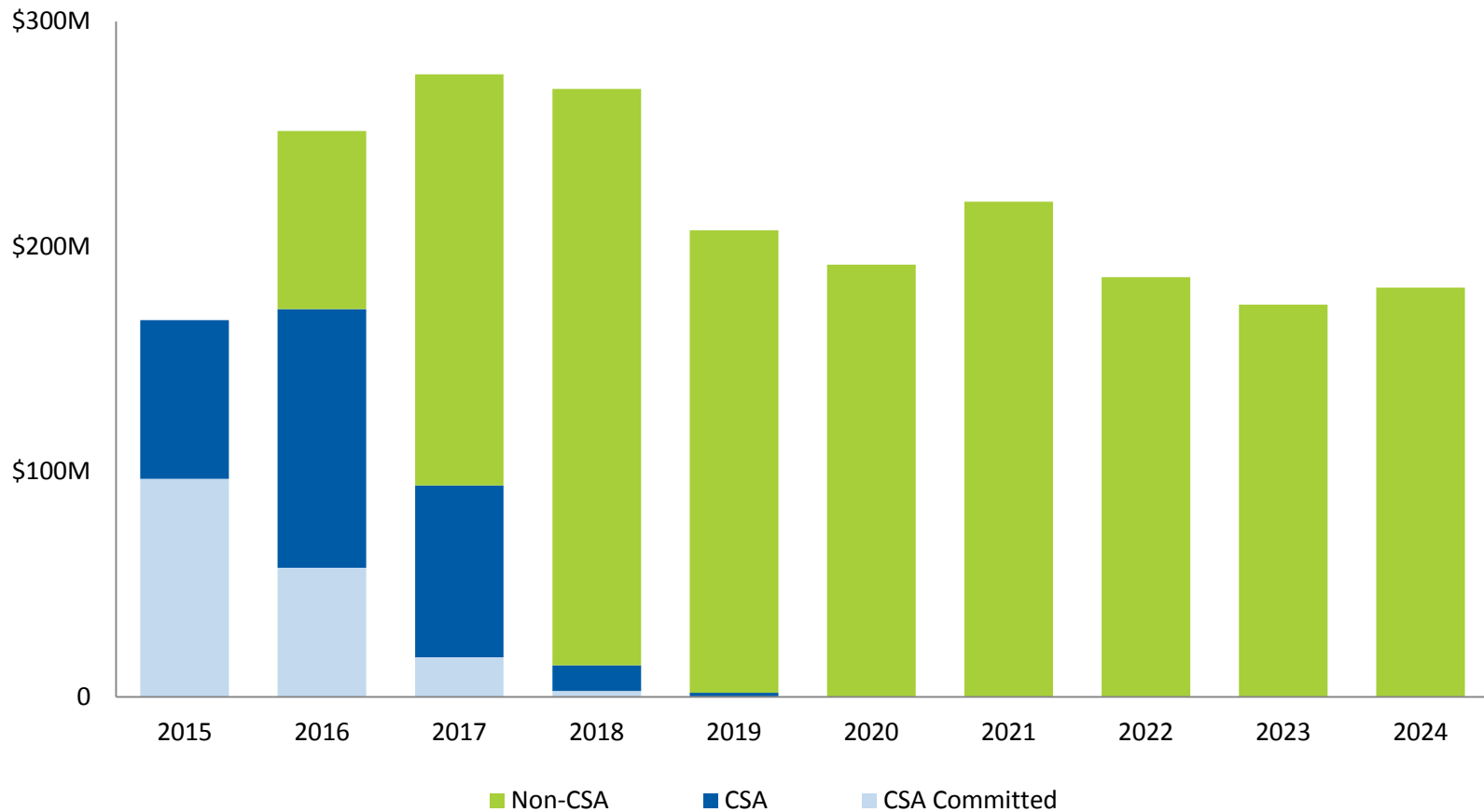


2015 10-Year Capital Plan and Capital Spending Authority



CSA equals \$450M

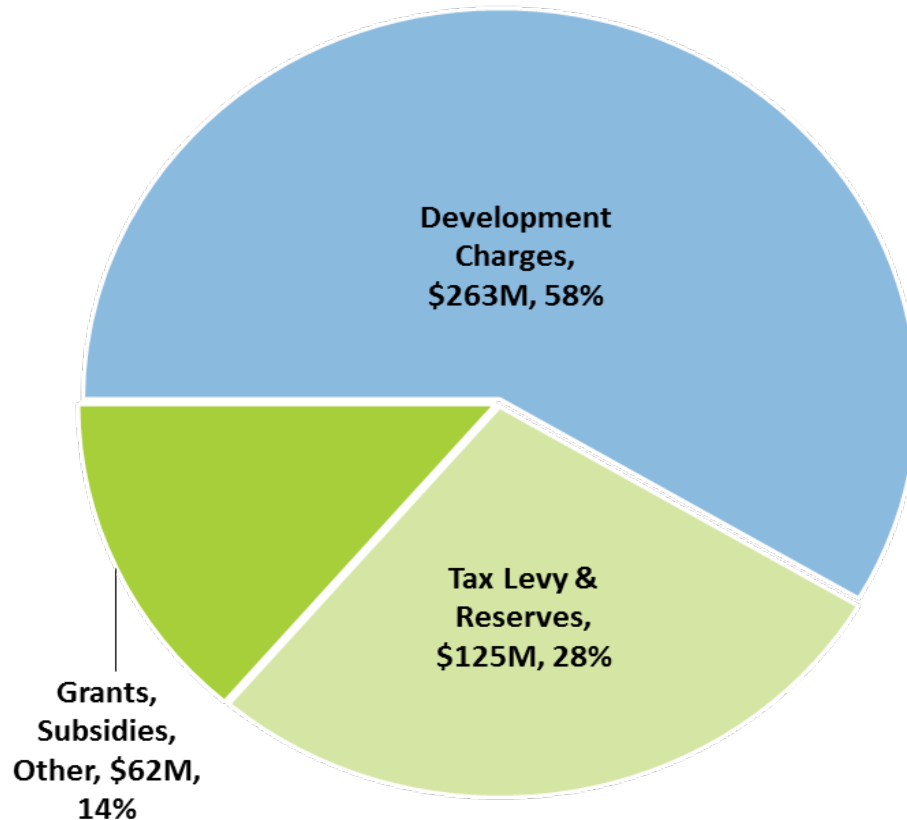
2015 10-Year Capital Plan and Capital Spending Authority



CSA of \$450M, with \$175M already committed

2015 Capital Spending Authority

Total: \$450M



72% of capital spending authority funded through non-tax levy sources

Capital Budget Change Drivers

- Plan to deliver more new infrastructure than ever before
- Projects added/advanced to add capacity, urbanize rural roads in new communities and address missing links
- Expanded Environmental Assessments
- Change in policy to reimburse developers rather than issue DC credits
- Some additional dollars for State of Good Repair

Roads: Proposed 10-Year Capital Projects

Major Capital Projects

| Program Description | Construction | Remaining Budget \$M | Total Project Cost \$M |
|---|--------------|----------------------|------------------------|
| State Of Good Repair: Various roads, bridges and culverts | On-going | 252 | Ongoing |
| Major Mackenzie Drive (Hwy 50 to Hwy 400) | 2015 – 2021 | 109 | 123 |
| Rutherford Road (Jane Street to Yonge St) | 2018 – 2024 | 94 | 96 |
| Leslie Street and St John's Sideroad | 2015 – 2020 | 51 | 58 |
| Bathurst Street (North of Highway 7 to Elgin Mills Road) | 2019 – 2023 | 42 | 50 |
| Hwy 404 mid-block crossing North of 16th Ave | 2021 – 2022 | 42 | 42 |
| 2nd Concession (Green Lane to Doane Road) | 2014 – 2017 | 40 | 68 |
| McCowan Rd - Steeles Ave to 16th Ave | 2021 – 2024 | 39 | 39 |
| Hwy 404 mid-block crossing North of Hwy 7 | 2016 – 2017 | 36 | 38 |
| Bayview Avenue (Elgin Mills Rd to Stouffville Rd) | 2015 – 2018 | 27 | 33 |
| Viva Network Expansion Plan | 2017 – 2019 | 27 | 27 |

Supports congestion management, developing communities, connectivity, asset management

Transit: Proposed 10-Year Capital Projects

Major Capital Projects

| Program Description | Time Frame | Budget \$M |
|---|------------|------------|
| 96 Viva replacement buses | 2018-2022 | 99 |
| 188 Conventional replacement buses | 2015-2024 | 96 |
| Southeast garage | 2015-2024 | 55 |
| 227 Conventional buses major refurbishing | 2015-2024 | 45 |
| 59 Conventional expansion buses | 2015-2024 | 33 |
| 22 Viva expansion buses | 2017-2023 | 28 |
| South garage | 2018 | 27 |
| North garage | 2015-2024 | 25 |

YRT/Viva Capital projects focus on fleet and facility improvements and expansion

Potential Risks and Pressures to the Capital Budget

- Changes in construction, property prices
- Delays in permits and property acquisition can delay construction start dates
- Coordination with other projects – timing changes to other projects may impact delivery times

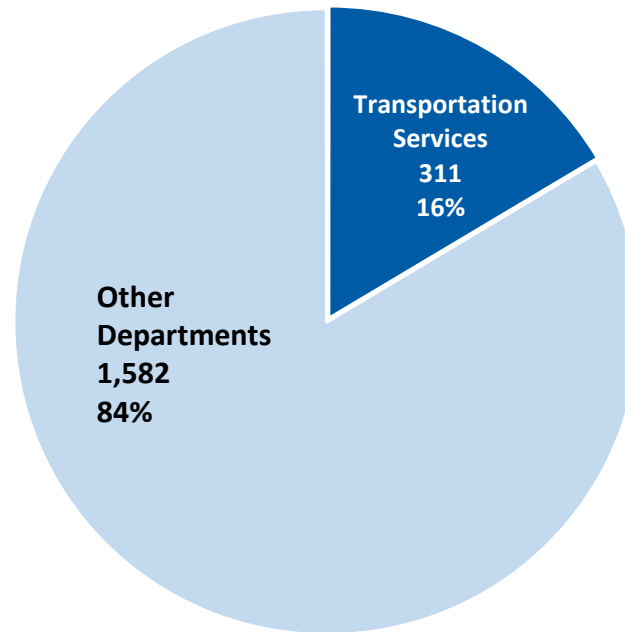
2015 – 2018 Multi-Year Operating



2015 – 2018 Operating Budget Summary

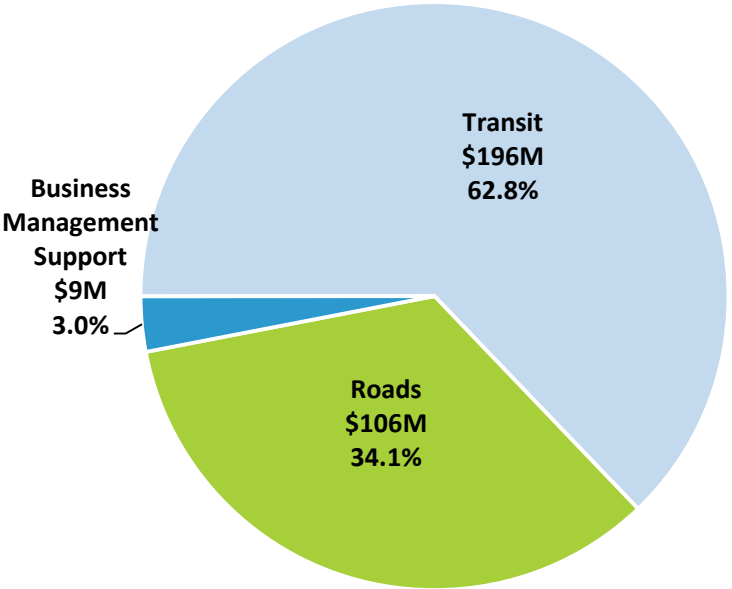
| Operating Budget (\$Million) | 2015 | 2016 | 2017 | 2018 |
|---|------|------|------|------|
| Gross Expenditures | 311 | 318 | 328 | 338 |
| Non-Tax Revenues | 108 | 114 | 122 | 128 |
| Net Expenditures | 203 | 204 | 206 | 210 |
| Net Expenditures Increase/(Decrease) | 8.4% | 0.9% | 0.4% | 2.4% |

2015 Operating Gross Expenditures

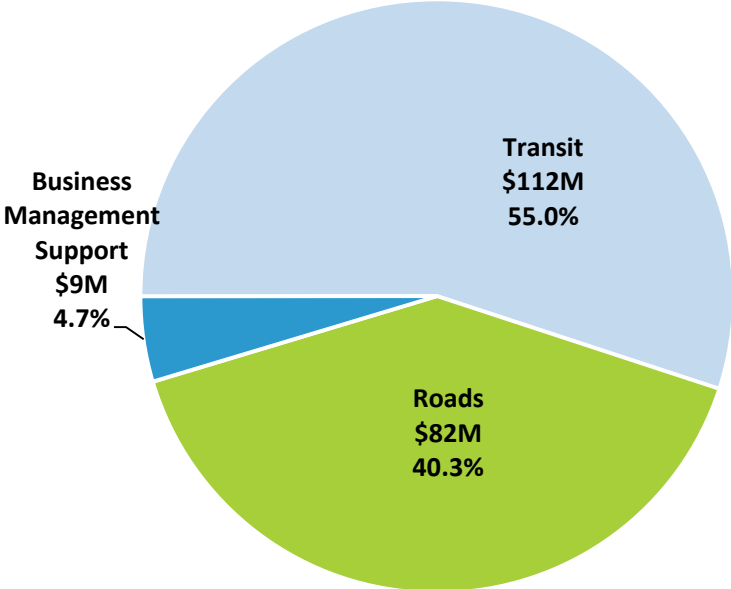


| \$ Million | 2015 | 2016 | 2017 | 2018 |
|---------------------------------|-------------|-------------|-------------|-------------|
| Transit | 196 | 200 | 205 | 212 |
| Roads | 106 | 109 | 113 | 116 |
| Business Management Support | 9 | 10 | 10 | 10 |
| Total Gross Expenditures | 311 | 319 | 328 | 338 |

Elements of the 2015 Operating Budget



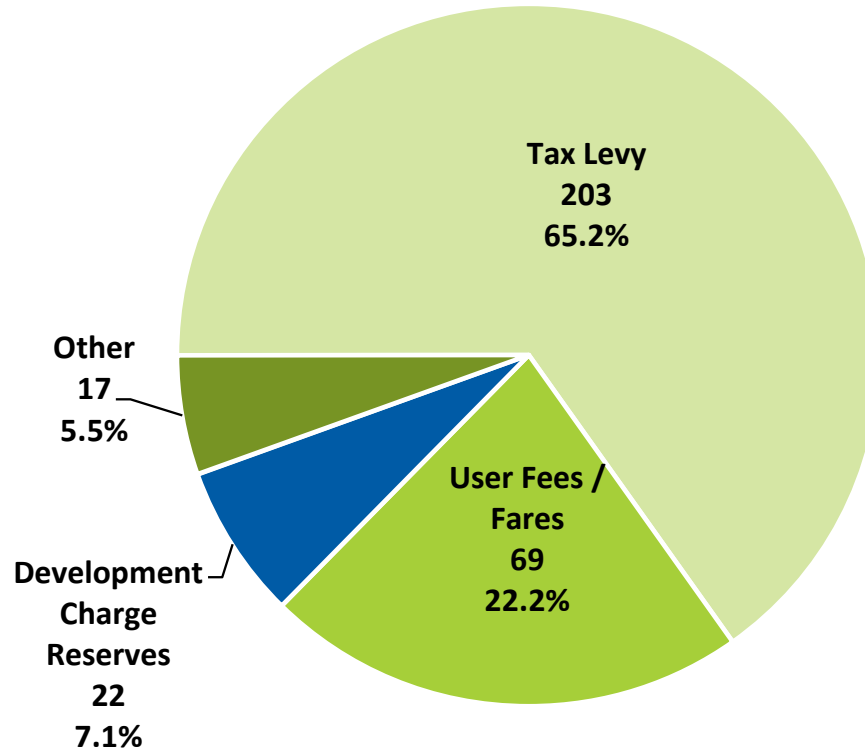
Gross Expenditures \$311 M



Net Tax Levy \$203 M

Transit fares, provincial gas tax and other revenue sources offset operating expenditures by \$108 Million or 35%

Operating Funding Sources

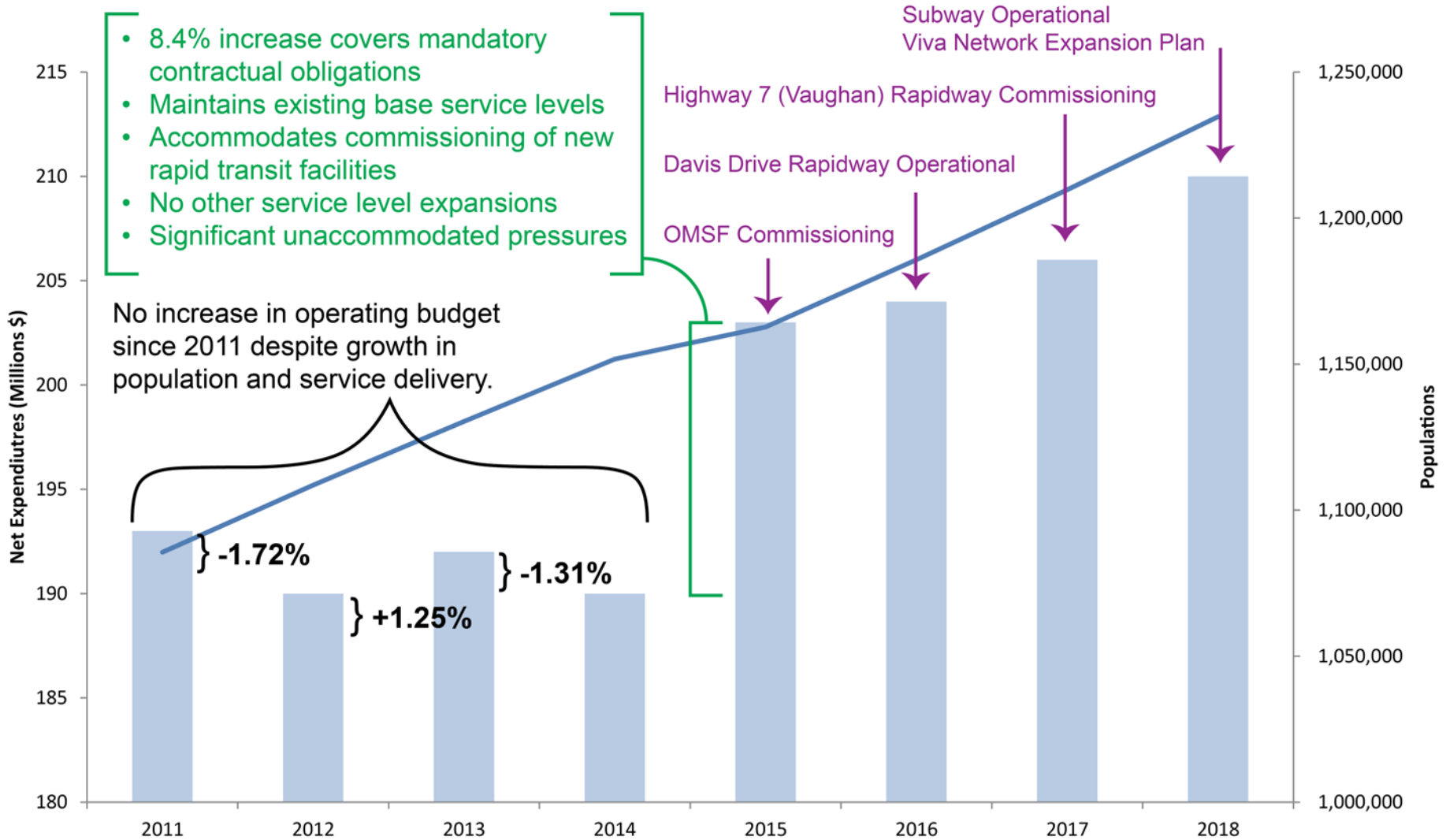


| \$ Million | 2015 | 2016 | 2017 | 2018 |
|------------------------------|-------------|-------------|-------------|-------------|
| Tax Levy | 203 | 205 | 205 | 210 |
| User Fees / Fares | 69 | 72 | 76 | 79 |
| Development Charge Reserves | 22 | 25 | 30 | 32 |
| Other | 17 | 17 | 17 | 17 |
| Total Funding Sources | 311 | 319 | 328 | 338 |

Operating Budget Change Drivers

- Costs associated with new infrastructure
- Viva Network Expansion
- Increase due to contractual/service levels
- Mandatory/legislated obligations
- Restated ridership/revenue forecast for transit

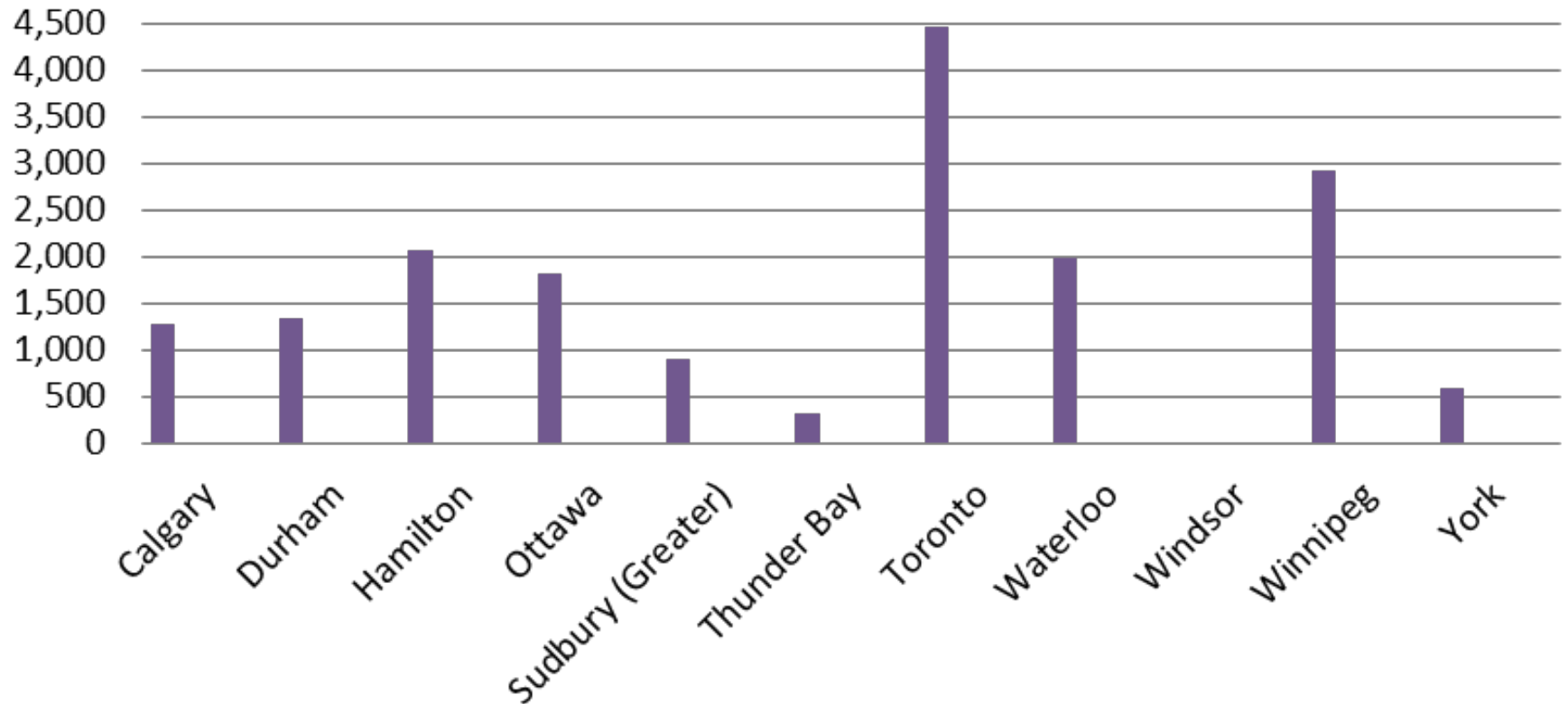
2011 – 2018 Net Expenditures (\$M)



| Net Expenditures (\$M) | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|------------------------|------|------|------|------|------|------|------|------|
| | 193 | 190 | 192 | 190 | 203 | 204 | 206 | 210 |

Key Performance Indicators

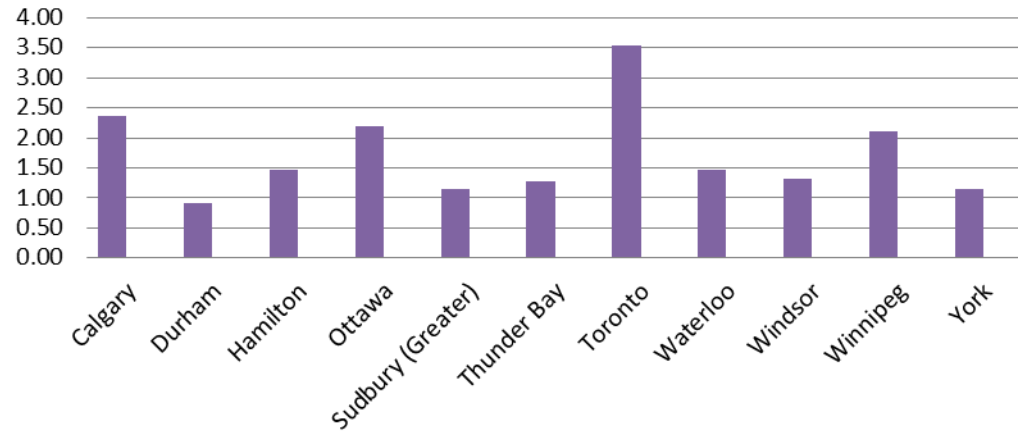
Service Area Population Density



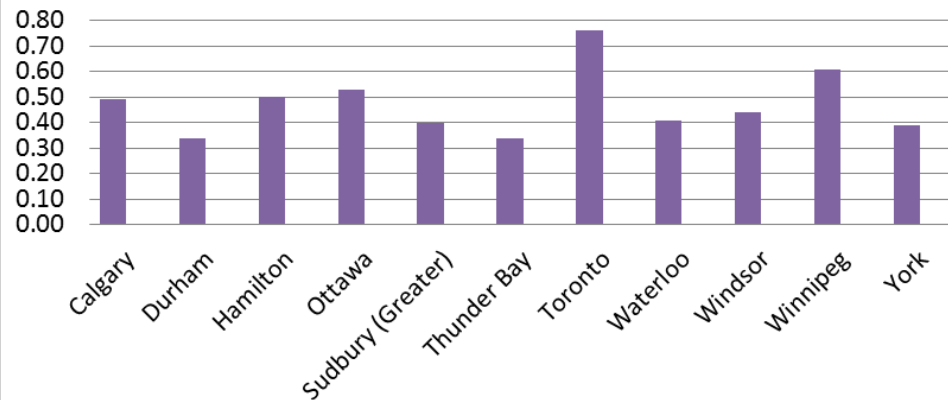
Extensive service area creates challenges for operating in low population density sections

Transit Key Performance Indicators

2013 Revenue Vehicle Hour per Capita in Service Area



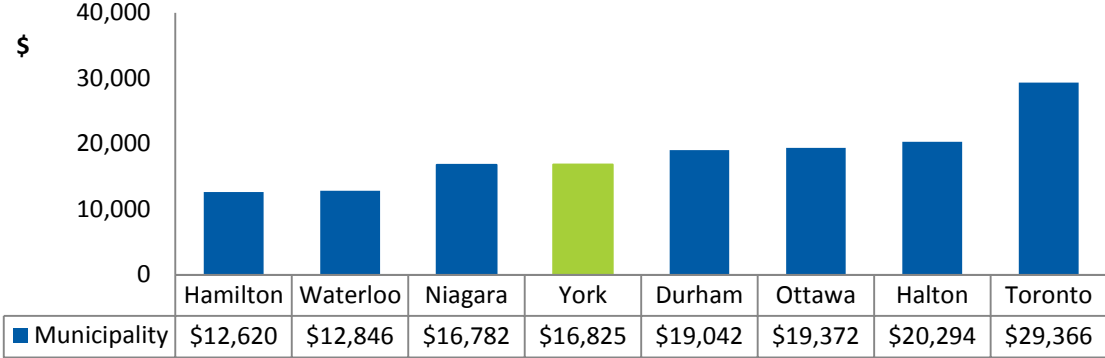
Revenue/Cost Ratio



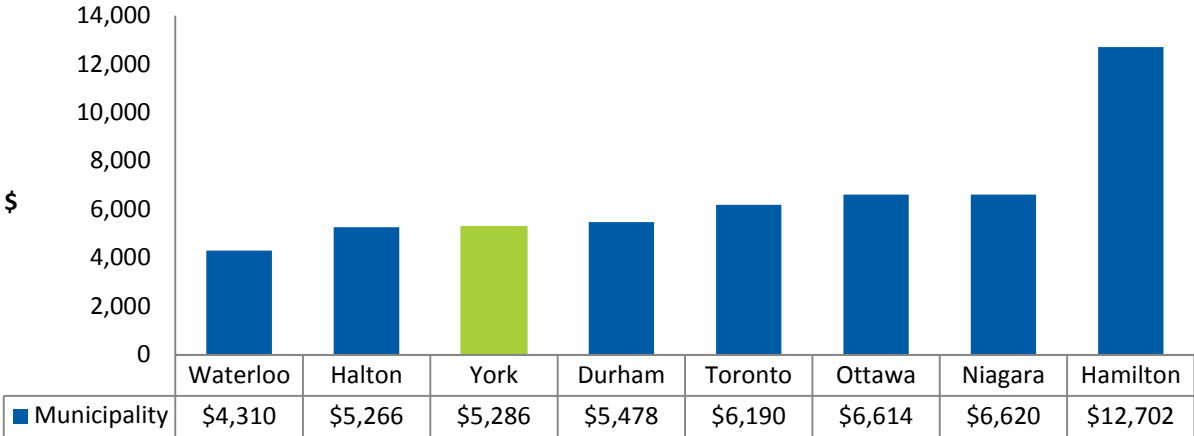
Despite low population density York Region maintains comparable service hours per capita and revenue/cost ratio

Roads Key Performance Indicators

Roads total cost per lane kilometre – 2013 OMBI Stats



Cost of winter maintenance per lane kilometre – 2013 OMBI Stats



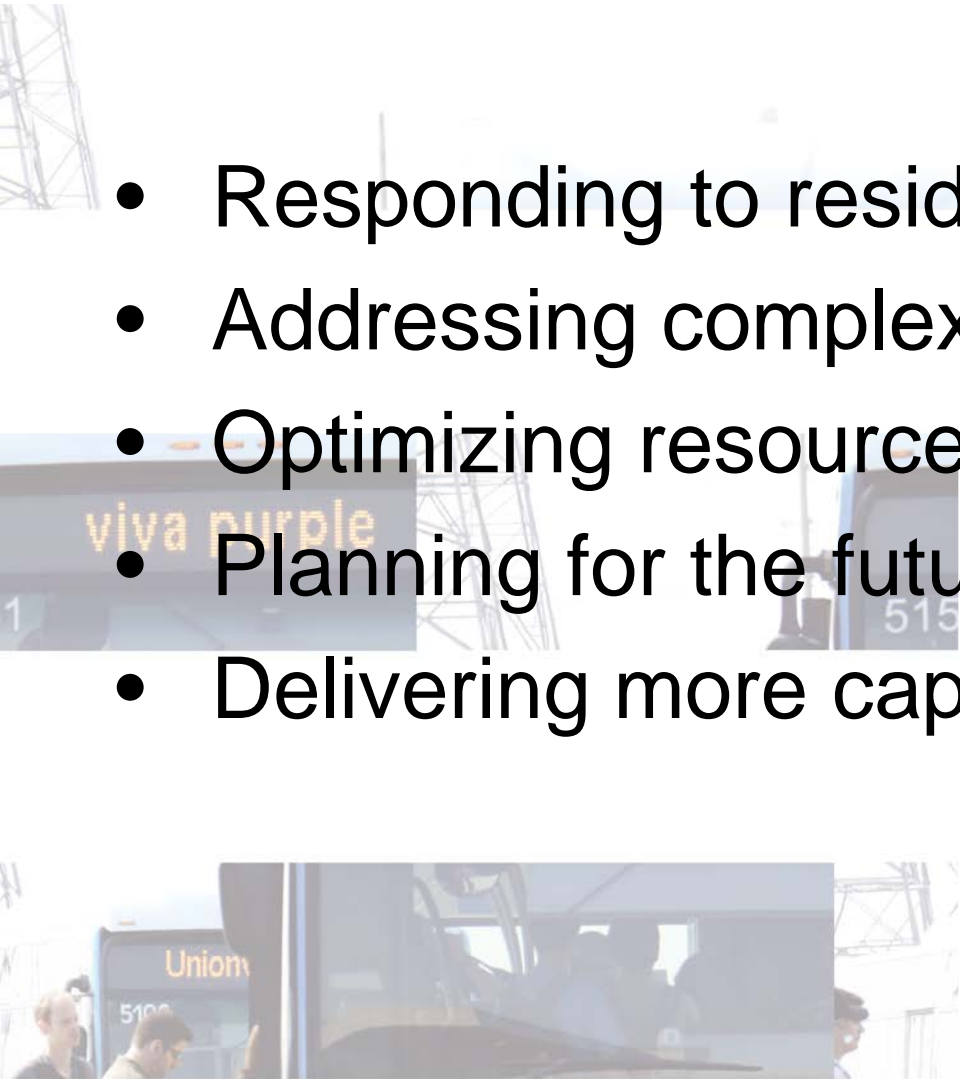
York Region’s road maintenance costs compare favourably considering high service levels to a large and diverse road network

Potential Risks and Pressures to the Operating Budget

- Severe weather events
- Transit ridership numbers and construction mitigation
- Emergency repairs/safety issues
- Renewal of contracts
- Change to regulatory legislated requirements

Summary

- Responding to residents' concerns
- Addressing complexity of urbanization
- Optimizing resources
- Planning for the future (TMP)
- Delivering more capital than ever before



Budget Recommendation

1. Committee of the Whole recommends the submitted budget as follows:
 - a) The 2015 operating budget and the outlook for 2016 to 2018, as summarized in Attachment 1 of the Committee of the Whole, 2015 – 2018 Budget Transportation Services Report
 - b) Capital Spending Authority, as summarized in Attachment 2 of the Committee of the Whole, 2015 – 2018 Budget Transportation Services Report.
2. That the recommended budget be consolidated by the Treasurer for approval by Council on February 26, 2015