

# 10 | YRT/Viva Business Units

**10 | YRT/Viva Business Units**

In addition to Service Planning and Mobility Plus, YRT/Viva's business units include Capital Assets, Customer Service, Enforcement, Marketing and Communications, Operations, and Transit Management (TMS). The following sections summarize the business units' 2015 initiatives.

**10.1 | Capital Assets**

The Facilities section is responsible for managing the design, construction and maintenance of transit infrastructure. YRT/Viva's infrastructure includes four terminals, 14 vivaNext stations on dedicated rapidways, 111 vivastations and more than 4,700 transit stops. Infrastructure also includes bus shelters, benches, waste/recycling receptacles, bike racks, newspaper box organizers, street furniture, infoposts and bus stop signs. Customer facilities are being upgraded to meet the upcoming AODA requirements.

YRT/Viva emphasizes the importance of designing and maintaining high quality facilities and amenities, and ensuring that facilities and amenities are clean, safe and well maintained. This approach enhances the overall transit experience and promotes ridership growth.

The Fleet section provides the technical oversight needed to ensure that all vehicles carrying YRT/Viva customers are safe, clean, and reliable. Vehicles include dedicated and contracted Mobility vehicles, conventional transit buses, and Viva BRT vehicles.

**Fleet Plan**

In 2015 a 10 year Fleet Plan will be prepared as part of the 2016 - 2020 Strategic Plan. The plan will document all fleet requirements and adjustments; including peak bus requirements to meet the annual service plan; operational, maintenance and refurbishment spares; retirement and growth buses.

**Facility Plan**

In 2015 a 10 year Facility Plan will be prepared as part of the 2016 - 2020 Strategic Plan. The plan will provide a high level description and costs of all existing and planned YRT/Viva facilities.

Technical oversight includes: vehicle licensing, emissions testing, managing warranty defects, accident investigations, quality assurance inspection checks, operations and maintenance contract compliance, legislative compliance, investigating customer complaints, maintenance facility checks and audits, improving levels of vehicle reliability, cleanliness, and customer satisfaction.



The following sub-sections outline the Capital Assets initiatives in 2015.

### **New Bus Garages in York Region**

The construction of a new garage for 198 Viva buses is scheduled for completion in the spring of 2015 and will coincide with the start of a new Viva Operations and Maintenance service contract. The building and fleet equipment will be tested and commissioned prior to the start of the new service contract.

York Region has purchased and will take possession of the former GO Transit facility at 18110 Yonge Street in Newmarket in the fall of 2014. This facility will be integrated with the existing adjacent YRT transit garage at 18106 Yonge Street. Design and garage expansion will commence in 2015.

### **Viva Operations and Maintenance Contract**

The existing Viva Operations and Maintenance contract expires in 2015. In preparation for the new contract term, an RFP was prepared with updated service standards and was awarded in May 2014. The fleet, equipment and parts will need to be transferred from the existing leased garage facility to the new Viva garage the weekend prior to the start of the new contract. This will be done seamlessly with no impact to the customer.

### **vivaNext Rapidways**

The expansion of the vivaNext rapidways will continue with the opening of the Highway 7 rapidway between Highway 404 and Warden Avenue in 2014. Facility inspections and commissioning tasks will be conducted prior to assumption by YRT/Viva. Existing maintenance programs will be updated in 2015 to incorporate

the rapidway expansion and provide adequate maintenance service at the stations.

Construction of the Davis Drive rapidway between Eagle and Leslie in Newmarket is progressing, and commissioning activity will occur in 2015. Construction of rapidways and stations on Highway 7 in the area of Jane Street in Vaughan also continues. Preconstruction activities are beginning on the Yonge Street rapidway between Highway 7 and Major Mackenzie Drive and will continue into 2015.

Analysis of travel time savings and the traffic signal timings along the rapidway will be conducted after the opening of each phase of the rapidway to ensure the proper runtimes are assigned to routes operating within the rapidways.

### **Major Mechanical Programs**

YRT/Viva's fleet maintenance program proactively identifies maintenance requirements and minimizes the frequency of in-service breakdowns. Engine, transmission, and air conditioning system rebuilds are being conducted on a proactive basis to improve fleet and service reliability.

### **Bus Life Extension**

In keeping with Council direction, approximately 42 buses per year undergo major structural refurbishing and mechanical overhauls to extend bus life from 12 to 18 years, the design life of a heavy duty conventional bus.



**Spadina Subway Extension into York Region**

Ownership of the bus terminal and passenger pick up and drop off area at the Highway 407 subway station will be finalized. A cost sharing agreement between the Region, TTC and GO Transit will need to be developed for the operation and maintenance of the three subway station bus terminals.

**Transit Facility Maintenance Management System**

YRT/Viva is participating in the joint implementation of a new computerized maintenance management system called City Works. The system will be used to track the inventory of assets, schedule and track preventative and emergency maintenance tasks, and generate reports. Transit facility assets include the bus terminals, pedestrian bridges, pedestrian towers, vivastations, transit stops, and street furniture. The system will be fully implemented in 2015.

**Alternative Fuel Study**

An Alternative Fuel Study is underway to determine whether there is a business case for pursuing alternative fuel technologies. The study will assess alternative fuels including hybrid electric and compressed natural gas buses. A report will be submitted to Council in 2015 for review and consideration.

**Coordinated Street Furniture**

The new street furniture program will continue at YRT conventional service stops. Installation will focus on key areas including the Yonge Street and Highway 7 corridors. The suite of coordinated street furniture includes shelters, benches, bike racks, and newspaper organizers.

**Fleet Purchases**

YRT/Viva and Metrolinx are participating in a joint contract for the bulk procurement of buses with Metrolinx. This program has the advantage of bulk procurement and also provides engineering and bus inspection services at no cost to the Region. Twelve buses are scheduled to be purchased and delivered in 2015. The contract includes options to purchase additional buses under this contract in future years.

**Various Transit Terminal and Facility Upgrades/Improvements**

Major activity at York Region Transit facilities in 2015 include:

- > Completion of the concrete roadway repairs and service kiosk installation at the Richmond Hill Centre Terminal

- > Completion of the pedestrian improvements at Finch GO Bus Terminal
- > Continuation of the concrete and associated electrical upgrades at transit stops along key corridors identified as part of the Viva Network Expansion Plan
- > Property acquisition and design of a terminal and commuter parking lot associated with the Viva Network Expansion Plan
- > Scheduled completion of the 404 Park and Ride facility located at Davis Drive and Highway 404, including required commissioning, inspection, maintenance, and furniture installations.



## 10.2 | Customer Service

The Customer Service section utilizes the YRT/Viva Contact Centre, Customer Care (complaints and inquiries mainly received via our website – Transitinfo), and On-Street Customer Information Representatives to respond to customer transit inquiries, educate customers about our transit system, and obtain/document customer feedback, ensuring customers needs are met. Customer Service's 2015 initiatives are summarized in the following sub-sections.

### Corporate Customer Relationship Management (CRM) Initiative

YRT/Viva's corporate CRM software allows YRT/Viva staff to effectively handle inquiries and complaints, and provides improved reporting and analytic capabilities. Customer service will conduct a post implementation review of the CRM system to ensure that business and customer needs are met, and will work with TMS and IT to address implementation issues and enhancements.

### Queued Call Display

The Queued Call Display was installed in the YRT/Viva and Mobility Plus Contact Centres in 2013. The system enables staff to view calls in queue, wait times, calls abandoned, number of available CSR's on the phone, and service levels. In 2015, Customer Service will review information content and layout on the Queued Call Display LCD screens to determine its effectiveness and will work with vendors to determine whether IVR data can be displayed.



### Business Intelligence (BI) Reports and Dashboards

Contact Centre BI reports and dashboards will be reviewed to ensure they continue to meet business needs. They will be modified if necessary.

### Workforce Management (WFM)

The Workforce Management System was implemented in 2014 to forecast daily and weekly workloads, efficiently schedule staff to meet customer demand, achieve targeted service levels, and improve overall customer service. The system will be reviewed in 2015 to ensure that the workload, staff scheduling, and service level forecasts produced by the system are meeting YRT/Viva's business and customer needs.

### Call Recording

Customer Service will monitor the Call Recording system performance, evaluate and implement system upgrades, new releases, and system improvements.

### vivaNext Rapidway – Customer Service Staff

To prepare for the opening of future vivaNext rapidways, Customer Service will train on-street staff.

### Customer Service Training Strategy, Programs and Modules

Customer Service Training Modules will be developed for Customer Service positions.

### 10.3 | Enforcement

Enforcement and Security provides a blended service of revenue protection and security through inspections and enforcement. Enforcement staff are on duty 24/7. The Control Centre operates 24/7 for Special Constables providing asset protection in off hours, and late night call response for both conventional and rapid transit services.

The Enforcement unit will be relocated to the new Operating and Maintenance Facility in 2015. Additional initiatives are summarized in the following sub-sections.

#### Transit Security Review

With the addition of rapidways, subways and a new Operating and Maintenance BRT Facility, Transit Enforcement and Security will be re-assessing transit security needs in York Region. The ongoing review will look at current and future security technologies to ensure systems and staffing are in place for the protection of customers, employees and infrastructure. A Threat/Risk assessment will review all aspects of infrastructure, technology and services.

An “Emergency Call Box” (ECB) system, providing customers with direct emergency access to security services, is being implemented. A functional review will be completed in 2014 to confirm the technology is effective. Implementation will continue in 2015.

Closed Circuit Television (CCTV) is being expanded and upgraded throughout the transit system. Earlier CCTV systems at identified terminals will be upgraded to current standards.

#### Fare Box Recovery

YRT/Viva Enforcement and Security staff will continue to monitor: fare box recovery on conventional services, fraudulent credit card use at the off-board fare collection machines, proof of-payment on BRT services, and system-wide PRESTO use.

#### Police Radio System

YRT/Viva has partnered with York Regional Police as one of the user groups for the new police radio system. The system offers inter-operable radio communications throughout York Region. The system will be implemented in the third quarter of 2014 within the Enforcement and Security group.

#### vivaNext Rapidways

With the opening of new rapidways, proof-of-payment enforcement programs and additional safety and security measures will be initiated to maintain security levels throughout 2015.



## 10.4 | Marketing and Communications

Promoting public transit and attracting riders through various marketing and communications initiatives, advertising campaigns, events and special programs are key initiatives for any transit system.

In 2015, YRT/Viva Marketing and Communications campaigns will focus on ways to help increase transit ridership, transit acceptance, and transit awareness. Campaigns will provide smart, attainable ideas to advertise transit services to the identified target audience. The campaigns will also address key transit issues and select service features.

Marketing and Communications initiatives for 2015 are summarized in the following sub-sections.

### Advertising Campaigns

Two to four advertising campaigns will be produced. The campaigns will be based on research and awareness, current YRT/Viva initiatives and customer demand.

### Social Media

Promotions and engagement tactics will be implemented on social media. Social media data can help to determine future content and marketing opportunities, as well as support operational and business decisions across the organization.

### Community Outreach and Programs

Community outreach events will support customer education with the ultimate goal of increasing awareness and ridership.

Youth education continues to be a priority for YRT/Viva. The high school Youth On-Board Program will be expanded to include post-secondary institutions, and students in grades 7 and 8.

### vivaNext Rapidways

Customer direct communication will be developed to advertise the opening of rapidway segments throughout York Region in 2015.

### Yrt.ca

All customer communications will be featured on yrt.ca and mobilityplus.yrt.ca. Both websites will be updated to stay current with emerging trends, technologies and digital media.



### 10.5 | Operations

The Operations section is responsible for the administration and service delivery oversight of both conventional and Viva bus services.

As contract administrators, Operations staff are responsible for daily monitoring of service both on-street and through the centralized Control Centre. Staff collect data and report on contractor performance in the areas of schedule adherence, vehicle maintenance, safety, customer satisfaction and training. Other contractor reporting requirements are constantly reviewed and audited to ensure contractors adhere to service standards.

Other duties include coordinating bus charters for public and private agencies, tracking operational issues, assisting emergency services by providing shelter, evacuations and training, and coordinating special events such as the annual YRT/Viva Bus Roadeo.

YRT/Viva monitors service to ensure safe, efficient and reliable service is provided region-wide. For example, in the case of rapidways, the Operations section established rapidway protocols and training for bus operators, support staff, emergency services and other vendors/contractors required to enter the rapidway.

#### **vivaNext Rapidway Construction**

In 2015, construction will begin on the Yonge Street rapidway from Highway 7 to Major Mackenzie Drive, from Major Mackenzie Drive to 19th Avenue and from Mulock Drive to Davis Drive. The projected completion date for the Yonge Street rapidway is 2018.



Davis Drive rapidway construction will be completed in 2015. Viva service between Yonge Street and the 404 commuter parking lot is expected to begin in 2015 with rapidways running from Yonge Street to Southlake Hospital.

The eastern section of the rapidway along Highway 7 will be fully functional in 2015 operating from Chalmers to Town Centre Boulevard. The east end of the rapidway will then merge to the curb lane approaching Warden Avenue to line up with the HOV lanes that will be built between Warden Avenue and Sciberras Road. The tentative project completion date for the HOV lanes is 2018.

In 2015, construction will continue on the Spadina Subway extension, which will provide three stations in York Region. The stations will

be located on the north side of Steeles Avenue across the street from York University (Pioneer Village Station), at Highway 407 (Highway 407 Station), and at the Vaughan Metropolitan Centre on the north side of Highway 7 (VMC Station). The tentative project completion date is 2016.

During each construction period, YRT/Viva's Operations staff will monitor service and will, where necessary, make schedule adjustments as required to ensure buses remain on schedule and customer impacts are minimal. Additional buses will be used strategically to manage transit services in each of these areas. Operations will work with Capital Assets to align the procurement of new buses with the additional service needs.



### Standardized Bus Operator Training Program

In 2015, a newly designed Standardized New Operator Training Program will be rolled out to new and existing transit operators. This program is designed to reinforce best practices. The program expands on the recently implemented Standardized Operator Refresher Training Program. It introduces new technology, including a bus simulator, and includes a continuing focus on AODA training and awareness. Each training program will be based on adult education best practices.

### Accident Investigation Course

In 2015, the Transportation Safety Institute will continue to provide accident investigation training utilizing the highest standards in the industry. The training program is designed to provide on-street inspectors and contractor staff with the skills needed to investigate and manage a transit accident scene.

### Control Centre Training

The first segment of the Control Centre Training Program was specialized training in the management of transit services. This segment was implemented in 2014. The second segment will be implemented for YRT/Viva and contractor staff in 2015.

### Bus Rodeo

The YRT/Viva Annual Bus Rodeo promotes safe bus operation and driver skill enhancement through a friendly skills competition, and will be held in June 2015. This will be the 8th Annual Rodeo. The Champion will represent York Region at the International Bus Rodeo in the spring of 2016.

### Safety Posters

The Safety Poster Campaign will continue in 2015. Customized Safety posters, specific to York Region, will be produced bi-monthly and will focus on the specific needs identified from accident trending analysis, pedestrian awareness campaigns, adverse weather days and other identified safety needs.

### Pan Am/Parapan Am Games Planning

York Region will be hosting the 2015 Pan Am/Parapan Am Games events at the Markham Sports Centre and Angus Glen Golf Club. YRT/Viva operations staff are participating in the master transportation plan for the various game sites in York Region and at York University.

### Service Delivery Model Assessment

Operations staff will continue to work closely with Service Planning, Customer Service, Marketing and Communications, Mobility Plus and the Roads section to ensure the service delivery model meets the needs of YRT/Viva customers.

### On-Time Performance (OTP)

In 2014, Operations developed a new program to more accurately measure average runtime on all YRT/Viva routes. This program combined with on-street analysis and Control Centre trend analysis has assisted with the development of accurate customer friendly schedules which have resulted in improved on time performance. This approach will be continued in 2015 and is expected to continue to have a positive impact on on-time performance.



**Award of the Viva Contract**

In 2015, the new Viva Operations and Maintenance Facility is scheduled to open in Richmond Hill. In 2012, York Region Council approved the contract extension for the remaining two years to coincide with the revised operations and maintenance facility opening in 2015. The new Viva contract RFP process took place in 2013 with the new Viva contract awarded in May 2014.

Operations will work with TOK Transit to prepare for the transition into the new facility in 2015. The Viva service is scheduled to begin operating from the new Richmond Hill facility in September 2015.

**Bus Driving Simulator**

The new Viva Operations and Maintenance Facility scheduled to open in 2015 will house a transit bus driving simulator to assist with operator training requirements. The RFP was issued in 2014 with the contract due to be awarded in January 2015. The simulator is scheduled to be installed in June 2015. The transit bus driving simulator offers an adult learning environment. Benefits include: providing new operators with safe, but realistic training of on street and rapidway operations; more effective vehicle utilization; collision prevention training; and post collision training.



## 10.6 | Transit Management and ITS

YRT/Viva continues to implement new technology systems to enhance customer service, improve passenger and driver safety, optimize operational performance, and provide passengers with real-time bus arrival information. The following sub-sections describes the various YRT/Viva technology initiatives in 2015.

### PRESTO Smart Card System

YRT/Viva is working with Metrolinx to implement the following PRESTO enhancements:

- > PRESTO fare payment on Mobility Plus and Dial-a-Ride services
- > Add Value Machines at selected terminals and malls
- > Fare payment using debit and credit cards

### Wireless Local Area Network upgrade at 18106 Yonge (TOK Garage) and 8300 Keele (Veolia South West Garage)

All Operations and Maintenance facilities have a Wireless Local Area Network for transit vehicles to connect and upload operational data and download new software upgrades and schedules. As part of the continuous network improvement, the wireless access points at TOK and Veolia South West garages will be upgraded to provide better connectivity with buses and increased network coverage.

### Automatic Vehicle Health Monitoring System

Automatic Vehicle Health Monitoring (AVM) will provide detailed diagnostic information to transit vehicle maintenance personnel allowing them to identify issues before a road call or service interruption occurs. The systems integrate all on-vehicle systems providing a single, common

source of diagnostic information. This will allow YRT/Viva contractors to institute maintenance programs based on actual failure rates which will reduce the number of unnecessary inspections and reduce vehicle downtime.

ITS systems such as INIT CAD/AVL, SEON CCTV (Closed Circuit Television Cameras) and Clever Devices AVM systems will be installed on all new buses purchased in 2015. ITS systems will contain upgraded next generation devices and system components to provide better functionality and enhanced user and customer experience.

### vivaNext Rapidways

TMS will continue to work with York Region Rapid Transit Corporation on various projects including the vivaNext rapidways, the Spadina Subway

extension, and the future Viva Operations and Maintenance Facility. Each vivastation will have Ticket Vending Machines/Presto fare collection systems, CCTV, Public Address System (PA), Variable Message Signs (VMS), and Emergency Call Boxes with blue strobe light. The stations will be networked to central office locations and will provide remote access capabilities to all ITS systems.

Viva service will operate out of a new operations and maintenance facility in 2015. The new maintenance facility will accommodate fleet growth and service expansion. The new facility will have IT infrastructure to support ITS on board the vehicles and within the facility. All of the latest systems and technologies will be implemented within the new facility.



**One Bus Away – Transit Smart Phone Application**

A YRT/Viva mobile application for Android, iOS (iPhone, iPad) and Windows phones was developed based on an open source project and will be enhanced as new sources of information become available. The mobile application will provide schedule and real time information for selected routes and stops, map all YRT/Viva stops, and provide route identification using Google Maps.

**Data Warehouse and Business Intelligence (BI) Dashboards/Reports**

BI reporting and dashboard solutions are being continuously developed and delivered. Data from all transit operational and financial systems, customized reports and dashboards are being created for all groups within YRT/Viva.

**Customer Relationship Management (CRM) system**

TMS and Customer Service groups are working with Corporate IT and YRT/Viva functional groups to design and deliver the CRM system and make sure YRT/Viva business and functional requirements are collected and implemented as part of the project delivery. Features and functional capabilities will include service request management, knowledge management, email and response management, web based customer service, business process automation and workflow, event management, payment processing, feedback management, analysis and reporting.



## 10.7 | Mobility Plus Family of Services Program

Mobility Plus offers the Family of Services program utilizing a combination of Mobility Plus door-to-door service, Community Bus, YRT conventional and Viva to ensure that the most appropriate service is available to meet Mobility Plus passengers' needs.

The Family of Services program addresses growing specialized transit ridership, the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Integrated Accessibility Regulation, budget pressures and higher contractor costs. To date, more than 2,200 registered customers have entered the program.

The implementation of this program includes:

- > Identifying eligible customers
- > Identifying client travel patterns
- > Identifying key transfer points
- > Upgrading trip planning software
- > Developing a communications plan
- > Providing travel training eligible customers
- > Identifying cost efficiencies

The integration of conventional and specialized transit services helps to manage the demand for Mobility Plus vehicles required for people who have no other transit options. This improves cost efficiencies and promotes independence, inclusion, and integration.

Mobility Plus will continue to identify and expand Family of Services transfer locations (e.g. Henderson vivastation in Aurora), allowing passengers to utilize more of the YRT/Viva system.

Mobility Plus will review service types to ensure the optimum fleet mix for delivering specialized service. The analysis will include:

- > Transferring vehicles between contractors to minimize deadheading time and cost
- > Substituting one type of mini-van for another larger vehicle to increase the number of passengers carried per hour

### Mobility Plus 2015 Service Initiatives

In 2015, Mobility Plus service will be affected by:

- > Aging population
- > AODA requirements
- > Day program enrolment
- > Medical service appointments (e.g. dialysis)
- > Opening of new Viva rapidways in Newmarket and Markham

Regarding Mobility Plus, the 2015 Annual Service Plan identifies three important areas: improvements in customer service, managing ridership demand, and maximizing vehicle usage. The focus in 2015 will continue to be increasing the use of conventional transit through the Family of Services program, investigating alternative service delivery options designed to make service delivery more cost efficient, expanding outreach programs, and optimizing the new scheduling software to improve trip planning capabilities.

The following sub-sections describe the various Mobility Plus initiatives in 2015.



**Cross-Boundary Specialized Transit Service**

In 2015, Mobility Plus will continue its partnership with Metrolinx and other GTA transit systems to provide customer focused opportunities in the provision of regional and cross-boundary services. In March 2014, a memorandum of understanding (MOU) was developed between the transit properties in the GTA. This MOU allows to transfer between transit authorities without an application or assessment process, as long as they meet the eligibility criteria in the municipality they are traveling into. In June 2014, Mobility Plus will be introducing the “Call One Procedure.” Mobility Plus passengers who wish to transfer to the Toronto Wheel Trans system will simply need to make a single call to the Mobility Plus call centre. Mobility Plus staff will arrange the transfer and trip booking with Wheel Trans to provide a seamless cross-boundary transfer between municipalities. In 2015, Mobility Plus will continue to support this service, and will enhance or refine the service as necessary to best address customer needs.

**Possible Outsourcing of Appeal Panel**

Mobility Plus will be seeking approval from Council for a one-year pilot project which will contract out the Mobility Plus Appeal Panel to a third party company. Eligibility for Mobility Plus is based on a person’s ability to use conventional transit for some or all their trips. The appeal process allows applicants to appeal a denial of eligibility. It is vital that the process be objective and unbiased and that it be perceived as objective and unbiased by individuals with disabilities and by the agencies representing them.

**Review and Implementation of a Zone Bus Service**

In 2014, Mobility Plus began reviewing the feasibility of establishing a Zone bus service in order to accommodate the increase in demand for spontaneous service, and also to meet AODA legislative requirements. In 2015, Mobility Plus will continue this review with the expectation of implementing a peak hour zone bus service.





