2008

York Region Transit

Business Plan &

Operating Budget

YORK REGION TRANSIT | VIVA

York Region Transit Objectives

- **OBJECTIVE NO.1**

  Financial Performance – To identify and implement strategies to improve the financial performance of both conventional transit services and Mobility Plus services, using revenue cost ratio, net cost per passenger and other financial metrics to guide the implementation of new services and the modification of existing ones. All YRT sections will be expected to identify efficiencies in their respective areas for the purpose of the 2008 Business Plan and Budget.

- **OBJECTIVE NO.2**

  Communication – To improve all areas of communication including internal within YRT, external with other branches within the Region, external stakeholders and peer agencies, and our service suppliers / contractors.

York Region Transit Objectives

- **OBJECTIVE NO.3**

  Environment – To pursue projects and initiatives that will enhance York Region Transit's environmental reputation including alternative service delivery methods, and hybrid and other technologies for buses and other capital assets.

- **OBJECTIVE NO.4**

  Asset Management – To finalize and begin implementation of an asset management strategy for all YRT capital assets.

York Region Transit Objectives

- **OBJECTIVE NO.5**

  Innovative Technology – To continue the identification and implementation of innovative transit technologies that will encourage further ridership growth.

- **OBJECTIVE NO.6**

  Staff Development – To continue the professional development and training of transit staff to ensure they posses the necessary expertise to perform effectively, and to develop succession plans that give internal staff the opportunity for promotion.

York Region Transit Objectives

- **OBJECTIVE NO.7**

  Safety and Security – To develop appropriate safety and security plans and measures to ensure the protection of YRT customers and staff.

- **OBJECTIVE NO.8**

  Service Quality – To identify programs and other initiatives that will improve the overall quality of the transit product delivered to our customers.

York Region Transit Objectives

- **OBJECTIVE NO.9**

  National Quality Institute Certification – To pursue NQI Level Two certification under the Progressive Excellence Program.

- **OBJECTIVE NO.10**

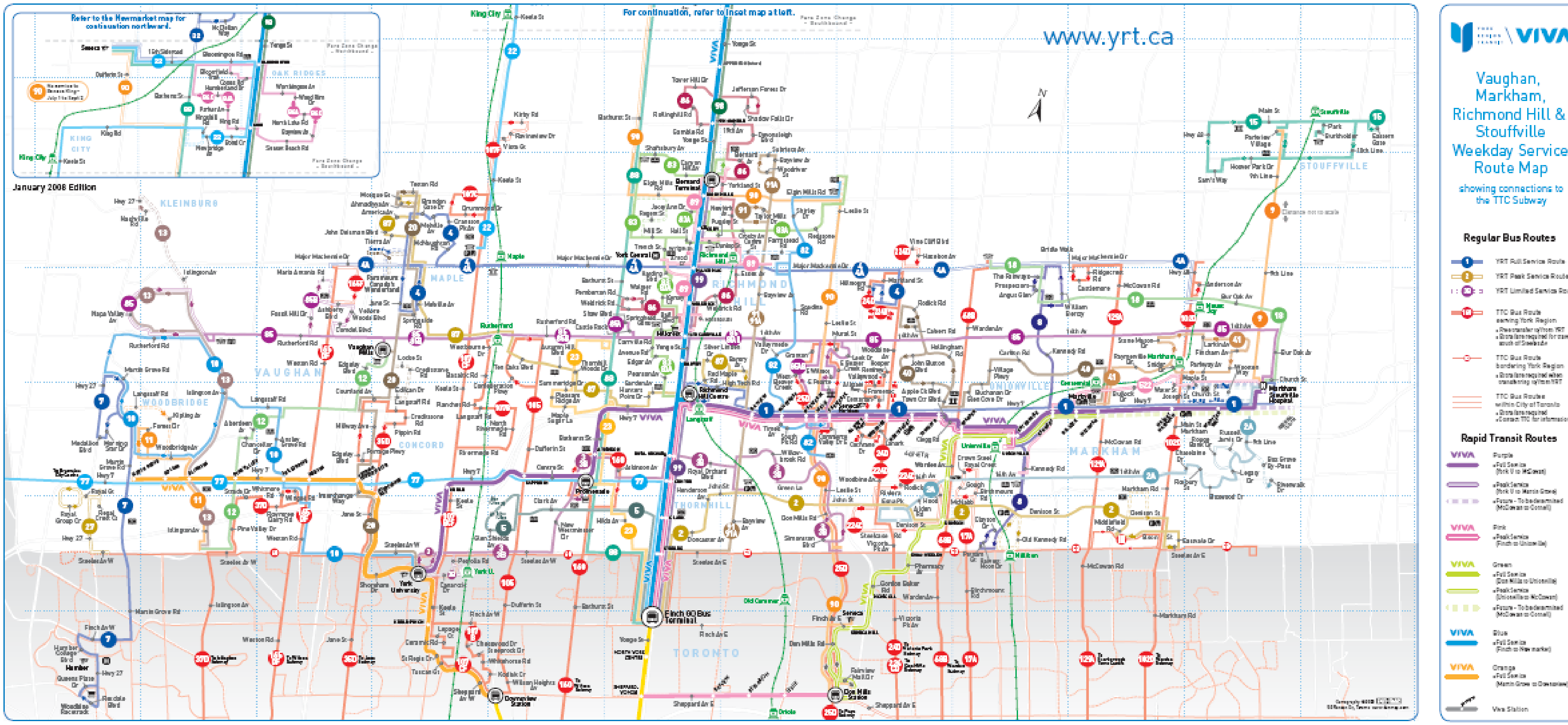
  AODA – To review and develop a strategy for the implementation of the transportation and other standards developed pursuant to the AODA.

YRT Services Delivered

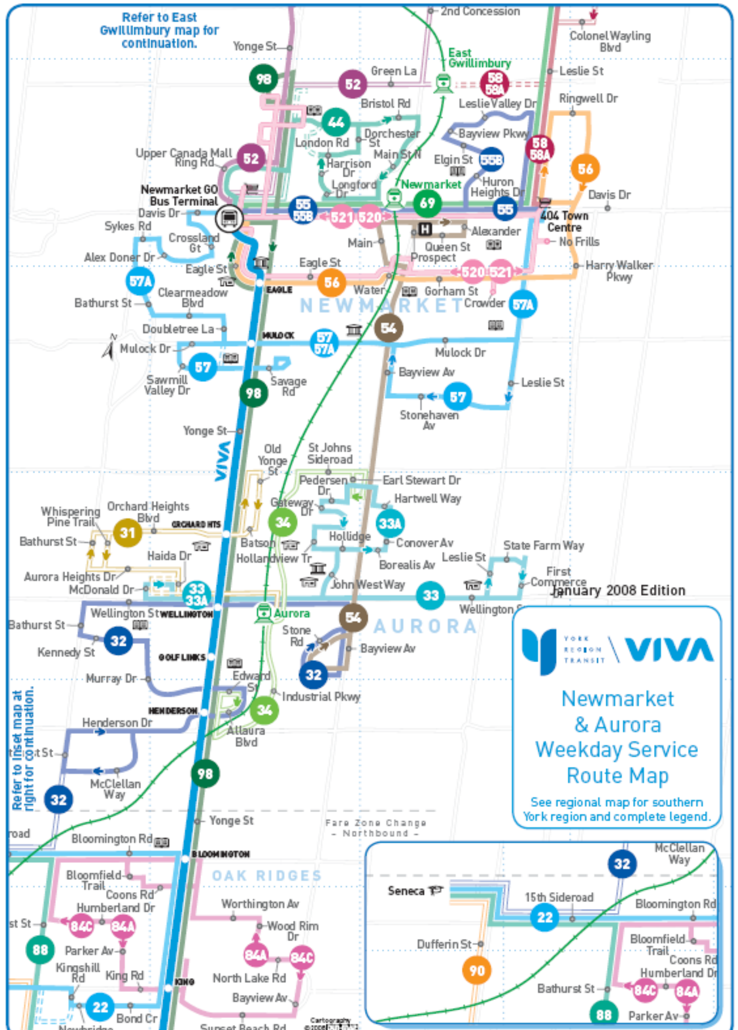
YRT provides:

- conventional transit services in all local municipalities, plus cross boundary service into Toronto and Brampton
- specialized transit services Region-wide for persons with disability, including service into north Toronto
- 86 routes, including 12 routes contracted with TTC
- 2007 year end fleet of 297 conventional, 90 rapid transit and 28 specialized buses
- 5 terminals, 4,200 bus stops and 750 shelters
- 2007 average weekday ridership of 72,000 and over 18.6 million in total ridership (YRT & Viva) (preliminary data)

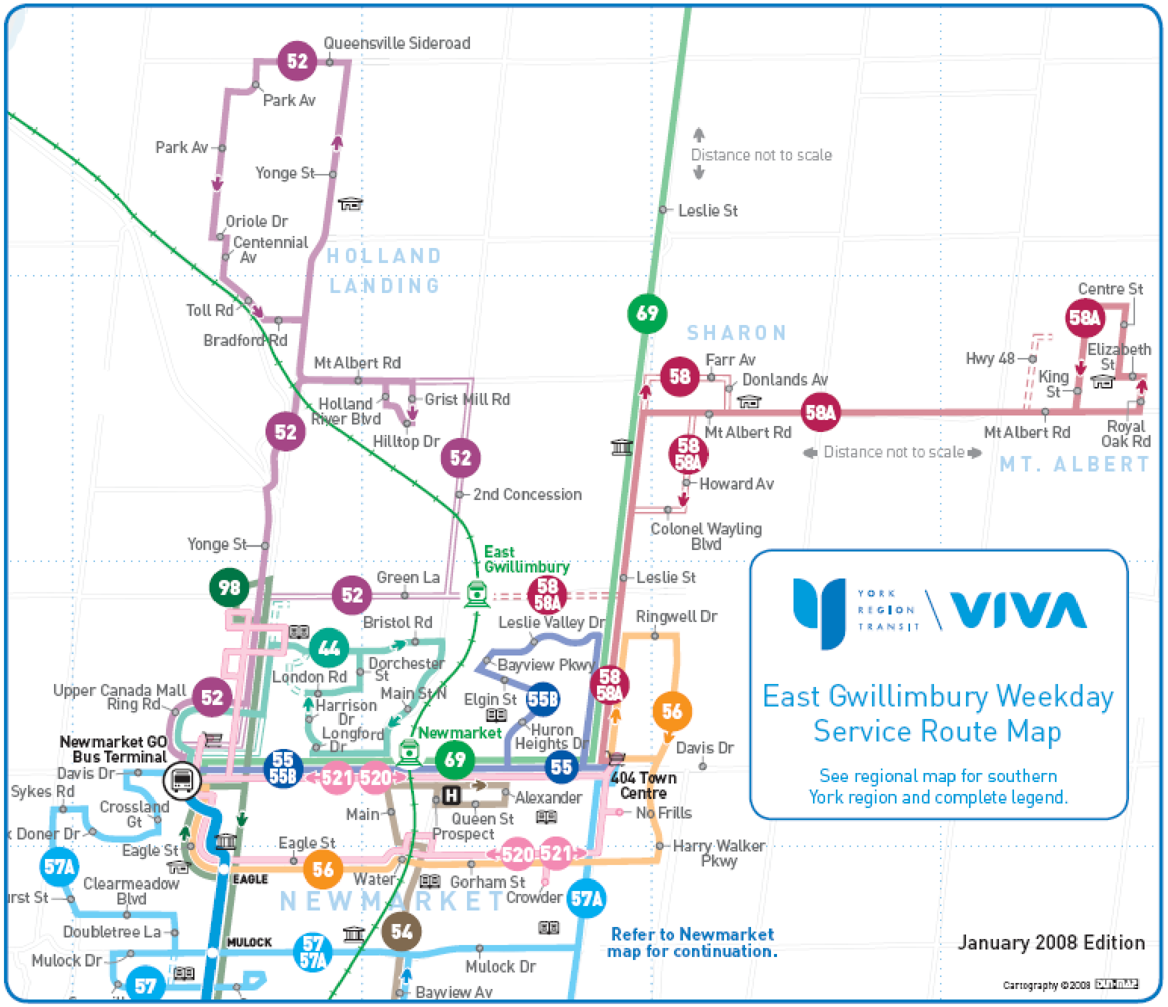
Vaughan, Markham, Richmond Hill and King



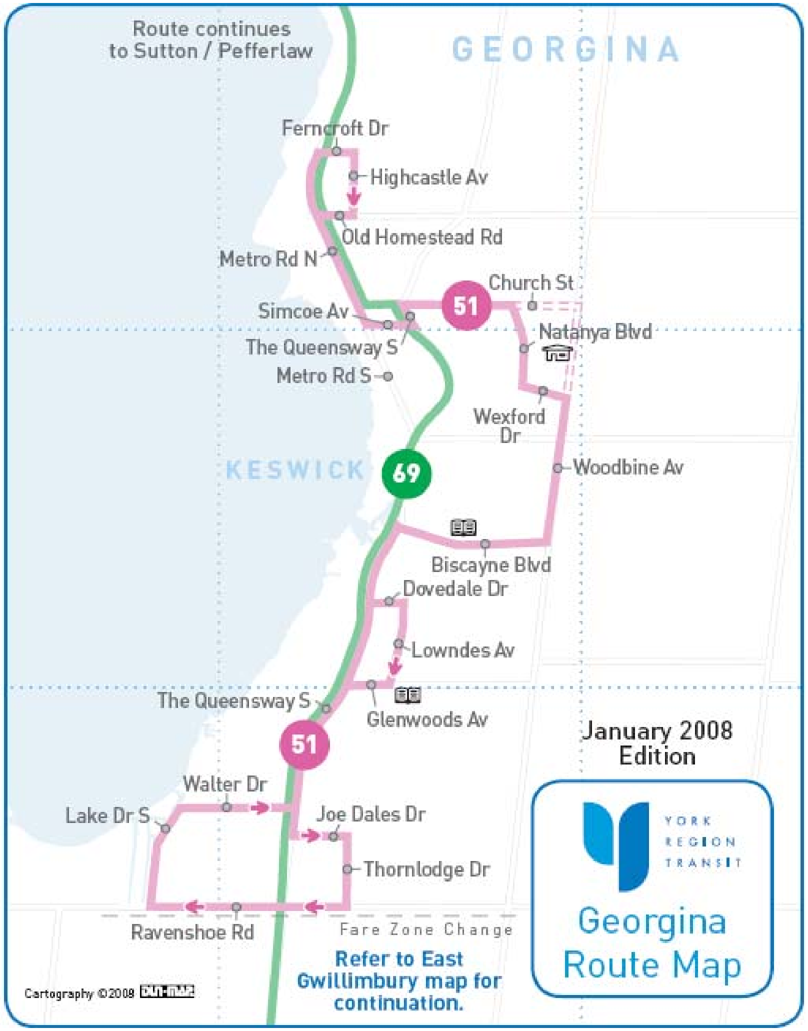
Newmarket and Aurora



East Gwillimbury



Georgina


Route continues
to Sutton / Pefferlaw
GEORGINA
Ferncroft Dr
Highcastle Av
Old Homestead Rd
Metro Rd N
Church St
51
Simcoe Av
Natanya Blvd
The Queensway S
Metro Rd S
Wexford Dr
KESWICK
69
Woodbine Av
Biscayne Blvd
Dovedale Dr
Lowndes Av
The Queensway S
Glenwoods Av
51
January 2008
Edition
Walter Dr
Lake Dr S
Joe Dales Dr
Thornlodge Dr
Ravenshoe Rd
Fare Zone Change
Refer to East Gwillimbury map for continuation.
YORK REGION TRANSIT
Georgina Route Map
Cartography ©2008

2007 Accomplishments - YRT

- Acquisition of property for second Region-owned operations and maintenance facility
- 7% increase in conventional transit ridership and 7% in Mobility Plus ridership
- Full use of contractor report cards to monitor and address conventional service performance and introduction of contractor report card process in Mobility Plus
- Completion of draft ’08 Service Plan
- Achieved Level 1 National Quality Institute (NQI) certification
- Service Efficiency (e.g. Dial-a-Ride Pilot, rationalization of existing service)
- Environmental Initiatives (e.g. Bio-diesel, solar bus shelters)
- Smart Technologies (launch of Web/IVR trip planner, terminal & bus security cameras & CAD/AVL)
- New Marketing Plan & website update and opening of YRT building at Community Safety Village

2008 Initiatives - YRT

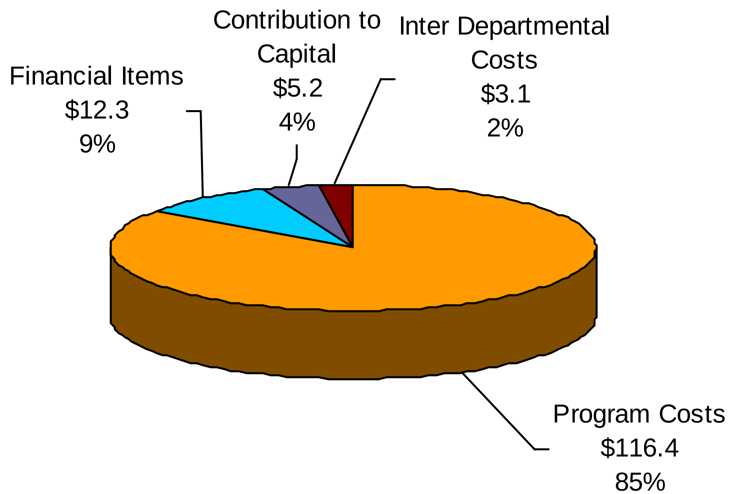
- Introduction of new services (51,508 revenue vehicle hours)
- Further rationalization of service on select underperforming routes
- Complete a new Operating Plan for Mobility Plus
- Roll-out of smart bus technology on conventional fleet
- Creation of new Operating Control Centre for Conventional\Mobility services
- Begin retrofit of southwest operations and maintenance facility
- Expansion of bio-diesel program to entire Viva bus fleet
- Conduct customer satisfaction surveys for both conventional transit and Mobility Plus

2007 and 2008 Budget Overview - YRT Operating

2007

GROSS EXPENDITURES

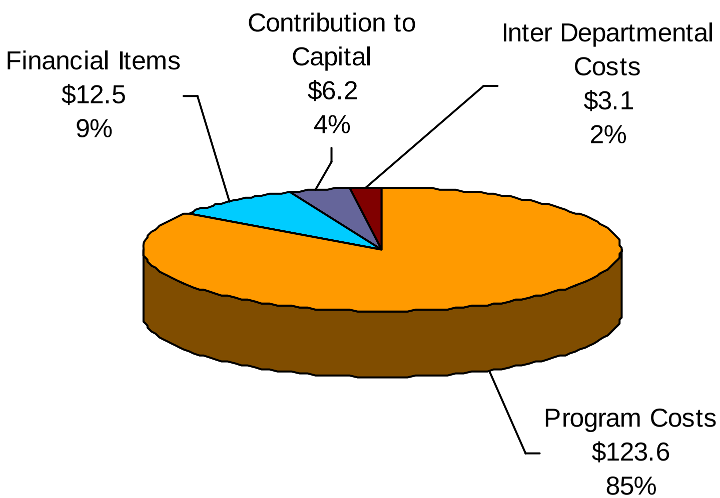
$137.0 Million



2008

GROSS EXPENDITURES

$145.4 Million

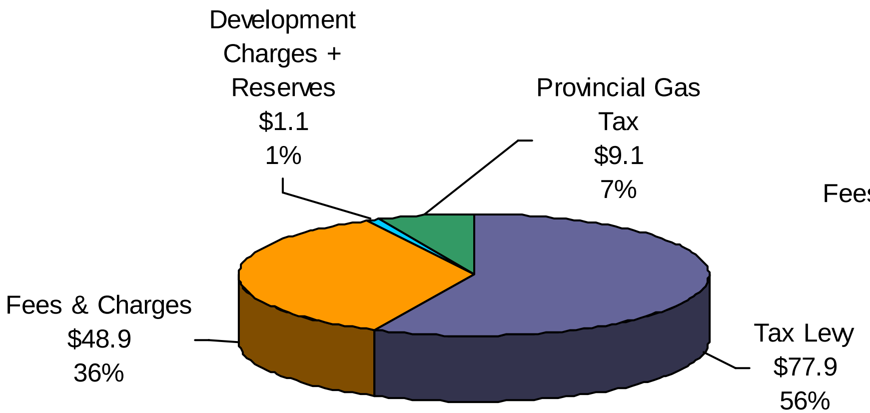


2007 and 2008 Budget Overview – YRT Operating

2007

GROSS REVENUES

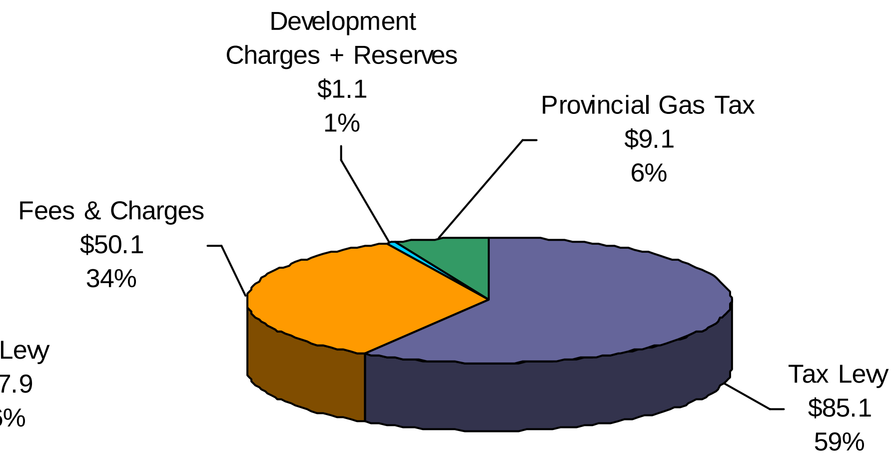
$137.0 Million



2008

GROSS REVENUES

$145.4 Million



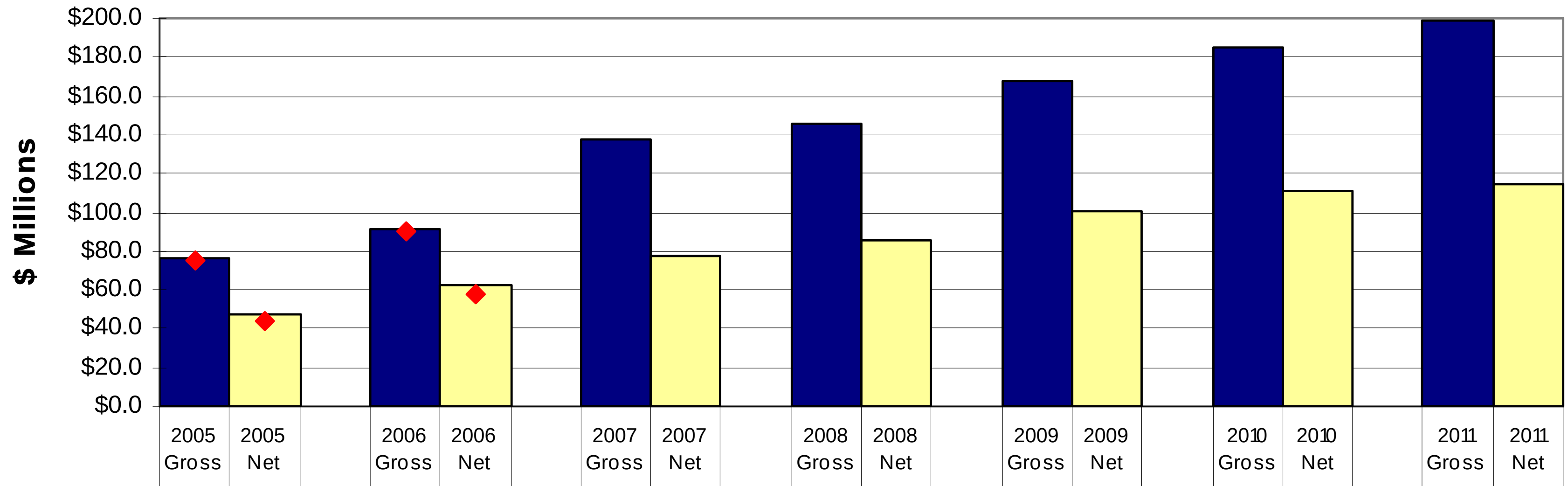
2007 and 2008 Budget Summary - YRT Operating

$ Millions

	2007	2008	Inc / (Dec)	% Change
GROSS EXPENDITURES				
Specialized Operation	9.0	10.9	1.9	21.1
Conventional Operation	85.4	89.6	4.2	4.9
VIVA Operation	30.5	32.2	1.7	5.6
Debt Repayment - YRT	6.9	6.5	(0.4)	(5.8)
Contribution to Capital - YRT	5.2	6.2	1.0	19.2
Total Operating	**137.0**	**145.4**	**8.4**	**6.1**
REVENUES				
Tax Levy	77.9	85.1	7.2	9.2
Fees & Charges	48.9	50.1	1.2	2.5
Development Chrg+Reserves	1.1	1.1	0.0	---
Provincial Gas Tax	9.1	9.1	0.0	0.0
Total Revenues	**137.0**	**145.4**	**8.4**	**6.1**

YRT Operating Budget Trend

Gross/Net Budget and Actual Trend



	2005 Gross	2005 Net	2006 Gross	2006 Net	2007 Gross	2007 Net	2008 Gross	2008 Net	2009 Gross	2009 Net	2010 Gross	2010 Net	2011 Gross	2011 Net
Budget	$76.4	$47.0	$91.2	$62.8	$137.0	$77.9	$145.4	$85.1	$167.9	$100.8	$185.3	$110.6	$199.4	$114.9
Actuals	$74.8	$44.4	$90.4	$58.2										

Year

- 2007 to 2011 Costs include Rapid Transit

2008 Net Operating Budget Pressures - YRT

2007 Net Operating Budget **$77.9 M**

(including 2007 Interdepartmental & Contribution to Capital)

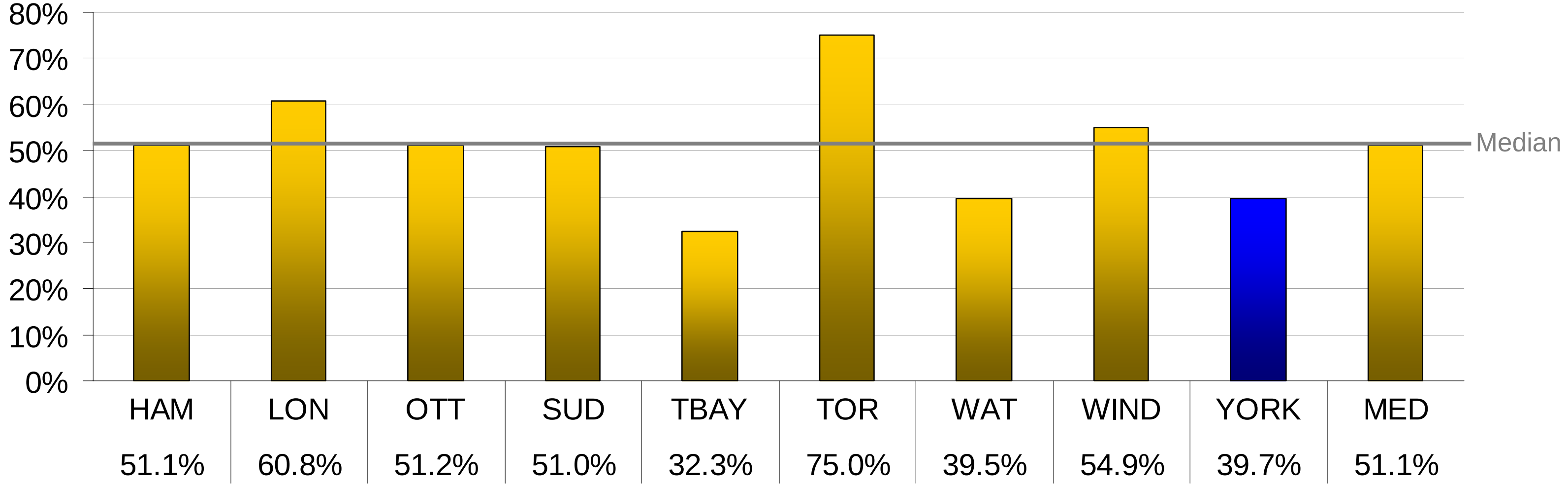
ENHANCEMENTS New services or increases in service above the 2007 level.	**$0.2 M**
GROWTH Additional costs required to maintain service at 2007 levels for the Region's increased population.	**$3.7 M**
ANNUALIZATION Full year impact of 2007 growth and enhancement related Council commitments.	**$(0.3) M**
MANDATORY / LEGISLATIVE New costs related to funding decisions and program requirements specified by other levels of government.	**$0.0 M**
BASE Salaries and benefits, inflation, utilities and other contracted service costs. Efficiencies and other cost reductions to offset base cost increases.	**$2.6 M**

Interdepartmental Increase	**$ 0 M**
Contribution to Capital Increase	**$1.0 M**
2008 Net Operating Budget	**$85.1 M**

OMBI 2006 Benchmarks

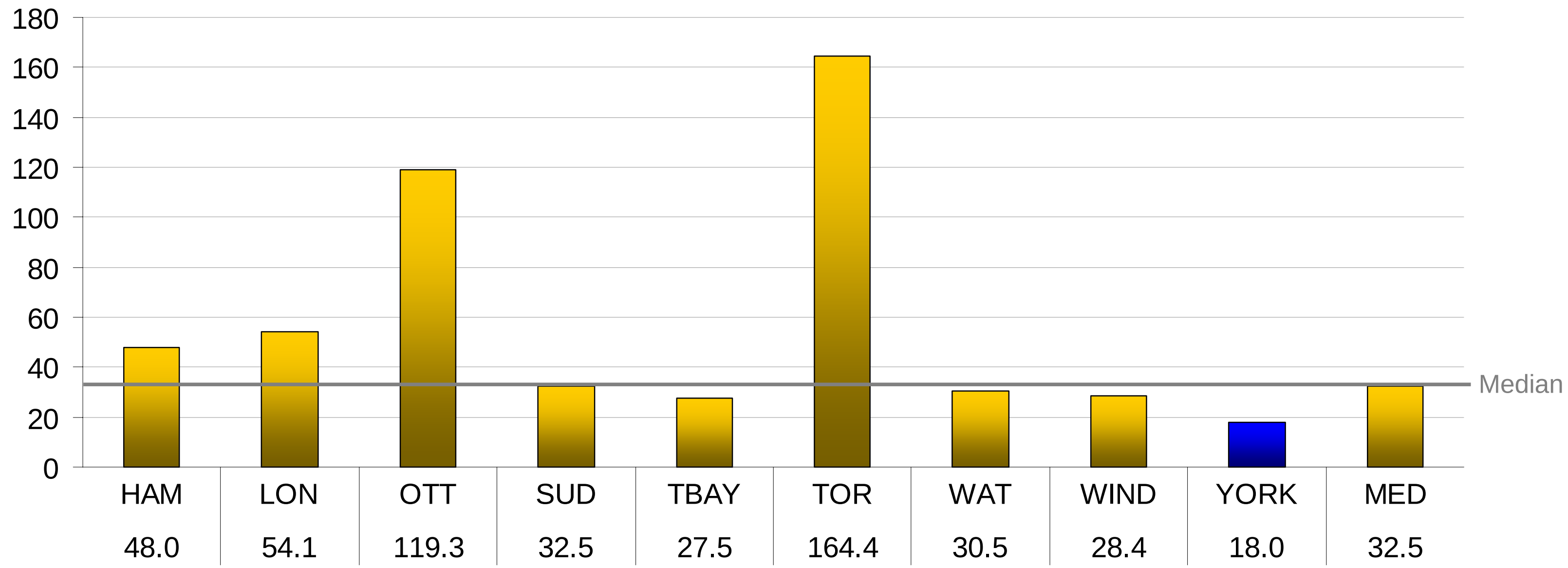
with Other Municipalities

Transit Revenue to Cost Ratio



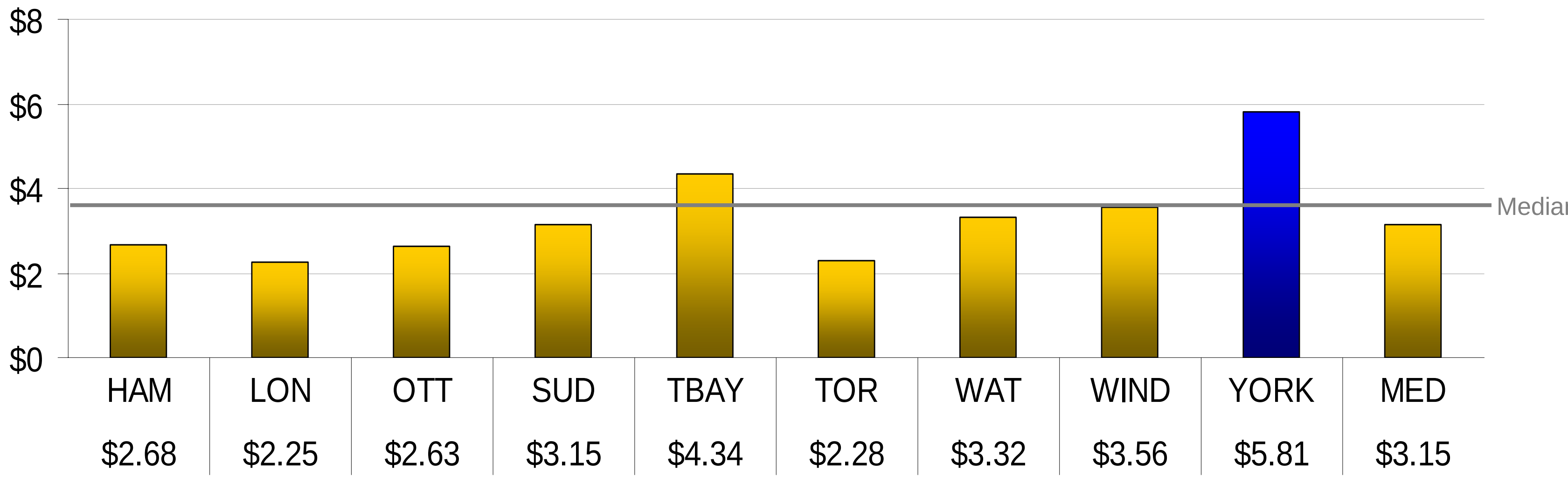
Source: OMBI Measure TRNT315 for 2006

Number of Conventional Transit Trips per Capita in Service Area



Source: OMBI Measure TRNT105M for 2006

Operating Costs for Conventional Transit per Regular Service Passenger Trip



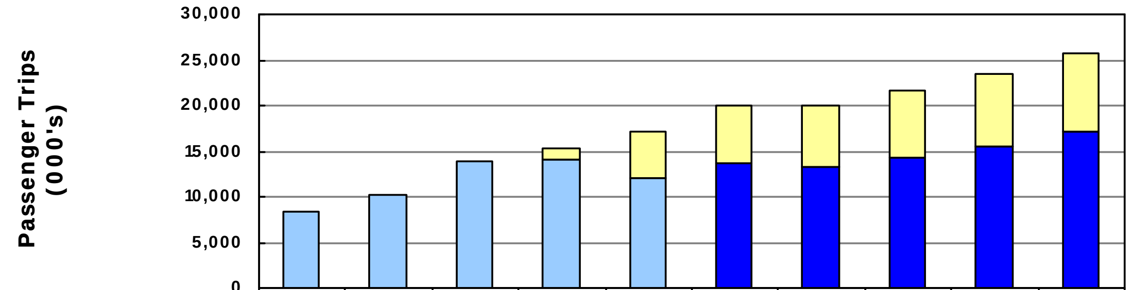
Source: OMBI Measure TRNT901M for 2006

YRT Conventional + VIVA Rapid Transit

Key Performance Measures

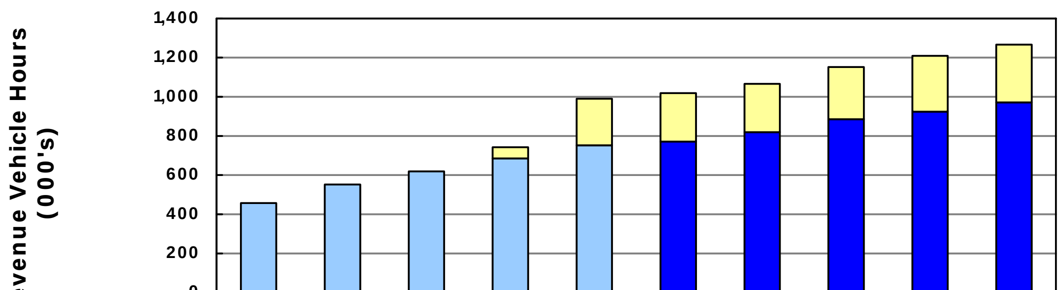
Key Performance Indicators - YRT Conventional + VIVA Rapid Transit

Number of Passenger Trips - Conventional + VIVA



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
VIVA - Passenger Trips				1,054	5,165	6,330	6,779	7,321	7,906	8,697
YRT - Passenger Trips	8,432	10,259	13,816	14,168	11,943	13,688	13,302	14,367	15,516	17,068

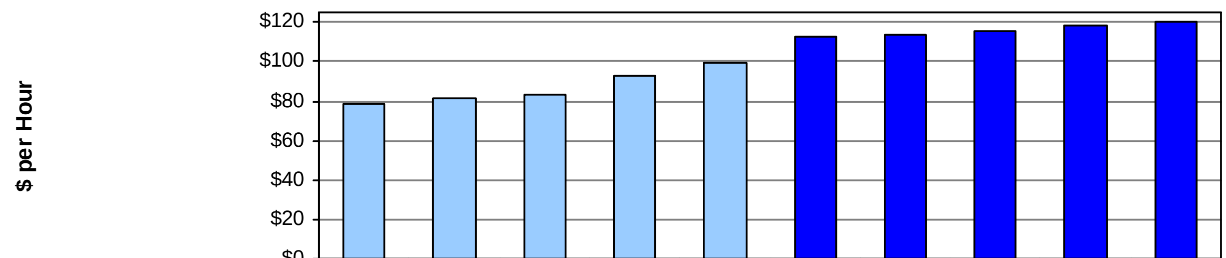
Revenue Vehicle Hours - Conventional + VIVA



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
VIVA - Revenue Vehicle Hrs				56	242	253	249	268	281	295
YRT - Revenue Vehicle Hrs	453	555	620	683	753	769	815	883	927	973

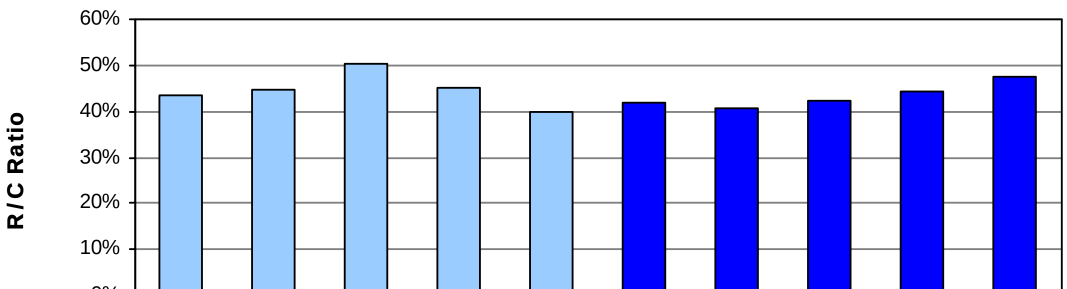
Key Performance Indicators - YRT Conventional + VIVA Rapid Transit

Gross Cost per Revenue Vehicle Hour - YRT + Viva



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
Gross Cost per Vehicle Hr	$78.91	$81.07	$83.78	$93.06	$99.90	$112.95	$113.96	$115.38	$117.91	$120.59

Revenue / Cost Ratio - YRT + Viva

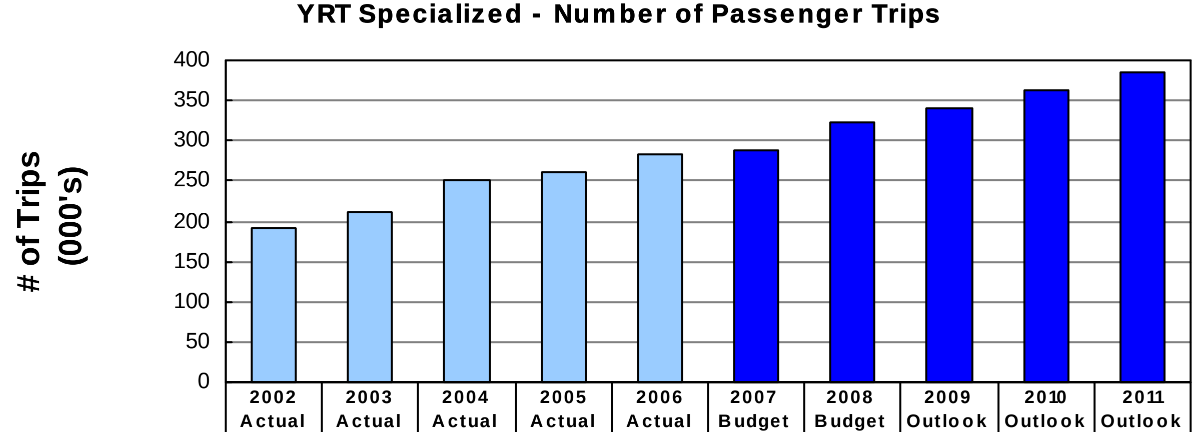


	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
Revenue/Cost Ratio	43.6%	44.5%	50.2%	45.0%	39.7%	41.8%	40.7%	42.1%	44.4%	47.6%

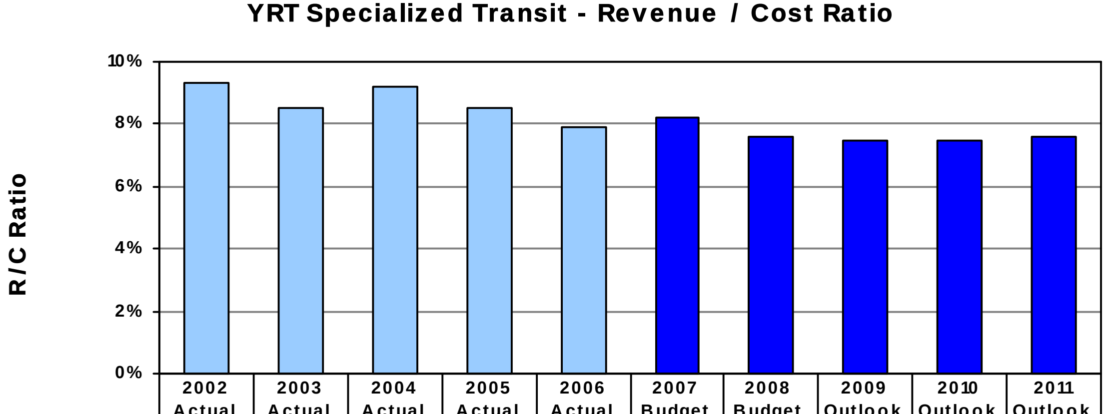
YRT Specialized

Key Performance Measures

Key Performance Indicators - Specialized



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
# of Passenger Trips	191	211	251	261	284	287	322	341	362	384

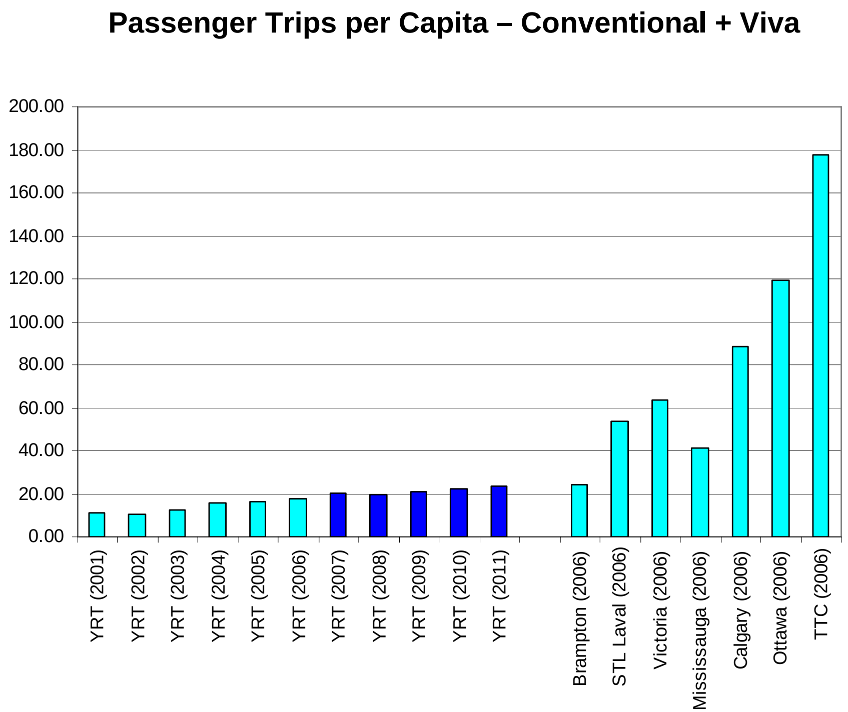


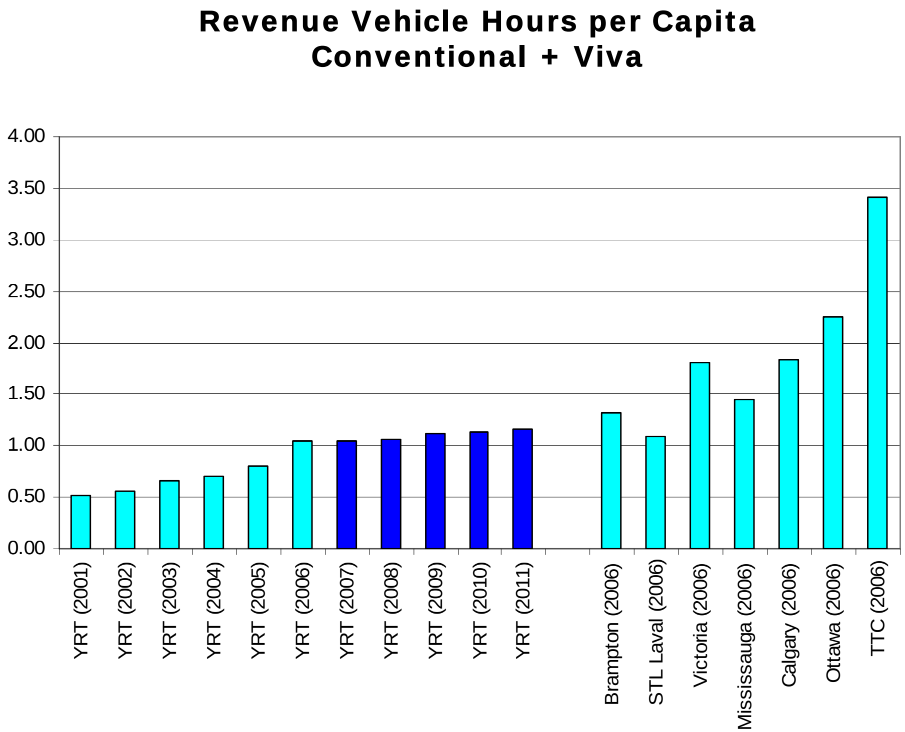
	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget	2009 Outlook	2010 Outlook	2011 Outlook
Revenue/Cost Ratio	9.3%	8.5%	9.2%	8.5%	7.9%	8.2%	7.6%	7.5%	7.5%	7.6%

Key Benchmarks

with Other Municipalities

Key Benchmarks with Other Municipalities





Key Benchmarks with Other Municipalities