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YORK REGION TRANSIT/VIVA 2012-2016 FIVE-YEAR SERVICE PLAN AND YORK REGION TRANSIT/VIVA 2012 ANNUAL SERVICE PLAN

The Transportation Services Committee recommends:

1. **Receipt of the presentation by Ann Marie Carroll, Manager, Transit Operations and Adrian Kawun, Acting Manager, Transit Service Planning; and**

2. **Adoption of the recommendations contained in the following report dated December 19, 2011, from the Commissioner of Transportation and Community Planning.**

1. RECOMMENDATIONS

It is recommended that:

1. Council approve York Region Transit/Viva's Five-Year Service Plan for its conventional, Viva bus rapid transit and Mobility Plus service.

2. Council approve York Region Transit/Viva's 2012 Annual Service Plan, recognizing the service changes will be subject to review during the 2012 Business Plan and budgeting process.

2. PURPOSE

This report seeks Council approval of York Region Transit (YRT)/Viva's 2012-2016 Five-Year Service Plan (see *Attachment 1*) which provides direction and guidance to YRT/Viva staff for the planning and implementation of conventional, Viva bus rapid transit (BRT) and Mobility Plus service over the next five years.

This report also provides an overview of 2011 transit service and seeks Council approval on YRT/Viva's 2012 Annual Service Plan (see *Attachment 2*).

3. BACKGROUND

The 2012-2016 Five-Year Service Plan is the third since the amalgamation of York Region Transit in 2001

On January 1, 2001, The Regional Municipality of York assumed responsibility for the funding and operation of public transit (conventional and specialized transit services) throughout York Region. In its first year, York Region Transit operated 57 routes and school specials, providing 353,000 service hours and serving 7.7 million revenue riders.

As part of the amalgamation process, a Five-Year Service Plan (2002-2006) was developed and finalized in 2002

The original Five-Year Plan focused on the start-up phase of the transit life cycle as shown in Figure 1. This plan included the development of standards, strategies and processes to guide YRT through its first five years and focused on amalgamating local transit services, expanding service to new development areas and smaller communities, improving service levels and the introduction of Viva BRT (2005).

The 2006-2010 Service Plan also provided a basis for more innovative service delivery

In 2006, YRT/Viva operated 85 routes and school specials, providing approximately 995,100 service hours and serving 17.1 million revenue riders.

The 2006-2010 Five-Year Service Plan focused on reviewing and refining the original service standards. Staff explored new ways YRT/Viva could continue its innovative development of smaller buses, express services and community shuttles, developed effective planning tools for both monitoring and adjusting services and developed a more comprehensive stakeholder consultation process.

To accommodate rapid growth in the Region, new technologies, such as an automatic fare collection system, automatic tracking of buses, real-time passenger information displays at vivastations and transit signal priority at signalized intersections on Viva routes, were implemented.

By 2010, YRT/Viva operated 85 routes and school specials, providing 1.12 million service hours and serving 19.4 million revenue riders.

The 2012-2016 Five-Year Service Plan will guide YRT/Viva through the transit system's Realignment phase

The 2012-2016 Five-Year Service Plan focuses on effective ridership management by matching levels of service to meet demand and improving on-time performance.

The Five-Year Service Plan also focuses on a plan to mitigate the impacts of vivaNext construction (rapidways and Spadina Subway extension) on residents, businesses and communities in an effort to maintain existing YRT/Viva service levels and ridership. In addition to mitigating the impacts of construction, a key component of the plan is to ensure rapid transit-readiness upon completion of the rapidways and the Spadina Subway extension, to provide direction and act on required service changes.

The 2012-2016 Five-Year Service Plan outlines a strategic framework to address the challenges YRT Mobility Plus currently faces regarding demographic changes, the implementation of *Accessibility for Ontarians with Disabilities Ac*t (AODA) requirements and continued ridership growth.

As part of the planning process, transit service guidelines were reviewed and updated to reflect operational frequency levels required to match service to demand.

Figure 1
Transit Life Cycle

Each year, YRT/Viva will develop an Annual Service Plan to support the 2012-2016 Five-Year Service Plan's goals and objectives

Each annual plan will propose service initiatives that consider the effectiveness of individual routes and the entire transit system. Annual service plans will focus on:

- Customer Service
- Ridership management (service delivery)
- Route restructuring
- Strengthening the grid network
- Matching service levels to demand
- Improving service reliability
- vivaNext construction impacts (rapidways and Spadina Subway extension)
- Rapid transit-readiness (operating along rapidways and connecting YRT/Viva services to the future Spadina Subway extension in York Region)

4. ANALYSIS AND OPTIONS

2012-2016 FIVE-YEAR SERVICE PLAN

YRT/Viva engaged the public, customers and key stakeholders to develop the 2012-2016 Five-Year Service Plan

In 2009, 2010 and 2011, YRT/Viva staff conducted a series of Public Information Centres (PICs) and workshops across the Region to engage and gather feedback from customers and the general public about YRT/Viva's transit services. In addition, several stakeholder workshops were held with partners including local municipalities, Smart Commute agencies, neighbouring transit systems and post-secondary institutions.

A Service Plan Survey and information boards showing proposed service initiatives were distributed at the Public Information Centres and posted on yrt.ca for public review and comment.

Feedback received from all outreach activities was evaluated and considered in the development of the 2012-2016 Five-Year Service Plan. Feedback included increasing rapid transit alternatives and implementing service enhancements, such as increased frequency and increased hours of operation.

vivaNext construction and the Spadina Subway extension impacts will require ongoing service adjustments to affected transit services to maintain existing service levels

The vivaNext and Spadina Subway extension construction mitigation plan includes updating schedules to reflect actual travel times through construction zones and improving service quality and reliability while maintaining existing service levels. YRT/Viva will implement route changes and bus stop relocations as required, adding operating hours and fleet as necessary.

The Five-Year Service Plan will guide the operational changes required upon completion of the rapidways and the Spadina Subway extension in late 2015

Key operational changes include operating Viva service along the completed sections of rapidways. Estimated completion dates are as follows:

- 2013 – Highway 7 from Yonge Street to Warden Avenue
- 2014 – Davis Drive from Yonge Street to Roxborough Drive
- 2015 – Spadina Subway extension (new Viva orange/purple routing)
- 2015 – Highway 7 from Commerce Street to Creditstone Road

The 2012-2016 Five-Year Service Plan addresses challenges Mobility Plus faces with respect to demographic changes, AODA legislation and ridership growth

The Five-Year Service Plan projects ridership growth for Mobility Plus by examining past and current growth rates of individual markets served by the system. These include day programs, dialysis treatments, commuter trips and other day-to-day requests. The Five-Year Service Plan also considered modest growth in trip requests among existing passengers and the effects of service changes required to meet the requirements of the AODA transportation standard.

Total demand for Mobility Plus Service is expected to reach 403,750 in 2015 from 323,000 in 2010, or an increase of 25 per cent in the next five years. Table 1 below outlines the projected increase in Mobility Plus service demand over the next five years.

Table 1
Mobility Plus Projected Ridership Increase

Year	Actual / Projected Ridership
2010	323,000
2011	337,500
2012	353,000
2013	369,300
2014	386,300
2015	403,750

The Five-Year Service plan includes a strategic framework to guide Mobility Plus in its response to these challenges, which involves utilizing the capacity of the accessible YRT/Viva fixed-route system, improving technology on the Mobility Plus fleet by installing GPS in all Mobility Plus vehicles including sedans and mini-vans. The Plan also provides service delivery options to improve productivity in specific areas, such as expanded hours of service, exploring further Family of Services locations beyond major terminals, and exploring an interface between conventional and specialized scheduling software to allow more efficient trip booking options.

The 2012-2016 Five-Year Service Plan reviews current transit service guidelines and proposes updates to match existing operating and budget conditions

The 2006 Transit Service Guidelines document contains measurement criteria influencing transit operations, including service frequency and service period (hours of operation). New minimum frequencies have been proposed that reflect the actual frequency levels required to match service to demand. Table 2 below shows the proposed changes.

Table 2
Proposed Minimum Service Frequency and Service Hours

Service Period		Minimum Service Frequency (Minutes)			
		Viva Services	Base Services	Local Services	Community Services
Weekdays					
6 a.m. to 9 a.m. / 3 p.m. to 7 p.m.	Existing	15	20	30	120
	Proposed	15*	30	60	120
9 a.m. to 3 p.m. / 7 p.m. to 11 p.m.	Existing	15	30	60	120
	Proposed	15*	45	80/90	120
Saturdays					
6 a.m. to 11 p.m.	Existing	15	30	60	120
	Proposed	15*	45	80/90	120
Sundays/Holidays					
9 a.m. to 11 p.m.	Existing	15	60	60	120
	Proposed	15*	60	80/90	120

**Service period and frequencies are based on demand. Viva orange and pink operate during peak hours only at a reduced frequency of up to 19 minutes due to low ridership.*

As part of the Five-Year Service Plan, fleet requirements were reviewed and updated

Table 3 shows the current fleet size and fleet requirements for the next several years. In comparison to what was estimated in the 2011 capital budget, 58 fewer buses are now required through 2015 as a result of the revised Five-Year Service Plan. The 10-Year Capital Budget will require updating as a result of these changes.

Table 3
Fleet Requirements

Year	September Fleet Size	Fleet Adjustments		Garage Pull Out	Spare Ratio %	Bus Delivery (Replacement)	Bus Delivery (Growth)	Total Bus Purchase
2011		Growth	Construction					
YRT	330			253	30.4			
Viva	116			72	61.1			
2012								
YRT	330	6	3	262	26	0	0	0
Viva	116	4	6	82	41.5	0	0	0
2013								
YRT	349*	6	3	271	28.8	18	5	23
Viva	137	4	6	92	48.9	0	35	35
2014								
YRT	349	6	1	278	25.5	0	0	0
Viva	137	4	0	96	42.7	0	0	0
2015								
YRT	389	33	0	311	25.1	10	40	50
Viva	137	12	0	108	26.9	0	0	0
2016								
YRT	411	6	0	317	29.6	0	22	22
Viva	152	6	4	118	28.8	0	15	15

Note:
*** Fourteen 40’ Viva buses to be converted to conventional fleet in 2013.**

YRT/Viva is currently updating its Operations and Maintenance Facility strategy through to 2016

YRT/Viva is updating its Operations and Maintenance Facility strategy to reflect the changes in fleet size. Currently, adequate space exists through 2015 as shown in Table 4. YRT/Viva will provide Council with an updated report in 2012.

The updated strategy will review the short-term need for new facilities particularly in the southeast and north areas of the Region as well as long-term needs to the year 2031. A report on the facility strategy is scheduled to be presented at a Council meeting in the spring of 2012.

Based on the 2006 strategy and preliminary results of the current strategy, there is a need for new facilities or modifications to existing facilities by 2016 as shown in Table 4. The York Region Rapid Transit Corporation is proceeding with the design-build procurement process for the new facility for Viva service.

Table 4
Facility Requirements

Contract Expiry Date	Regional Service	2011 Fleet Size	2011 Facility Capacity	2016 Fleet Size	2016 Facility Capacity
September 2013 (option to extend to September 2015)	York BRT Service LP (Viva)	116	120	152	250
June 2012 (option to extend to June 2014)	First Canada (North Division)	63	65	77	125
August 2015 (option to extend to August 2020)	Veolia Transportation Canada Ltd. (Southwest Division)	116	220	156	220
October 2016	Miller Transit (Southeast Division)	151	150	164	250

2011 TRANSIT SERVICE OVERVIEW

2011 revenue ridership was expected to reach or exceed 21 million, the highest since amalgamation

To improve service reliability and grow revenue ridership, the 2011 Service Plan focused on improving on-time performance by adjusting service frequency for Viva and select conventional routes to meet demand. YRT/Viva also focused on mitigating impacts due to vivaNext construction to maintain and grow ridership.

As of September 2011, ridership for Viva increased by 13.7 per cent year-to-date, conventional service increased by 11.4 per cent year-to-date, and Mobility Plus increased by 4 percent year-to-date

YRT/Viva ridership was expected to reach its highest level since amalgamation due in part to improvements in service reliability, increased service and improving service frequencies. Other factors influencing ridership include the price of gas, population growth and the unemployment rate in Ontario. Mobility Plus ridership has grown due to the availability of vehicles for shorter trips, new day programs, expanding medical treatment facilities and ideal travelling weather. Prior to the labour strike, YRT/Viva was trending towards exceeding its goal of 21 million riders.

YRT/Viva is on its way to achieving on-time performance targets for conventional and Viva BRT services

YRT/Viva utilizes a computer-aided dispatch/automatic vehicle locator (CAD/AVL) system (INIT) as a tool to help measure route performance. Prior to the installation of the INIT system, YRT/Viva depended solely on random physical observations by transit inspectors. Therefore, sampling of on-time performance was limited and less reliable. With the introduction of INIT, YRT/Viva is able to measure its on-time performance on a system-wide basis.

The INIT system helped identify individual route shortfalls pertaining to on-time performance. Staff was able to drill down into the data to target delivery issues by time of day and by trip. As part of this new process, YRT/Viva has established a start-of-trip, on-time performance goal of 95% for Viva BRT and 90% for conventional-based services. An arrival-at-last-stop goal of 85 – 90% has been established for conventional bus and Viva services.

Over the last year, YRT/Viva conducted an intensive review of route travel times and made the appropriate adjustments to achieve on-time performance targets. Table 5 below outlines the results of this review.

On-time performance improvements, ridership gains and vivaNext construction mitigation have all been achieved within the current operating budget.

Table 5
On-Time Performance Average

Service		Target	2009	2010	July 2011
Conventional	Start of Trip	90%	74%	83%	86%
	Arrival at Last Stop	85%	49%	50%	63%
Viva BRT	Start of Trip	95%	86%	87%	90%
	Arrival at Last Stop	90%	16%	18%	45%

In 2011, YRT/Viva identified and analyzed under-utilized routes

Throughout 2011, YRT/Viva adjusted schedules and frequencies for routes with a subsidy equal to or greater than three times the average fare, reallocating service hours and resources to meet demand as needed.

In 2012, YRT/Viva is proposing restructuring and frequency adjustments for selected routes in all nine municipalities.

Mobility Plus increased the effectiveness and efficiency of its service by implementing YRT/Viva's 'Family of Services' for selected clients

Year-to-date, there are approximately 10,238 customers registered for Mobility Plus, taking approximately 249,741 trips between January and September 2011, representing a 4 per cent increase over the same time period in 2010.

In response to increased growth and demand for its services, Mobility Plus began to initiate operational strategies such as 'Family of Services', a new program which includes the use of Viva, conventional buses, community buses and door-to-door services to transport customers to their destination.

Table 6 outlines the cost difference for a return trip from the Town of Newmarket to the Finch Subway station using a door-to-door vehicle only and a combination of a door-to-door vehicle and the conventional service.

Table 6
Typical Cost Difference for an average 'Family of Services' Trip

Status	Average km (round trip)	Average Cost (based on $2.13 / km)
Using door-to-door only (Mobility Plus)	107	$227.91
Using Family of Services	6	$ 12.78
Difference	101	$215.13

2012 ANNUAL SERVICE PLAN

The 2012 Annual Service Plan was developed to support the goals and objectives of the 2012-2016 Five-Year Service Plan and builds on the successes of 2011.

Objectives of the 2012 Annual Service Plan include:
- Restructuring routes
- Strengthening the grid network
- Matching service levels to meet demand
- Improving service reliability
- Mitigating impacts due to vivaNext construction (rapidways, Spadina subway extension)
- Managing ridership

To develop the 2012 Annual Service Plan, YRT/Viva analyzed the net cost per passenger for all routes and identified those that York Region is subsidizing three to four times the average fare per passenger

Based on route assessments, YRT/Viva is recommending a series of service adjustments across York Region in 2012. The specific recommendations within the 2012 Annual Service Plan are intended to strengthen the grid network, match service to demand and simplify route structure. The modified route structure proposals strive to reduce one-way loops and connect key destinations such as malls, schools, community centers, transit terminals, hospitals and seniors facilities.

YRT/Viva held Public Information Centres and stakeholder meetings to gather input into the 2012 Annual Service Plan

In July 2011, YRT/Viva presented the 2012 proposed route restructuring/rationalization to planning and engineering staff from all nine municipalities. Comments were evaluated and considered in the development of the 2012 Annual Service Plan.

In August and September of 2011, YRT/Viva held Public Information Centres (PICs) in all nine municipalities to gather feedback on proposed route restructuring from residents and members of Council. YRT/Viva also hosted workshops with local transit agencies and key stakeholders including Smart Commute agencies, large employers, and post-secondary institutions.

Residents who attended the Public Information Centres were generally in support of the 2012 proposed initiatives

These outreach activities allowed interested residents to gain a better understanding of YRT/Viva's operations and the strategies that will be implemented in 2012 and provide feedback for consideration. Based on staff's analysis of route performance and feedback received from the public and stakeholder consultations, a number of service adjustments have been identified.

The 2012 Annual Service Plan proposes select conventional routes be restructured and/or have frequency adjustments

To provide additional capacity and meet growing ridership demand on YRT/Viva service, frequency and schedule improvements are recommended throughout the year. Service will be continuously monitored to ensure efficient use of resources. Table 7 lists the identified routes in the 2012 Annual Service Plan to be restructured or have frequency adjustments.

Table 7
Proposed Route Changes

Aurora • 31 - Aurora North • 34 - Industrial Parkway	**Newmarket** • 44 - Bristol - London • 53 - Woodspring – Clearmeadow • 55/55B – Davis Drive • 57/57A - Mulock Drive
East Gwillimbury • 58/58A - Leslie - Mount Albert	**Richmond Hill** • 81 – Inspiration • 87 - Langstaff - Maple • 86 - Newkirk - Weldrick • 83/83A - Trench
Georgina • North - South Route	**Vaughan** • 7 - Martin Grove • 10 - Woodbridge - York University • 11 - Woodbridge • 20 - Jane - Concord
King City • 22/22A – King City	**Whitchurch - Stouffville** • 9 - 9th Line • 15 - Stouffville Local
Markham • 301 - Markham Express • 303 - Bur Oak Express • 304 - Berczy Express	

Details of the proposed changes are contained in the 2012 Annual Service Plan.
No service changes are being proposed for school specials, GO shuttles and contracted TTC routes operating north of Steeles Avenue.

In 2012, Mobility Plus will implement specific strategies to assist the Region in achieving a more balanced specialized transportation service

Mobility Plus will continue to identify and expand on the Family of Services transfer locations (i.e. York University and major shopping malls), other than major terminals, that will allow passengers to utilize more of the YRT/Viva system.

Expanding the integration of conventional services and Mobility Plus improves cost efficiencies and promotes independence, inclusion, integration and self-sufficiency.

In 2012, Mobility Plus will continue to participate in a Metrolinx working group that identifies critical issues in the provision of Regional and cross-boundary services and works to establish priority issues for resolution. Issues that have been identified for discussion in 2012 include eligibility reciprocity, service reciprocity, need for amenities improvements and co-ordination at transfer points and potential for integration with GO Transit for longer distance trips.

2013 ANNUAL SERVICE PLAN

In preparation for 2013, YRT/Viva will conduct assessments of GO Shuttles, Dial-A-Ride services and TTC routes operating in York Region

YRT/Viva staff will develop recommendations regarding restructuring and/or improvements to these services.

YRT/Viva will conduct stakeholder outreach and engagement, including Public Information Centres (PICs) and the implementation of a marketing and communications plan to gather input regarding the 2013 Annual Service Plan.

Link to Key Council - approved Plans

Vision 2026 includes a goal statement relating to the development of Infrastructure for a Growing Region, which states that:

> "In 2026, York Region will have effective, efficient and environmentally-sensitive transportation, waste management and water systems."

To support this goal, the Five-Year Service Plan has identified specific action areas that have been considered for this report:

- Making transit accessible.
- Continuing to improve service and infrastructure for successfully integrated transit service.
- Developing an optimal mix of transit service types.
- Promoting transit usage as a practical and wise alternative to private vehicle use.

5. FINANCIAL IMPLICATIONS

The 2012 conventional service adjustments are to be implemented within the amounts contained in the proposed 2012 operating budget. Cost containment continues to be a priority

YRT/Viva's annual budget for 2012 is $182.4 million, which is 63 per cent of Transportation Services budget of $288.2 million and 11 per cent of the Regional budget of $1.6 billion.

The 2012 initiatives (including on-time performance, ridership management and vivaNext construction mitigation) are expected to be achieved within the 2012 operating budget.

The Five-Year Service Plan projects an increase in billable hours, as presented in Table 8. Values in 2012 include 45,000 revenue vehicle hours for vivaNext mitigation. The 2013-2016 values are calculated as outlook years including 30,000 new revenue vehicle hours each year (2.5 per cent of total revenue hours) and 45,000 revenue vehicle hours for vivaNext mitigation.

To balance customer service, community benefits and affordability to users and non-users, YRT/Viva will strive to achieve an overall cost recovery ratio of 30% to 40% in the short-term during the subway and vivaNext rapidway construction phase. A 45% to 50% cost recovery ratio in the longer term is expected, once the planned construction is complete.

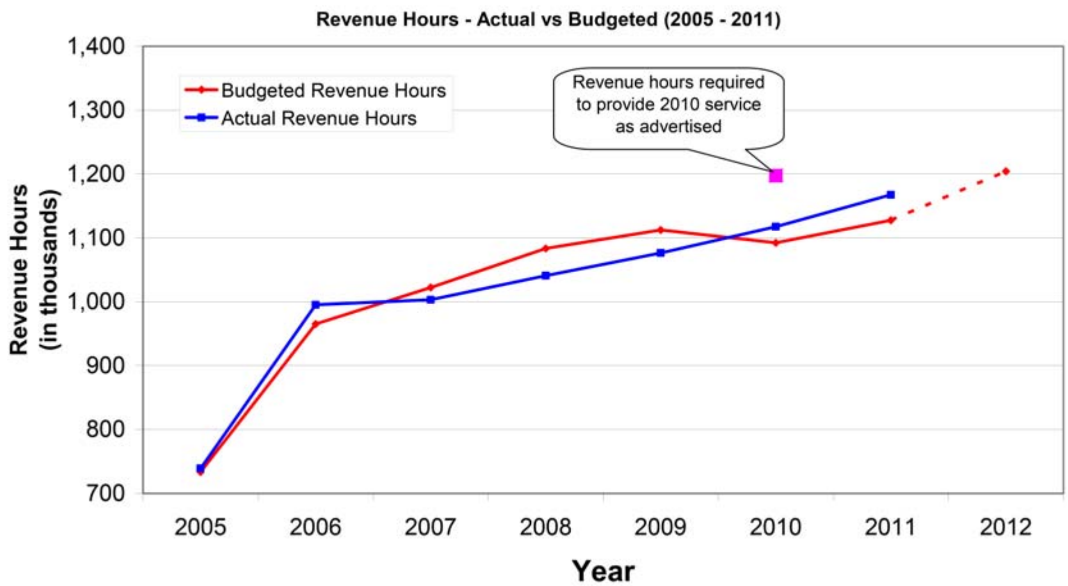
Table 8
Annualized Revenue Hours vs. Billable Hours - 2012-2016

Year	Revenue Hours	Non-revenue Hours	Total Billable Hours
2012	1,206,235	134,933	1,341,168
2013	1,235,217	138,185	1,373,402
2014	1,264,923	141,518	1,406,441
2015	1,295,372	144,935	1,440,307
2016	1,326,582	148,437	1,475,019

Cost containment will continue to be a priority. YRT/Viva will continue service rationalization and reallocating resources in corridors experiencing high passenger demand.

The actual revenue hours versus budgeted hours for 2011 and 2012 are shown below in Figure 2.

Figure 2



6. LOCAL MUNICIPAL IMPACT

YRT/Viva provides transit services to the nine municipalities in York Region. The restructuring and service rationalization planned for 2012 will impact all municipalities. YRT/Viva is committed to its on-going efforts to build an innovative, reliable and customer-based transit system.

7. CONCLUSION

The YRT/Viva 2012-2016 Five-Year Service Plan will serve as the guiding document in the direction of transit in York Region over the next five years.

Annual Service Plans will support the direction as outlined in the 2012-2016 Five Year Plan and build on the successes of the previous years.

For more information on this report, please contact Adrian Kawun, Acting Manager, Service Planning at Ext. 5693.

The Senior Management Group has reviewed this report.

(The two attachments referred to in this clause were included in the agenda for the January 11, 2012 Committee meeting and are not re-printed for this Agenda. Please bring the attachments from the January 11, 2012 Committee meeting to Regional Council.)

2012-2016 Five-Year York Region Transit/Viva Service Plan

Presentation to

Transportation Services Committee

Adrian Kawun

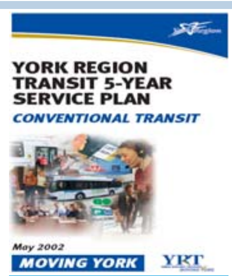
January 11, 2012

York Region

Five-Year Service Plan

2002 - 2005 Service Plan

- Amalgamated local transit services
- Expanded service to new development areas and smaller communities
- Improved service levels and ridership
- Introduced Viva Bus Rapid Transit (BRT) services



2006 - 2010 Service Plan

- Adjusted service and routing to support Viva
- Explored new ways to develop flexible services
- Developed communication plans
- Implemented new technologies
- Refined service guidelines

York Region

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Five-Year Service Plan

Realignment Phase

Five-Year Service Plan

The Five Year and Annual Plans incorporated consultation from:

- Planning/Engineering staff from all nine municipalities
- Public Information Centres
- Workshops
- Surveys
- YRT/Viva website

Five-Year Service Plan

2012-2016 Five-Year Service Plan Focus

1. Ridership Management
2. Rapidways
3. Spadina Subway Extension
4. Accessibility for Ontarians with Disabilities Act

Five-Year Service Plan

Ridership Management

Performance Measures

- Reliability
- Efficiency
- Accountability

Transit Service Guidelines

- Routing (coverage/performance)
- Service levels
- Span of service

Five-Year Service Plan

Rapidways

- Mitigate construction impacts
- Customer communication
- Route changes and bus stop relocations
- Integrate service onto rapidways when completed

Five-Year Service Plan

Spadina Subway Extension

- Mitigate construction impacts
- Customer communication
- Bus stop relocations
- Restructure select TTC & YRT/Viva routes
  - Gridding Network
  - Service Integration

Five-Year Service Plan

Accessibility for Ontarians with Disability Act (AODA)

- Demographic changes
- Implementation of AODA legislation
- Continued ridership growth

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York Region

(Short Term) 2012 - 2013 Annual Plans

2012 and 2013 Service Plan Goals

- Restructuring Routes
- Match service levels to meet demand
- Mitigating impacts due to vivaNext a construction
- Managing Ridership
- Service assessments – TTC/GO Transit/Dial-a-ride
- Identify and expand locations for Family of Services

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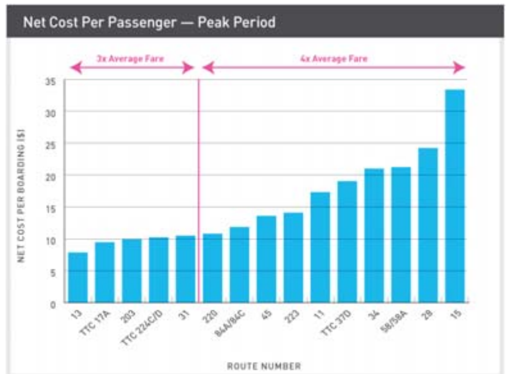
York Region

(Short Term) 2012 - 2013 Annual Plans

- Begin outreach for our 2013 plan in April of next year
- Continue to review under performing routes
  - **TTC**
  - **Go shuttles**
  - **Dial-a-ride**
- 3-4 times average fare
  - High Regional Subsidy



(Medium Term) 2014 - 2015 Annual Plans

2014 and 2015 Service Plan Goals

- Realign transit services to make direct connections with vivaNext and subway projects
- Viva transition to new bus garage
- Address ridership growth
- Improve on-time performance
- Mitigating impacts due to vivaNext construction
- Assess cross boundary transit services

(Long Term) 2016 Annual Plan

2016 Service Plan Goals

- Rapid growth
- Focus on transit services in the Region's South West
- Enhancements and efficiencies
- Operate along rapidways
- Improve on-time performance
- Address ridership growth
- Utilize the capacity accessible YRT/Via fixed route system

2012 – 2016 Five-Year Service Plan

Questions?