

9 | YRT/Viva Business Units

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In addition to Service Planning and Mobility Plus, YRT/Viva's business units include Capital Assets, Customer Service, Enforcement, Marketing and Communications and Operations. The Traffic Management, ITS, and Roads groups support YRT/Viva to implement new technologies and programs. In 2014, initiatives by business units are noted in the following sections.

9.1 | Capital Assets

Facilities

Facilities is responsible for managing the design, construction and maintenance of transit infrastructure. YRT/Viva has:

- > Four Terminals
- > 120 Vivastations
- > Over 4,500 transit stops
- > 1,016 Bus shelters
- > 3,573 Concrete pads
- > 776 Waste receptacles
- > 162 Electronic signage

New and upgraded amenities are provided in accordance with the AODA requirements.

Emphasis is placed on designing and maintaining YRT/Viva facilities and amenities to ensure they remain free of graffiti, safe and well maintained condition. This promotes ridership growth, enhancing the overall transit experience and continued customer satisfaction.

Fleet

Fleet is responsible for purchasing buses and once operational, provide the technical oversight to ensure all vehicles carrying YRT/Viva customers are in a safe, clean, and in reliable condition.



These vehicles include Mobility Plus vehicles, conventional transit buses and the Viva BRT vehicles.

Technical oversight includes: preventative and proactive maintenance program, administration major structural and mechanical rebuilds, vehicle licensing, emissions testing, warranty, 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 section outlines the Capital Assets initiatives in 2014.

New Bus Garages in York Region

The construction of a new garage for 250 Viva buses is scheduled for completion in the spring of 2015. This will coincide with the start of a

new Viva Operations and Maintenance service contract.

The Region has purchased and will take possession of the former GO Transit facility at 18110 Yonge Street in Newmarket in 2014. This facility will be integrated with the existing adjacent YRT/Viva transit garage.

VivaNext Rapidways

The expansion of the VivaNext rapidway will continue with the opening of the Highway 7 rapidway between Highway 404 and Warden Avenue in 2014. Facility inspections and commissioning tasks must be conducted prior to assumption by YRT/Viva.

Construction of rapidways on Davis Drive, Highway 7, and in the area of Jane Street continues. Preconstruction activities are beginning on the Yonge Street rapidway between Highway 7 and Major Mackenzie Drive.



Major Mechanical Programs

The proactive fleet maintenance program minimizes the frequency of in-service break downs. Engine and transmission rebuilds are being conducted on a proactive basis to improve fleet and service reliability.

Bus Life Extension

In keeping with Council direction, approximately 25 buses per year will undergo major structural refurbishing and mechanical overhaul to extend bus life from 12 to 18 years, the design life of a heavy duty conventional bus.

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. Full implementation of the system is scheduled for completion in 2014.

Alternative Fuel Study

An Alternative Fuel Study is underway to determine if there is a business case to pursue alternative fuel technologies is warranted. The study will assess hybrid electric and compressed natural gas buses as well as other technologies. A report will be submitted to Council in 2014.

Coordinated Street Furniture

The new street furniture program will be implemented 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 is participating in the joint 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. Thirty-four conventional buses will be ordered to replace buses that have reached the end of their design life and for service expansion. Delivery and commissioning will be in 2014, and preparation is underway to order additional buses for delivery in 2015.

Various Transit Terminal Upgrades/Improvements

Planned upgrades at YRT/Viva terminals in 2014 include:

- > Installation of heaters in shelters at Promenade Terminal
- > Concrete roadway repairs and service kiosk installation at the Richmond Hill Centre Terminal
- > Pedestrian Improvements at Finch GO Bus Terminal



9.2 | Customer Service

Customer Service consists of the Contact Centre, Customer Service Representatives who respond to inquiries from customers by telephone, Customer Service Coordinators who respond to complaints and inquiries received via Transit info/yrt.ca, and Customer Information Representatives who provide assistance and customer service at transit terminals. Customer Service's 2013 and 2014 initiatives are listed below:

Corporate Customer Relationship Management (CRM) Initiative – Software Implementation

Implementing corporate CRM software will allow YRT/Viva staff to effectively deal with issues and complaints and provide improved reporting capabilities.

Queued Call Display

The Queued Call Display was installed in the YRT/Viva Contact Centre in 2013 and will be operational in Q3 2013. Queued Call Display allows staff to view, calls in queue, wait times, calls abandoned, and number of available

CSR's on the phone as well as service levels. In 2014, Customer Service will review the Queued Call Display content, layout, etc., to identify improvements.

Business Intelligent (BI) Dashboards and Reports

Customer Service is working with TMS and IT staff to develop functional specifications document for the development and design of Contact Centre reports and dashboards. The functional specifications document will be used by IT and TMS to complete a detailed project plan for Customer Service. Some of the reports and dashboards include:

- > Calls presented
- > Calls handled
- > Calls abandoned
- > Service levels
- > Automated information (IVR)

Workforce Management

Customer service will implement Workforce Management technology to forecast daily and weekly workloads, efficiently schedule staff to meet customer demand, achieve targeted service levels and improve overall customer service.



Quality Assurance Program

Customer Service staff are working on developing a Quality Assurance Program in the Contact Centre. The Quality Assurance Program will set quality and consistent customer service standards to help in the delivery of consistent information to customers satisfaction.

The Quality Assurance Program will provide valuable information on setting and evaluating Contact Centre standards and customer experience through to staff coaching, training and development.

9.3 | Enforcement

Enforcement and Security provides a blended service of revenue protection 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, late night call response for both conventional and rapid transit services.

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 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. This process will be conducted in conjunction with York Regional Police to ensure all areas of concern are addressed.

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 to all emergencies, York Regional Police and Transit Special Constables can respond.

Closed Circuit Television (CCTV) is being expanded and upgraded throughout the transit system. A system security review is expected to be completed in Q4 2014.



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.

Audit Services

In addition to fare box recovery programs, YRT/Viva Enforcement have consulted with Audit Services to review both revenue protection and fine collection practices.

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 expanded and more reliable radio communications throughout the Region, City of Toronto and within the new subway lines. The system will be implemented between Q3 2013 - Q3 2014 within the Enforcement and Security group. As the system is field tested and accepted it will be expanded to other working sections within transit.

9.4 | Marketing and Communications

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

In 2014, YRT/Viva Marketing and Communications campaigns will focus on ways to help leverage transit ridership, transit acceptance and transit awareness. Campaigns will provide smart, attainable ideas to advertise transit services to the identified target audience. They will also address key transit issues such as safety and security, the environment and select service features.

Some initiatives that will be focused on in 2014 include the following.

Advertising Campaigns

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

Social Media

Multimedia promotions will be implemented to use on/with social media initiatives while growing and engaging the YRT/Viva social media following.



PRESTO

PRESTO community outreach events and support will continue with monthly pass promotions.

Youth and Student Programs

Enhanced youth and student programs will be developed: Yellow to Blue for public school aged children and their parents, Youth On-Board for high schools students and continued partnerships with post-secondary institutions.

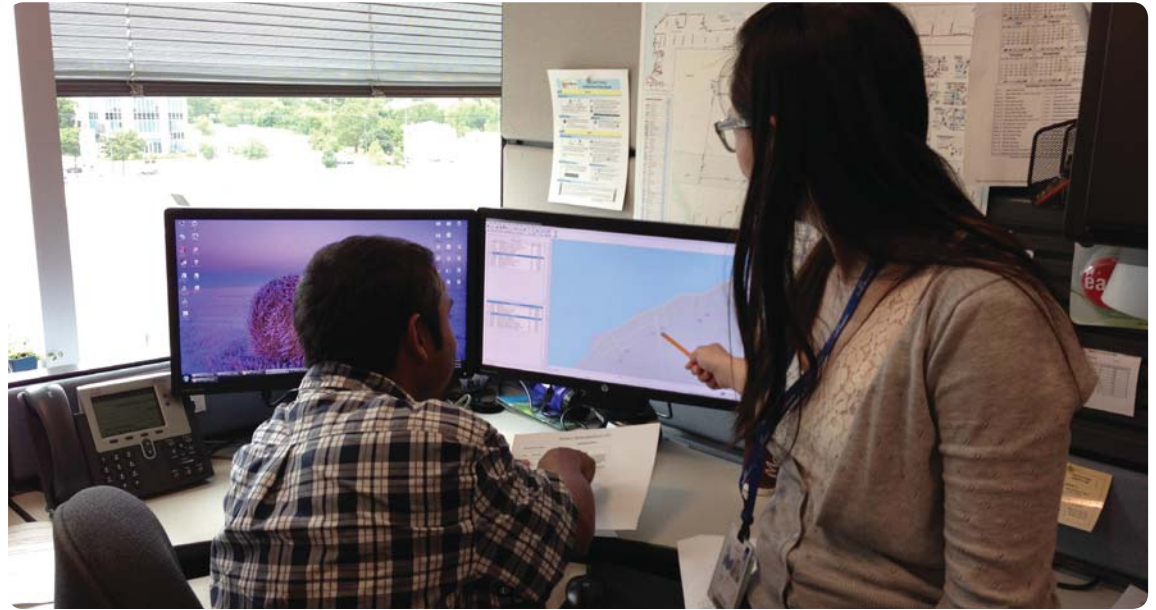
9.5 | Operations

The Operations section is responsible for the administration and service delivery oversight of YRT's conventional and Viva bus services. Combined, these services consist of 121 routes, operating approximately 1,109,000 revenue service hours annually with an estimated operating budget of \$112,000,000.

As contract administrators, staff are responsible for monitoring service both on-street and through the centralized Control Centre. Developing schedules to serve our customers needs, collection of data and reporting on contractor performance in the areas of schedule adherence, vehicle maintenance, safety, customer satisfaction, training and other contractor reporting requirements are constantly reviewed and ensure contractors adhere to service goals and all requirements of their contract.

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

YRT/Viva will monitor service to ensure safe, efficient and reliable service is provided on the new rapidway. The Operations section is responsible to establish rapidway protocols and training for bus operators support staff and other vendors/contractors required to enter the rapidway.



Yonge Street Rapidway Construction

In 2014, construction is scheduled to 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. During the construction period, YRT/Viva will monitor service and adjust effected routes to ensure buses remain on schedule and customers are not inconvenienced.

Standardized Bus Operator Training Program

Additional segments of the Standardized Bus Operator Training Program for new and existing transit drivers will be implemented in 2014. The training, which will utilize new equipment and technology, will be based on adult education and transit industry best practices.

Accident Investigation Course

The Transportation Safety Institute has been scheduled to deliver training on a new accident investigation training program for on-street inspectors and contractor staff.

Control Centre Training

In partnership with YRT/Viva operating contractors, a new Control Centre Training Program will be implemented. This specialized training will focus on the management of transit service delivery to maximize on-time performance.



2014 Bus Rodeo

The YRT/Viva Annual Bus Rodeo, which promotes safe bus operation and driver skill enhancement, will be held in June 2014. This will be the 7th Annual Rodeo and the Champion will represent York Region at the APTA International Bus Rodeo in the spring of 2015.

Safety Posters

Safety Poster Campaigns will continue in 2014. Quarterly safety posters will be produced focusing on the specific needs identified from accident trending analysis in York Region.

Pan Am/Parapan Am Games Planning

York Region will be hosting 2015 Pan Am/Parapan Am Games events at the Markham Sports Centre and Angus Glen Golf Club. Representatives from YRT/Viva are participating in the planning of transportation needs for the Games.

Service Delivery Model Assessment

Operations 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 our customers.

Award of the Viva Contract

In 2004, the first Viva BRT contract was awarded to Connex Inc. Transportation (now known as York BRT Services Ltd.). The contract term was five years, with an option to renew for an additional five years, on an annual basis. In 2005, Viva quick-start service launched in phases on Yonge Street and Highway 7 with full service in place by January 2006. In 2010, York Region Council approved the extension of the York BRT Services Ltd. contract for three additional years to 2013. This extension was to coincide with the construction of a new Operations and Maintenance facility 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. Some of the objectives of the new contract process are as follows:

- > Reduce the risk premium charged by the selected contractor to York Region
- > Identify and reduce cost drivers (fuel, hourly rate, scope creep, training, etc.)
- > Update the existing Viva Operations and Maintenance Sections
- > Develop a comprehensive Operating Manual to use as a benchmark with all contractors moving forward
- > Review the contract terminology with Legal staff

9.6 | Traffic 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 section describes the various YRT/Viva technology initiatives in 2014.

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
- > Next generation of PRESTO to allow fare payment using debit and credit cards

Accessibility for Ontarian with Disability Act (AODA)

To meet the AODA requirement for electronic pre-boarding announcements of route and destination, all YRT/Viva buses have been equipped with external speakers. Automated route and destination announcements will be provided at all stops.

Workforce Management System

To improve YRT/Viva and Mobility Plus Call Centre efficiencies a Work Force Management System will be implemented to forecast daily and weekly workloads, schedule staff to meet customer demand, and achieve performance goals.

Google Real-Time Information

The Google real-time bus arrival/departure information on the YRT/Viva website will be upgraded to include real time service delays/alerts, detour information and vehicle locations.

Fare box and Automatic Vehicle Location (AVL) Interface

Operators of conventional vehicles are currently required to logon to three separate systems prior driving out of the bus garage. In order to reduce the number of logons, an interface between the Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), and GFI fare box systems will be installed. The interface will reduce the number of system logons, improve data accuracy and integrity for reporting purposes and increase bus operator efficiencies.

Wireless Local Area Network Upgrade at Miller Transit and York BRT Services

All operations and maintenance facilities have a Wireless Local Area Network for transit vehicles to connect and upload statistical information and download new software upgrades and schedules. As part of the continuous network improvement, the wireless access points at the Miller Transit and York BRT Services garages will be upgraded to provide better connectivity with buses and increased network coverage.

TVM Printer Upgrade

New Ticket Vending Machines printers will be installed in the existing curbside machines to improve the speed tickets are dispensed and decrease ticket jams. Cubic, the vendor of existing machines, and YRT/Viva staff will be working together to complete this upgrade with little or no impact to service.

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. These 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 thereby reducing excessive inspections and vehicle downtime. This system is being installed on new Viva buses only on a pilot basis and will be extended to rest of the fleet if successful.



