
To: York Region Rapid Transit Corporation Board of Directors

From: Mary-Frances Turner, President

Subject: **2018 – 2028 YRRTC Business Plan: 2018 Update**

Ref: YORK- #8261933

Recommendation

It is recommended that:

1. The Board approve the 2018 Update of the 2018-2028 YRRTC Business Plan, as presented, except for the implementation phases of the 'Related Initiatives' and 'Strategic Opportunities' sections of the Plan;
2. The Board authorize YRRTC staff to continue with the planning work associated with the 'Related Initiatives' and 'Strategic Opportunities' sections of the Plan; and
3. The Board authorize YRRTC staff to develop recommendations and seek approvals from the Board, Regional Council and Metrolinx regarding the implementation phases of the 'Related Initiatives' and 'Strategic Opportunities' prior to undertaking such implementation.

Purpose

The 2018 – 2028 York Region Rapid Transit Corporation (YRRTC) Business Plan identifies the key goals, objectives and initiatives of the Corporation over the next ten year period.

Background

YRRTC is responsible for the planning, design and construction of the rapid transit network and related infrastructure

- To achieve this mandate, YRRTC works in collaboration with York Region and also contracts with firms to develop the final design and carry out capital construction, with a current funded capital project portfolio of \$3.6B
- The rapid transit projects and initiatives highlighted throughout this plan are rooted in a variety of intergovernmental plans, policies and frameworks developed to drive population and economic growth in York Region
- Activities in the 10-year Business Plan are aligned with the Metrolinx Master Agreement (2025) and the York Region Rapid Transit Agreement (2027), both of which will be updated as funding becomes available
- YRRTC continues to work closely with York Region to secure future funding for engineering and capital construction dollars related to the rapid transit priorities outlined in the Region's Transportation Master Plan

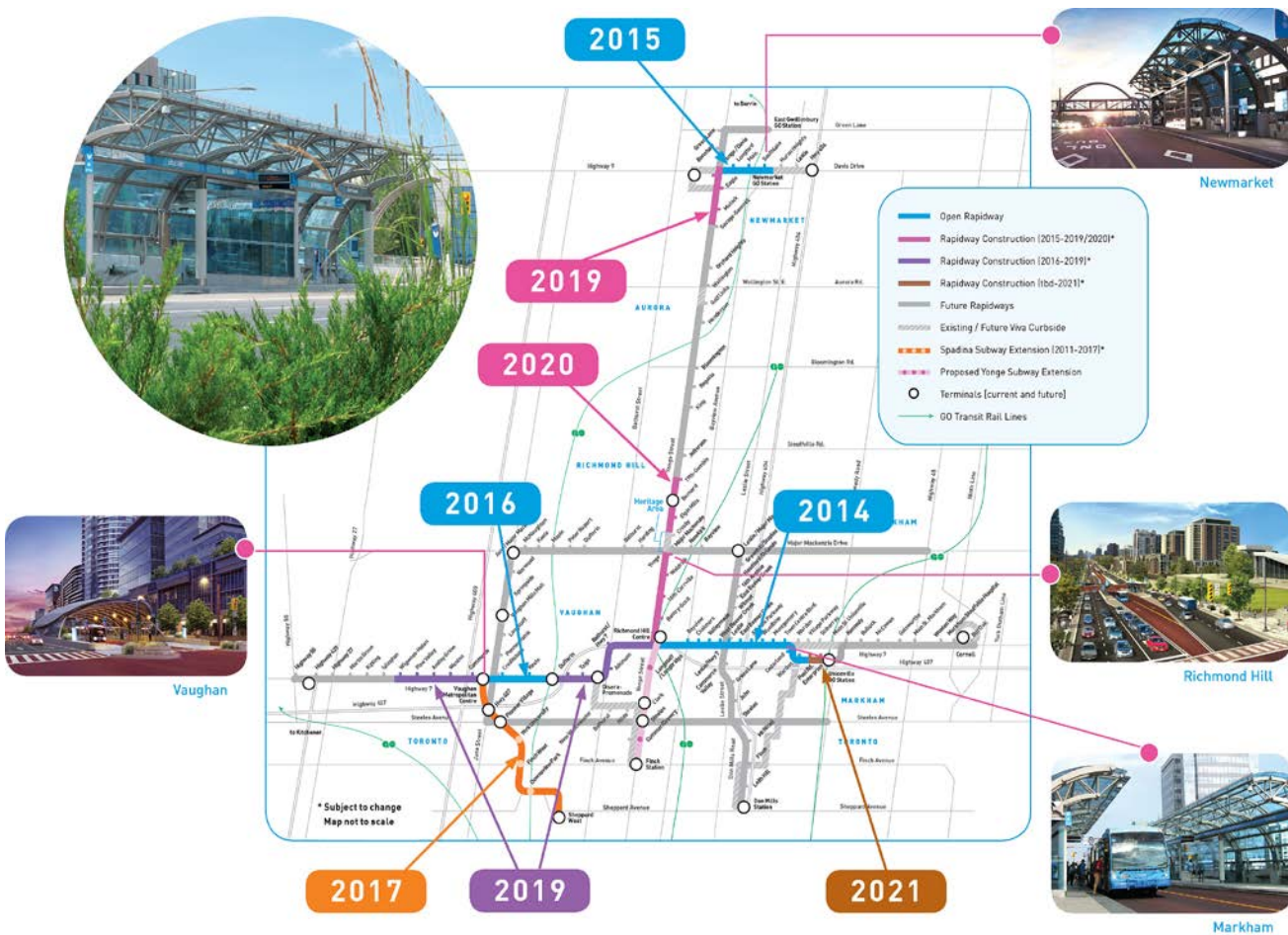
YRRTC's initial 10-year business plan was approved by the Board in January 2010

- In January 2010, following the execution of the Rapid Transit Agreement between YRRTC and York Region, YRRTC Board of Directors approved the initial 2010-2020 business plan to guide the execution of the vivaNext Rapid Transit Plan
- Each year, the business plan is updated to maintain a 10-year outlook. This updated business plan is organized into Current and Unfunded capital projects, Development Opportunities and Strategic Opportunities for the Corporation. Short and long-term goals and objectives associated with each project are provided
- In 2016, the Board approved the Business Plan Overview (including Current Capital Projects, Facilities and Terminals, Viva Vehicles and Subways, and Future Projects) and received the Related Initiatives and Strategic Opportunities section with the direction to staff to continue with the work associated thereto, which was undertaken in 2017
- Throughout 2018, staff will continue the planning work associated with the 'Related Initiatives' and 'Strategic Opportunities'. Prior to undertaking any such implementation, staff will review current authorities, agreements and protocols,

develop recommendations and seek approvals from the Board, Regional Council and Metrolinx regarding any changes that may affect the implementation of the 'Related Initiatives' and 'Strategic Opportunities' sections of the plan

Analysis

VivaNext Rapid Transit System Network: 2018 – 2028



KEY HIGHLIGHTS OF THE 2018 BUSINESS PLAN

YRRTC was successful in achieving the 2017 business objectives for the currently funded capital projects

- Metrolinx-funded Bus Rapid Transit (BRT) program – remaining two funded rapidways under construction throughout 2017

- Toronto-York Spadina Subway Extension (TYSSE) – Line 1 was opened in December 2017 along with the new VMC rapidway station
- Yonge Subway Extension (YSE) – Preliminary Engineering and Design program commenced

YRRTC continues to advocate for long-term funding commitments for future projects from both the Government of Canada and the Government of Ontario for construction of unfunded rapid transit priority projects

- The YSE is the number one transit priority in York Region and is critical to unlock the growth projected for the Richmond Hill/Langstaff Urban Growth Centre
- YRRTC continues to pursue a funding commitment from senior levels of government for the remaining 70+ kilometres of dedicated, centre-lane bus rapidways and 26 vivastations along Yonge Street, Green Lane, Highway 7 East, Highway 7 West, Jane Street, Major Mackenzie Drive and Leslie Street (reference pages 5 and 28 of Attachment One)

YRRTC has identified related initiatives and strategic opportunities in the plan

- There are a number of opportunities to advance the development potential of lands adjacent to the rapid transit corridors, as well as the design and planning of Regional and Metrolinx mobility hubs
- YRRTC staff continues the work to position Regional and Metrolinx land assets on rapid transit corridors for highest and best use
- YRRTC continues to collaborate on the advancement of mobility and technology as they relate to the rapid transit program

Financial

- Implementation of the rapid transit plan and other strategic activities either are currently funded under the Metrolinx and Regional capital programs or will require financial investment in order to be realized
- Budget approvals for funded projects are secured annually from the Regional Municipality of York and/or Metrolinx

Conclusion

- The \$3.6B Metrolinx capital program is moving forward and on target to meet project goals and timelines
- Unfunded rapid transit projects will continue to be positioned for funding where possible to maintain readiness
- The 2018 Business Plan provides a blueprint for the next 10 years of rapid transit activities

For more information on this report, please contact Mary-Frances Turner, President, York Region Rapid Transit Corporation, at 905-886-6767, Ext. 71010

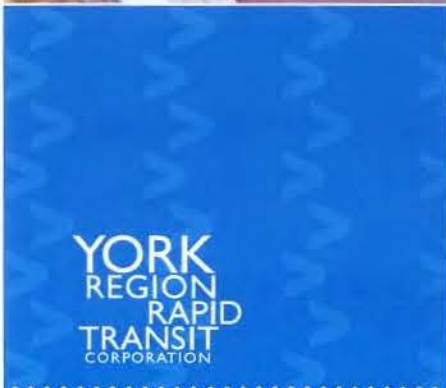
Mary-Frances Turner
President

May 10, 2018

Attachment: (1)

2018 – 2028 YRRTC Business Plan

2018 update





mission

Our mission is to design and deliver an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.

vision

Our mission supports our vision where:

- People can move quickly, conveniently and reliably without a vehicle.
- Public transit is used extensively because it is attractive, easy to use, efficient and economical.
- People live, work, shop and play in close proximity to public transit.
- Employers locate in York Region because of its robust transit options for employees.
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation.

values

We are committed to the following values in how we carry out our Mission, in an environment of respect, professionalism and dedication.

- Where quality ideas, innovation and creativity are nurtured
- Where financial and legislative integrity is fundamental
- Where staff are provided opportunities for continuous learning and self-improvement
- Where change is anticipated, managed and embraced
- Where initiative, outstanding performance and team growth are recognized
- Where working together and engaging with the community is our passion



- YRRTC's Long Term Corporate Plan 3
- Business Plan Overview 4
- Current Capital Projects 7
 - Metrolinx Funded BRT Projects**
 - Summary of Currently Funded BRT Capital Projects to 2021 8
 - Summary of Currently Funded Capital Projects to 2021 9
 - Highway 7 East and Davis Drive 10
 - Vaughan Metropolitan Centre Rapidways [Phase 1] 11
 - Highway 7 West / Bathurst and Centre [Phase 2] 12
 - Markham Centre 13
 - Yonge Street - Richmond Hill and Newmarket 14
- Facilities and Terminals, Viva Vehicles and Subways** 15
 - Toronto-York Spadina Subway Extension [TYSSE] 16
 - Vaughan Metropolitan Centre - BRT Station at Spadina Subway 18
 - SmartCentres Place Bus Terminal 19
 - Yonge Subway Extension [YSE] Preliminary Design and Engineering 20
 - Cornell Bus Terminal 21
 - Operations, Maintenance and Storage Facilities [OMSF] 22
 - Viva Vehicles 23
- Schedule** 24
 - Project Schedule 2018-2021 24
- Unfunded Projects** 25
 - Yonge Subway Extension [YSE] 26
 - Yonge Subway Extension - 5 and 10 Year Goals and Objectives 27
 - VivaNext Rapid Transit Network - 10-Year Outlook [2018-2028] 28
- Related Initiatives** 29
 - Related Initiatives - 10-Year Outlook 30-33
- Strategic Opportunities** 34
 - Project Management - 10-Year Outlook 35
 - New Strategic and Innovative Opportunities to enhance the Region's Urban Landscape
10-Year Outlook 36



YRRTC's Long Term Corporate Plan

Our Mandate

YRRTC is responsible for the planning, design and construction of the rapid transit network and related infrastructure; for the pursuit of joint development opportunities; and for the strategic oversight of Viva operations to deliver on the rapid transit priorities set out in the York Region Transportation Master Plan.

To achieve this mandate and remain flexible to disruptive technological change, YRRTC demonstrates skilled technical expertise, collaborative partnerships, communications and community engagement strategies and a commitment to innovation and excellence.

The rapid transit projects and initiatives highlighted throughout this plan are rooted in a variety of intergovernmental plans, policies and frameworks developed to drive population and economic growth in York Region. At both the provincial and municipal level, YRRTC has relied on the policy documents to secure funding and advance the business cases for the currently funded and future projects outlined for the next 10 years:

- **Places to Grow [Provincial Growth Plan 2005]** - brought amendments to York Region's Official Plan and a Centres and Corridors Strategy to curb sprawl and ensure the right type of growth
- **The Big Move [Metrolinx 2008]** - incorporated the existing Viva Network in York Region, funded and being delivered through this Business Plan.
- **2041 Regional Transportation Plan [Metrolinx 2018]** will help to regulate land use and transportation planning across the province and contains the unfunded Viva network.
- **York Region's Official Plan, Transportation Master Plan and Centres & Corridors Strategy** outline the priority projects in York Region to 2051 and are the projects that require future funding.

New investment is required to continue the transformation



Business Plan Overview

York Region Rapid Transit Corporation's [YRRTC] Ten Year Business Plan is updated annually and presented to the Board of Directors. It is also the basis for the Corporation's multi-year Capital Budget.

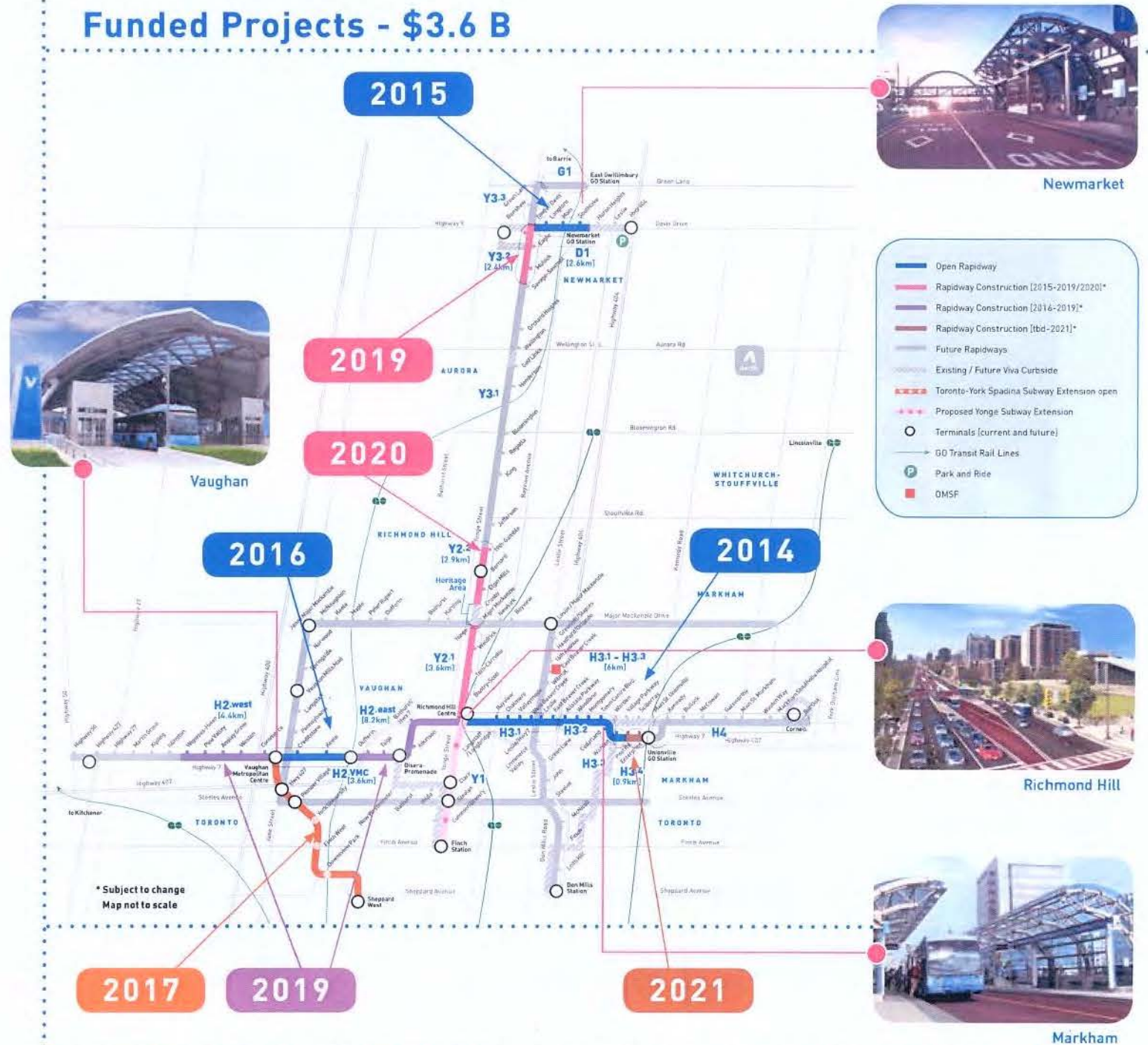
This document highlights the key goals, objectives and initiatives of the Corporation and reports on the past year's accomplishments. The plan includes a 1, 5 and 10 year look ahead. The Business Plan is actioned through detailed reports to the Board and receives any required authorities from Council. A fiscal, strategy to enable these goals, supports this work..

Segments are assigned project codes.
[see map to reference geographic areas.] In summary:

- Highway 7 East in the Town of Richmond Hill and City of Markham: H3.1, H3.2, H3.3, H3.4 and H4
- Davis Drive in the Town of Newmarket: D1
- Highway 7 West in the City of Vaughan: H1, H2-West, H2-VMC and H2-East
- In the Towns of Richmond Hill and Newmarket: Yonge Street, north from Finch Avenue to Mulock Drive: Y1, Y2.1, Y2.2, Y3.1, Y3.2, Y3.3
- Green Lane in the Town of East Gwillimbury: G1
- Subways include: Toronto-York Spadina Subway Extension [TYSSE] and Yonge Subway Extension [YSE]

For more detailed reports and information, please visit www.vivanext.com

Funded Projects - \$3.6 B



Unfunded Projects - \$10.5 B



Future investments are needed to complete the network

The journey isn't over yet. While 34.6 kilometres of the rapid transit network is funded and either in-service or under construction, less than half the network needed to service the growth plan to 2041 is funded.



the number one transit priority for York Region

The Yonge Subway Extension is ready to move to full engineering and construction, in anticipation of the next wave of funding.







current capital projects



Summary of Currently Funded BRT Capital Projects to 2021

Summary: Project Descriptions	Highway 7 – Markham, Richmond Hill and Vaughan Davis Drive - Newmarket [H3.1, H3.2, H3.3, D1 and H2-VMC] 2010-2017	Yonge Street [Y2.1, Y2.2, Y3.2] 2014-2019/2020	Highway 7 West - Vaughan West of Commerce, Bathurst & Centre H2-West and H2-East [Phase 2] 2015-2020	Highway 7 East- Markham Centre [H3.4] TBD
Key Partners	 <ul style="list-style-type: none"> - Metrolinx - York Region and local municipalities - Kiewit-EllisDon - YRRTC/YC2002 – 10 year partnership 	<ul style="list-style-type: none"> - Metrolinx - York Region and local municipalities - RapidLINK Constructors 	<ul style="list-style-type: none"> - Metrolinx - York Region and local municipalities - Infrastructure Ontario - EDCO 	<ul style="list-style-type: none"> - Metrolinx - York Region and local municipalities - Contract award to third party - TBD
Procurement / Legal Arrangements	<ul style="list-style-type: none"> - Cost Confidence Contract - Metrolinx Master Agreement - Project Charters - Rapid Transit Agreement with York Region - York Region Operating Agreement with Metrolinx - Project Implementation Plan 	<ul style="list-style-type: none"> - Public procurement - Design Build Contract - Metrolinx Master Agreement <ul style="list-style-type: none"> - Project Charter - Design-Build Agreement - Rapid Transit Agreement with York Region - York Region Operating Agreement with Metrolinx - Project Implementation Plan 	<ul style="list-style-type: none"> - Public Procurement / Alternative Finance Procurement (AFP) - Metrolinx Master Agreement - Project Charter - AFP Project Agreement - Rapid Transit Agreement with York Region - Project Implementation Plan - York Region Operating Agreement with Metrolinx 	<ul style="list-style-type: none"> - Public procurement - Contract arrangements tbd - York Region Operating Agreement with Metrolinx
Governance	<ul style="list-style-type: none"> - YRRTC Board/Metrolinx Board - Metrolinx Program Executive Group/Senior Staff Working Group - Joint coordination meetings with contractor and project management teams 	<ul style="list-style-type: none"> - YRRTC Board/Metrolinx Board - Metrolinx Program Executive Group/Senior Staff Working Group - Joint coordination meetings with contractor and project management team 	<ul style="list-style-type: none"> - YRRTC Board/Metrolinx Board - Metrolinx Program Executive Group/Senior Staff Working Group - Project Management Team meetings - Works Committee - meetings with contractor and project management teams 	<ul style="list-style-type: none"> - YRRTC Board/Metrolinx Board - Metrolinx Program Executive Group/Senior Staff Working Group - Unionville Mobility Hub working group
Delivery Agent	- YRRTC	- YRRTC	- YRRTC	- YRRTC
Project Completion	- Final finishing and warranty work underway	- Construction completion in 2020	- Substantial completion 2019 - Finishing touches 2020	- TBD


Summary of Currently Funded Capital Projects to 2021

Summary: Project Descriptions	Toronto-York Spadina Subway Extension	Yonge Subway Preliminary Engineering 2017 - 2019	Facilities & Terminals 2012-2021
Key Partners	 <ul style="list-style-type: none"> - Federal & Provincial Government - TYSSE - City of Toronto, TTC and YRRTC - York Region and local municipalities 	<ul style="list-style-type: none"> - Metrolinx - TTC - City of Toronto - York Region and local municipalities - Contracts awarded to third parties for design in 2018 	<ul style="list-style-type: none"> - Federal /Provincial Government - York Region and local municipalities - TYSSE - Individual contracts per facility – PCL, SmartREIT and TBD for the Cornell Terminal
Procurement / Legal Arrangements/ Funding	<ul style="list-style-type: none"> - The TYSSE project is jointly funded by the Government of Canada, The Province of Ontario, The City of Toronto and The Regional Municipality of York. Federal contribution was \$697 million; the Provincial contribution was \$870 million through Move Ontario Trust. The City of Toronto funded \$904 million and York Region \$604 million 	<ul style="list-style-type: none"> - The Provincial Government in June 2016 provided \$55 million to advance the Preliminary Engineering and in June 2017 the Government of Canada provided \$36 million to further advance design work - Public procurement for specific work, to be tendered in 2018 	<ul style="list-style-type: none"> - CSIC - Federal Contribution Agreement(s) - Design Build/ Bid Build Agreements - TBD - Provincial Quick Wins - Tri-party Access and Service Agreements
Governance	<ul style="list-style-type: none"> - YRRTC Board - York Region - Federal Management Committee - TYSSE 	<ul style="list-style-type: none"> - Project Governance Structure with Executive Committee - York Region/ YRRTC Board/TTC Board/Metrolinx Board/City of Toronto Council as may be required 	<ul style="list-style-type: none"> - YRRTC Board - York Region - Federal Management Committee - TYSSE
Delivery Agent	<ul style="list-style-type: none"> - TYSSE jointly with YRRTC 	<ul style="list-style-type: none"> - TTC jointly with YRRTC 	<ul style="list-style-type: none"> - YRRTC
Project Completion	<ul style="list-style-type: none"> - Opened to service in December 2017 	<ul style="list-style-type: none"> - 2019 	<ul style="list-style-type: none"> - 2021



Project Description

- > **H3.3** – Enterprise Boulevard in the City of Markham includes the first station constructed as the prototype.
- > **H3** – Highway 7 East in the City of Markham and Town of Richmond Hill is approximately 6 kilometres of rapidway from Bayview Avenue to Warden Avenue at Enterprise Boulevard, via South Town Centre Boulevard and Cedarland Drive - one curb-side station and 10 centre-lane vivastations.
- > **D1** – In the Town of Newmarket, the Davis Drive rapidway segment stretches 2.7 kilometres from Yonge Street to Roxborough Road/Patterson Street. Viva service continues along Davis in mixed traffic to a park and ride station at Highway 404 - three centre-lane vivastations and two curb-side stations.

	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary	<ul style="list-style-type: none"> - H3 – Total Budget \$308.3M – fully funded by the Province. The first rapidway in York Region completed and all segments in service as of January 2015 - D1 – Total Budget \$267.7M – fully funded by the Province. Rapidway in service as of November 2015 - H3.3 Warden Station upgrades completed - H3 – 2-yr warranty period ended; project at Final Acceptance - D1 – first 2-yr warranty period ended 	<ul style="list-style-type: none"> - H3.3 – commence contract close out - D1 – second 2-yr warranty period end (July 2018) 	
Property and Property Related Matters	<ul style="list-style-type: none"> - H3 – Outstanding property settlements in progress - D1 – Outstanding property settlements in progress 	<ul style="list-style-type: none"> - H3 – Continue to negotiate remaining property settlements - D1 – Continue to negotiate remaining property settlements and assess for final risk assessment 	<ul style="list-style-type: none"> - H3 – Continue to negotiate remaining property settlements - D1 – Continue to negotiate remaining property settlements and finalize risk assessment
Construction Complete Corridor in Service	<ul style="list-style-type: none"> - H3.1, H3.2, and H3.3 – rapidway in service - D1 – rapidway in service 	<ul style="list-style-type: none"> - H3 – Finalize contract close out - D1 – Commence contract close out 	<ul style="list-style-type: none"> - Davis Drive Contract close-out - Corridor ridership continues to increase - Approximately 25% reduction in traffic collisions is
Communications	<ul style="list-style-type: none"> - VivaNext projects have maintained support and continue to maintain social media connections: - H3 has 1,313 online subscribers and D1 has 1,535 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners - Communications continues to highlight the benefits of rapidways that support growth and mobility 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners - Communications continues to highlight the benefits of rapidways





Project Description

H2-VMC [Phase 1] - In the City of Vaughan rapidways run east of Jane Street to Edgeley Boulevard/Interchange Way and west of Jane Street to Bowes Road/Baldwin Avenue, approximately 3.6 kilometres. Three centre-lane vivastations connect to the intermodal VMC-Spadina Subway Station.

	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary	<ul style="list-style-type: none"> - Total Budget \$210.7M – fully funded by the Province - Rapidway (3. Km) construction completed and YRT Route 77 servicing until December, when the final VMC Station was completed and Viva revenue service commenced, in conjunction with the opening of the Spadina Subway Extension 	<ul style="list-style-type: none"> - Segment east of Jane St. – warranty ends end of 2018 	<ul style="list-style-type: none"> - Segment west of Jane St. – corridor warranty ends end of 2019
Property and Property Related Matters	<ul style="list-style-type: none"> - Outstanding property settlements in progress 	<ul style="list-style-type: none"> - Continue to negotiate remaining property settlements - Commence corridor environmental risk assessment 	<ul style="list-style-type: none"> - Continue to negotiate remaining property settlements - Complete corridor environmental risk assessment
Construction Complete Corridor in Service	<ul style="list-style-type: none"> - Rapidway opened east and west of Jane Street - Rapidway in 2-year warranty period [excluding VMC- Station area] 	<ul style="list-style-type: none"> - Rapidway in 2-year warranty period [excluding VMC- Station area] - VMC- Station and associated area construction finishes completed in the Spring 	<ul style="list-style-type: none"> - Rapidway west of Jane St. in 2-year warranty period
Communications	<ul style="list-style-type: none"> - Communications outreach continued to mitigate construction impacts and public concerns - Communications campaigns delivered to celebrate and educate area residents and stakeholders leading up to the grand opening of the Spadina Subway Extension - H2-VMC has 1,799 online subscribers 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners - Continue communications outreach focusing on results and increase overall community awareness, understanding and support for rapid transit investment 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners as required

Metrolinx-Funded BRT Project	Highway 7 West / Bathurst and Centre [Phase 2]		
Project Description	<p>Highway 7 West [Phase 2] - In the City of Vaughan and in the Town of Richmond Hill, the second phase of rapidways are being constructed in two sections:</p> <ul style="list-style-type: none"> > H2-West [Highway 7]: 4.5 kilometres of rapidway and five vivastations along Highway 7, from Bruce Street to Edgeley Boulevard/Interchange Way > H2-East [Bathurst and Centre]: 8.1 kilometres of rapidway and five vivastations along Highway 7 to Centre Street, across Centre Street to Bathurst Street, along Bathurst to north of Worth Blvd./Flamingo Rd.; and along Highway 7 via the Bathurst/Highway 7 Connector Road to Yonge Street > Rapidway handover is scheduled to be completed by December 2019, with final completion in 2020 		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary	<ul style="list-style-type: none"> - Total Budget: \$462.9M 	<ul style="list-style-type: none"> - Utility Relocations complete - Construction ongoing - Continue community communications outreach/ support 	<ul style="list-style-type: none"> - Construction substantial completion - Rapidway commissioning and handover
Property and Property Related Matters	<ul style="list-style-type: none"> - Completed property acquisition - Several property settlements finalized 	<ul style="list-style-type: none"> - Property settlements continue - Continue Monitoring Program and undergo any clean-ups 	<ul style="list-style-type: none"> - Continue to negotiate property settlements - Close-off Monitoring Program and undergo any clean-up
Construction	<ul style="list-style-type: none"> - Utility relocations underway - Road widening began - Station construction underway - Bathurst Street Water main Phase Completion - Centre Street Water main Phase completion 	<ul style="list-style-type: none"> - Utility relocations completed - Road widening and bridge structure works completed - Station construction continues - New multi-use path open along Highway 7 	<ul style="list-style-type: none"> - Station construction complete - Commissioning, testing and opening of the rapidway
Communications	<ul style="list-style-type: none"> - Communications outreach includes the Business Support awareness campaign and the semi-annual Shop 7 and Shop Bathurst & Centre campaigns - Social media channels continue to be a good outreach method: H2- West has 1,792 online subscribers and H2- East has 946 subscribers - 57 small businesses claiming their location on Google and - Successful deployment of Colouring Contest 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners - Presentations and updates to key stakeholder groups in order to continue to build public awareness and engagement - Continue communications outreach to mitigate construction impacts and celebrate key milestones - Continue the Business Support Program for local businesses and the semi-annual campaign – Shop7 and Shop Bathurst & Centre - As part of the Business Support Program, continue social media outreach and education efforts. 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders and funding partners - Increase community awareness, understanding and support for the rapid transit investment through the opening campaigns - Deliver marketing campaign to celebrate opening - Targeted engagement to help educate residents on benefits of using transit - Continued outreach to businesses and the community, supported by the Business Support Program

Metrolinx-Funded BRT Project	Markham Centre		
Project Description	H3.4 – Markham Centre: Approximately 1 kilometre of rapidway to be built in Markham Centre between Warden Avenue and Kennedy Road, connected through the Unionville mobility hub, in the City of Markham		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary	<ul style="list-style-type: none"> - Total Budget: \$48.0M – funded by the Province - Design put on hold due to alignment conflicts with the York Durham Sanitary Sewer - Transportation, development and Mobility Hub studies underway with the City of Markham and Metrolinx 	<ul style="list-style-type: none"> - Work with Metrolinx and the City of Markham to finalize Mobility Hub Study - Aim to commence the Preliminary Engineering Design, pending completion of the Mobility Hub Study, and confirmation of the rapidway alignment through Markham Centre. 	
Property and Property Related Matters		<ul style="list-style-type: none"> - Property requirements to be determined pending finalization of rapidway alignment 	
Construction		<ul style="list-style-type: none"> - TBD 	
Communications	<ul style="list-style-type: none"> - Build public awareness and engagement through our corporate campaigns 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders and funding partners - Presentations and outreach to key stakeholders and residents as required 	<ul style="list-style-type: none"> - Continue collaboration and outreach as required

Metrolinx-Funded BRT Project	Yonge Street – Richmond Hill and Newmarket		
Project Description	<ul style="list-style-type: none"> > Y2.1 - The Yonge Street rapidway in the Town of Richmond Hill will extend approximately 3.6 kilometres and includes four centre-lane vivastations from Richmond Hill Centre at Highway 7 to Major Mackenzie Drive > Y2.2 - The Yonge Street rapidway north of the historical district in Richmond Hill extends 2.9 kilometres and includes three vivastations from Levendale Road to 19th Avenue/Gamble Road > Y3.2 - Located in the Town of Newmarket, the Yonge Street rapidway will extend approximately 2.4 kilometres and includes three vivastations from south of Mulock Drive to Davis Drive 		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary	<ul style="list-style-type: none"> - Total Budget: \$430.1M - Y3.2 commenced construction - Y2.1 & Y2.2 utility relocation work advanced significantly 	Primary utility relocation work complete -Construction underway in all segments	<ul style="list-style-type: none"> - Y3.2 Rapidway opening - Y2.1 & Y2.2 Construction ongoing
Property and Property Related Matters	<ul style="list-style-type: none"> - Y2.1 - Land requirements secured - Y2.2 - Land requirements secured - Y3.2 – Negotiations for property settlements commenced - Y2.1 - Environmental investigations completed - Y2.2 - Environmental investigations completed 	<ul style="list-style-type: none"> - Continue to negotiate property settlements - Continue environmental monitoring program and undergo any clean-up 	<ul style="list-style-type: none"> - Continue to negotiate property settlements - Continue environmental monitoring program and any clean up
Construction	Y3.2 subsurface and road widening work completed along the west side <ul style="list-style-type: none"> - Y2.1 50% of the water main installation completed Y2.1 & Y2.2 preparatory works including temporary signals, staging and removals underway 	<ul style="list-style-type: none"> - Primary utility work complete - Y3.2 road widening & boulevard construction well underway - Y2 subsurface, road construction and boulevard works commence - Continue municipal water main work 	<ul style="list-style-type: none"> - Y3.2 Construction of rapidway complete - Y2 Major construction continues - Y2. Municipal water main work complete
Communications	<ul style="list-style-type: none"> - Communications outreach continued - Business Support Program continued to support local businesses with the bi-annual campaign – ‘ShopYonge’ - Social media outreach includes 4,165 online subscribers - Successful deployment of the ‘Shop Yonge Selfie Contest’ – a social media contest aimed at encouraging residents to shop local and support businesses during construction - Social media outreach and education resulted in 60 small businesses claiming their location on Google and profiles written to share on both the vivaNext website and on social media 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders, and funding partners - Continue communications outreach to mitigate construction impacts and celebrate significant milestones - Presentations and updates to key stakeholder groups with ongoing emphasis on community engagement - Ongoing Business Support and semi-annual ‘ShopYonge’ campaigns - As part of the Business Support Program, continue social media outreach and education efforts 	<ul style="list-style-type: none"> - Continue collaboration with Municipal and Regional stakeholders and funding partners - Continue communications outreach to mitigate construction impacts - Targeted Business Support efforts in major construction areas, and semi-annual ‘ShopYonge’ campaigns


facilities and terminals • Viva vehicles • subways





Project Description

Toronto-York Spadina Subway Extension project is an 8.6 kilometre subway extension from Sheppard West Station [formerly Downsview Station] to Vaughan Metropolitan Centre [VMC]. The project includes six stations of which three are in York Region: Pioneer Village Station, Highway 407 Station and VMC Station. This project opened for service in December 2017.

	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Project Summary	<ul style="list-style-type: none"> - Total Budget of \$2.8B of which \$1.2B is to be spent in York Region - Additional budget of \$150M was approved at Council in March 2015 - January 2016 the budget was reset to cover claim settlements, changes to scope and contingency - New budget \$3.184B - The increase was \$400M of which \$240M will be covered by Toronto and \$160M by York Region 	<ul style="list-style-type: none"> - In service with continued ridership growth - Intensification, new developments and businesses continue to prosper having access to TTC Line 1 	
Funding	<ul style="list-style-type: none"> - Provincial, Federal and Regional [York Region & City of Toronto] Funding 	<ul style="list-style-type: none"> - Provincial, Federal and Regional [York Region & City of Toronto] Funding 	<ul style="list-style-type: none"> - Provincial, Federal and Regional [York Region & City of Toronto] Funding
Construction complete Subway in Service	<ul style="list-style-type: none"> - Pioneer Village Station, Pioneer Village YRT bus terminal opened on time - Highway 407 Station bus terminal - VMC Station, Highway 7 BRT connection opened on time - In service December, 2017 	<ul style="list-style-type: none"> - Warranty period 	<ul style="list-style-type: none"> - Warranty close out
Governance	<ul style="list-style-type: none"> - Actively participated in all ETF/TCWG meetings - Actively participated in construction meetings 	<ul style="list-style-type: none"> - Actively participate in ETF/Technical Coordinating Working Group - Status reports to YRRTC board 	<ul style="list-style-type: none"> - Continue reporting out
Communications	<ul style="list-style-type: none"> - Supported the planning and execution of opening events and marketing campaigns 	<ul style="list-style-type: none"> - Continue to assist with communications in collaboration with funding partners and TTC 	<ul style="list-style-type: none"> - Continue communications efforts to maintain awareness and drive ridership



Vaughan Metropolitan Centre subway station entrance



Highway 407 subway station interior



Pioneer Village subway station entrance

42 minutes to Union Station

7 minutes to York University

VMC Subway Station

523 m

Nearly as long as the CN Tower is tall



Project Description

Vaughan Metropolitan Centre [VMC] – Spadina Subway Station: The construction of this unique bus rapid transit [BRT] station on Highway 7, west of Jane Street in the heart of the Vaughan Metropolitan Centre, was coordinated with the TYSSE project construction timelines. The BRT station provides an underground connection directly from the Viva rapidway to the future SmartCentres Place Bus Terminal.

**2017
Accomplishments/Updates**

2018 Goals

2019 Goals

Summary



- Viva BRT station and rapidway opened together with the Subway on December 17, 2017
- Project budget included in the H2-VMC rapidway project

- Construction completed
- Revenue service continues to grow ridership
- Connections opened between the BRT, TTC Subway Line 1 and the SmartCentres Place Bus Terminal
- Commuter parking opened and in service



**Construction Complete
In Service**

- Coordinated with internal and external stakeholders- TYSSE, York Region and City of Vaughan to ensure the opening of both BRT and the Subway in December
- Finalized Operations and Maintenance Agreements with internal and external stakeholders
- Finalized Access Agreement with TYSSE

- Construction completion and contractor demobilized
- Elevators in service
- Plantings complete
- Warranty work commences



- Warranty work wraps up

Communications

- Commissioning communications and opening coordinated with TYSSE, which included a full communications campaign to education the public and celebrate the opening of the new connections
- Connections in December totalled over 1.5 million due to the extensive outreach and interest

- Continue collaboration with Municipal and Regional stakeholders, and funding partners
- Continue communications program to build awareness and improve ridership numbers

- Communicate benefits of transit connections and mobility to drive ridership

Federal / Provincial / Regional Funded Project	SmartCentres Place Bus Terminal		
Project Description	SmartCentres Place Bus Terminal - A transit terminal located on the northwest corner of Apple Mill Road and Millway Avenue in the City of Vaughan. The terminal includes a convenient passenger pick-up/drop off area, nine bus bays and will allow passengers to transfer between YRT, Viva, Züm and the TTC. The terminal will provide fully accessible, enclosed heated waiting areas and washrooms, and include direct access to the underground pedestrian concourse that links to the subway station and vivaNext rapidway on Highway 7.		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Summary 	<ul style="list-style-type: none"> - Total Budget: \$31.1M - Funded by York Region, TYSSE and SmartREIT - Concept Design by Diamond Schmitt Architects Incorporated [DSAI] completed and Preliminary Design and Engineering completed - Contract awarded to Bondfield - Millway Avenue completed by end of 2017, timed with the opening of TYSSE 	<ul style="list-style-type: none"> - Construction completed in Spring 2018 - Commissioning, testing and handover to YRT – June 2018 - Warranty work underway 	
Property and Property Related Matters	<ul style="list-style-type: none"> - Access to bus terminal lands negotiated to mobilize for construction - Millway Ave. alignment and scope of work finalized with City of Vaughan and construction complete 	<ul style="list-style-type: none"> - Finalize and execute all property transfers between YR, SmartREIT and City of Vaughan 	-TBD
Design & Construction	<ul style="list-style-type: none"> - Completed design with cost estimates - Design and engineering of Millway Avenue negotiated with City of Vaughan - Secured site plan approval for bus terminal - Award of contract to Bonfield and construction commenced 	<ul style="list-style-type: none"> - Construction completed in Spring 2018 - Commissioning and driver training Spring 2018 - Operations and maintenance agreements in place 	- Warranty work continues
Communications	<ul style="list-style-type: none"> - Maintained community outreach for general awareness of the project through corporate newsletter - Continue collaboration with Municipal and Regional stakeholders, and funding partners 	<ul style="list-style-type: none"> - Commissioning and opening communications plans executed with staged opening ceremonies - Continue communications outreach and education 	- Continue community outreach for general awareness of the project through corporate newsletters

Future Capital Project (2018-2028)	Yonge Subway Extension [YSE] Preliminary Design and Engineering		
Project Description	<p>Yonge Subway Extension (YSE) – Preliminary Design and Engineering [PDE] is underway for the planned 7.4 kilometre extension of the Yonge Subway north from Finch Station to the Richmond Hill/Langstaff Gateway Urban Growth Centre at Highway 7. \$93.1 Million in funding was secured to advance the PDE to a level between 15% and 30%. The PDE will ensure the YSE is construction-ready, but overall this project remains a “future project,” with \$5.1 Billion [escalated dollars] in full capital funding needed to move this high priority project forward.</p>		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Objectives & Accomplishments	<ul style="list-style-type: none"> - In 2016, Metrolinx’s approved Yonge Relief Network Study (YRNS) found that, with the relief to be provided by committed transit improvements, the YSE can be built and the Yonge Subway line will be under capacity by 2031 - In 2017, the Government of Canada committed over \$36 million to the project. This, combined with a 2016 commitment from the Province of Ontario of over \$55 million through Metrolinx, will allow the PDE to advance the design work to a level of between 15% and 30%. - Received Board authorization to work with Metrolinx and TTC to develop a Memorandum of Agreement and work program for PDE 	<ul style="list-style-type: none"> - Procure technical and other advisory services - Continue to establish working groups - Undertake the PDE 	<ul style="list-style-type: none"> - PDE advanced
Key Partners	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, Local municipalities in York Region 	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, municipalities in York Region 	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, Local municipalities in York Region
Legal Agreements	<ul style="list-style-type: none"> - Drafted Memorandum of Agreement 	<ul style="list-style-type: none"> - Execute Memorandum of Agreement among partners (Metrolinx, City of Toronto, TTC, YR and YRRTC) 	<ul style="list-style-type: none"> - TBD
Funding	<ul style="list-style-type: none"> - PDE funding finalized 	<ul style="list-style-type: none"> - Implement funding arrangements and related mechanisms 	<ul style="list-style-type: none"> - Finalize funding arrangements with Federal and Provincial partners
Property/Construction	<ul style="list-style-type: none"> - Leveraged property identification and protection, and construction scheduling staging/phasing strategies identified through earlier phases 	<ul style="list-style-type: none"> - Further develop property identification and protection strategies and construction scheduling, phasing/staging plans 	<ul style="list-style-type: none"> - Update project schedule based on funding availability, subway timing requirements along with an updated cost estimate
Governance	<ul style="list-style-type: none"> - Established working groups, initial protocols and governance model 	<ul style="list-style-type: none"> - Continue working groups 	<ul style="list-style-type: none"> - Continue working groups
Communications	<ul style="list-style-type: none"> - Advocated for funding; communicated project needs - Established a project communications protocol 	<ul style="list-style-type: none"> - Launch PDE communications and public outreach - Continue to convey the need for the YSE as the critical missing link to the GTHA transit network 	<ul style="list-style-type: none"> - Continue public engagement as design evolves

Federal/ Provincial/ Regional Funded Project	Cornell Bus Terminal		
Project Description	Cornell Terminal – An 11-bay bus terminal located in the City of Markham at Highway 7 East and Ninth Line. The terminal will connect Viva service with the Markham local YRT transit routes, as well as future connections with Durham Transit, GO Transit and 407 bus services. YRRTC is the project manager and works with all parties/stakeholders to ensure collaboration, including commissioning and handover to YRT/Viva for operation.		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Project Summary	<ul style="list-style-type: none"> - Total Budget: \$31.3M - Construction contract procurement unsuccessful first round 	<ul style="list-style-type: none"> - Procure contractor - Contract awarded Spring 2018 - Continue engagement with external stakeholders [YRRTC, Design Consultant, City of Markham, Developer Community] 	<ul style="list-style-type: none"> - Construction completion by end of year
Property Matters	<ul style="list-style-type: none"> - Land in Regional ownership - Secured Site Plan Approval with City 	<ul style="list-style-type: none"> - Land transfers for right of way to City of Markham 	<ul style="list-style-type: none"> - TBD
Design & Construction	<ul style="list-style-type: none"> - Completed design and engineering for the bus terminal - Confirmed project and program requirements with internal stakeholders through design workshops - Collaborated with hospital on design and construction of turning circle works at the end of Rustle Woods - Design process with external stakeholders - Secured site plan and issuance of building permits - Prepared and issue tender for construction - Award contract was not possible, so a second tender was required - Value engineered design 	<ul style="list-style-type: none"> - Construction underway for both the bus terminal and turning circle works at the end of Rustle Woods Ave 	<ul style="list-style-type: none"> - Construction complete - Commissioning and handover - Commence warranty period
Communications	<ul style="list-style-type: none"> - N/A 	<ul style="list-style-type: none"> - Collaboration with Municipal and Regional stakeholders, and funding partners - Develop and launch communications program - Install funding signage and hold ground breaking ceremony 	<ul style="list-style-type: none"> - Educational communications outreach for commissioning and opening - Press release and opening ceremonies



Project Description

Operations, Maintenance and Storage Facility [OMSF] - The OMSF is a 481,679 square foot LEED Silver certified facility built in the Headford Business Park in the Town of Richmond Hill that operates and maintains up to 196 articulated Viva buses. Construction of this facility began in the summer of 2012 and substantial completion was achieved in 2015. The facility was handed over to YRT/Viva in June 2015 to operate.

**2017
Accomplishments/Updates**

2018 Goals

2019 Goals

Summary

- Total Budget of \$136.5M
- In Service March 2015 with occupancy in June 2015 by the Transit Service Contractor and York Region Transit
- Certified by Canada Green Building Council in 2016 as LEED Silver (Leadership in Energy and Environmental Design)

- Warranty complete

Construction

- Best practices and lessons learned workshops

- Contract close out

Communications

- The Canadian Urban Transit Association fall conference toured the facility
- Communications continue to celebrate the design and functionality of this building

- Continue to celebrate design success in feature pieces



Federal / Provincial
Funded Project

Viva Vehicles



Accomplishments / Future Goals

Viva Vehicles/Buses

- Continue to study and explore new technologies for the future
- Current YRT/Viva rapid transit fleet at 123 vehicles [83 sixty-footers, 40 forty-footers]

Funding

- Funded by Canada Strategic Infrastructure Fund [CSIF] and cost shared 50/50 with Transport Canada and York Region [39 buses]
- Funded by QuickWins Funding Agreement [14 buses]

Governance

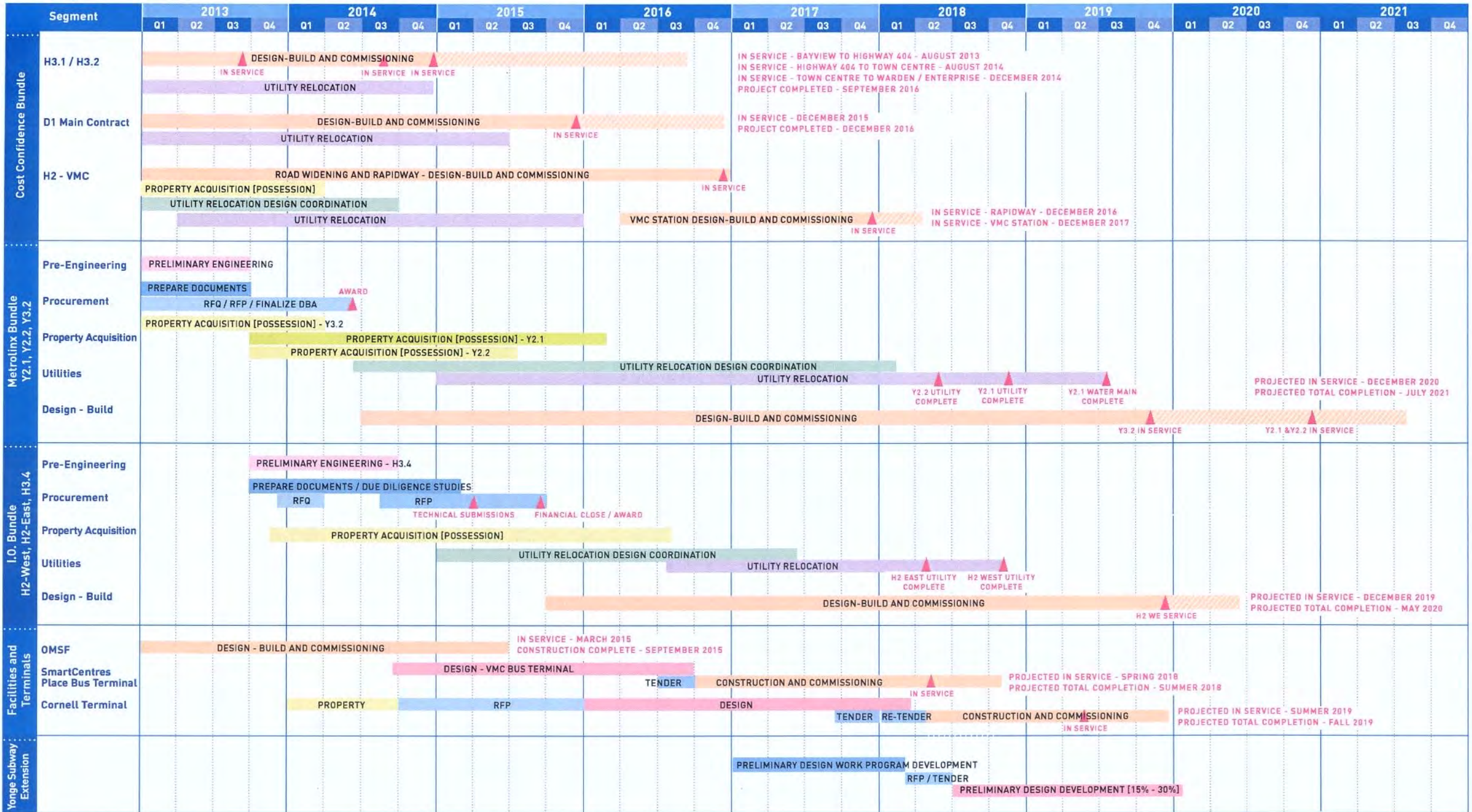
- Closed out QuickWins Agreement
- CSIF Agreement remains open [Cornell] until 2020

Communications

- Continue to feature Nova Buses in our collaterals and at public events



Project Schedule 2018 – 2021



unfunded projects



Future Capital Project (2018-2028)	Yonge Subway Extension [YSE]		
Project Description	<p>Yonge Subway Extension (YSE) – A planned 7.4 kilometre extension of the Yonge Subway north from Finch Station to the Richmond Hill/Langstaff Gateway Urban Growth Centre at Highway 7. The project includes 5 stations, 2 intermodal terminals and 2,000 commuter parking spaces. The Environmental Assessment was approved in 2009, the Conceptual Design Study was approved in 2012 and the Train Storage Addendum to the Environmental Project Report was approved in 2014. Preliminary Design and Engineering [PDE] is underway to ensure the YSE is construction-ready, but overall the YSE remains a “future project,” with \$5.1 Billion [escalated dollars] in full capital funding needed to move this high priority project forward.</p>		
	2017 Accomplishments/Updates	2018 Goals	2019 Goals
Objectives & Accomplishments	<ul style="list-style-type: none"> - In 2016, Metrolinx’s approved Yonge Relief Network Study (YRNS) found that, with the relief to be provided by committed transit improvements, the YSE can be built and the Yonge Subway line will be under capacity by 2031 - In 2017, the Government of Canada committed over \$36 million to the project. This, combined with a 2016 commitment from the Province of Ontario of over \$55 million through Metrolinx, is allowing the Preliminary Design & Engineering [PDE] to advance design work to 30% design 	<ul style="list-style-type: none"> - Advocate, present economic analysis and file a business case for capital funding 	<ul style="list-style-type: none"> - Secure capital funding
Key Partners	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, Local municipalities in York Region 	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, municipalities in York Region 	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, Local municipalities in York Region
Legal Agreements	<ul style="list-style-type: none"> - Drafted Memorandum of Agreement 	<ul style="list-style-type: none"> - Execute Memorandum of Agreement with Metrolinx 	<ul style="list-style-type: none"> - TBD
Funding	<ul style="list-style-type: none"> - PDE funding finalized - Continued to advocate for capital funding 	<ul style="list-style-type: none"> - Implement funding arrangements and related mechanisms - Continue to advocate for capital funding 	<ul style="list-style-type: none"> - Finalize funding arrangements with Federal and Provincial partners
Property/Construction	<ul style="list-style-type: none"> - Leverage property identification and protection, construction scheduling staging/phasing strategies identified through earlier phases 	<ul style="list-style-type: none"> - Further develop property identification and protection strategies and construction scheduling, phasing/staging plans 	<ul style="list-style-type: none"> - Update project schedule based on funding availability, subway timing requirements and provide updated cost estimate
Governance	<ul style="list-style-type: none"> - Continued to work with York Region, the Province of Ontario and the Federal government to secure capital funding 	<ul style="list-style-type: none"> - Continued project advocacy 	<ul style="list-style-type: none"> - Continued project advocacy
Communications	<ul style="list-style-type: none"> - Advocated for funding; communicated project needs 	<ul style="list-style-type: none"> - Continue to convey the need for Yonge Subway extension as the critical missing link to the GTHA transit network 	<ul style="list-style-type: none"> - Continue public engagement as design evolves

Future Capital Project (2018-2028)	Yonge Subway Extension [YSE] 5 and 10 Year Goals and Objectives	
Project Description	<p>Yonge Subway Extension [YSE] – A planned 7.4 kilometre extension of the Yonge Subway north from Finch Station to the Richmond Hill/Langstaff Gateway Urban Growth Centre at Highway 7. The project includes 5 stations, 2 intermodal terminals and 2,000 commuter parking spaces. The Environmental Assessment was approved in 2009, the Conceptual Design Study was approved in 2012 and the Train Storage Addendum to the Environmental Project Report was approved in 2014. Preliminary Design and Engineering [PDE] is underway to ensure the YSE is construction-ready, but overall the YSE remains a “future project,” with \$5.1 Billion [escalated dollars] in full capital funding needed to move this high priority project forward.</p>	
	5-Year goals and objectives [2018 – 2023]	10-Year goals and objectives [2023 – 2033]
Objectives	<ul style="list-style-type: none"> - Preliminary engineering completed - Procurement model selected - Complete procurement and award contract for construction 	<ul style="list-style-type: none"> - Construction starts and the subway is ready to go into service - Commissioning underway
Key Partners	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, municipalities in York Region 	<ul style="list-style-type: none"> - Federal government, Provincial government [MTO, Metrolinx], YRRTC/YR, TTC, City of Toronto, municipalities in York Region
Legal Agreements	<ul style="list-style-type: none"> - TBD 	<ul style="list-style-type: none"> - TBD
Funding	<ul style="list-style-type: none"> - Funding commitment in place 	<ul style="list-style-type: none"> - All parties’ contributions secured and project paid for
Property Matters/ Construction	<ul style="list-style-type: none"> - Establish land requirements and secure properties 	<ul style="list-style-type: none"> - Property settlements being finalized
Governance	<ul style="list-style-type: none"> - All governance arrangements are in place 	<ul style="list-style-type: none"> - All governance arrangements, procedures and protocols are in place and working well
Communications	<ul style="list-style-type: none"> - Communications protocols established working committees underway - Public engagement program underway 	<ul style="list-style-type: none"> - Communications protocols and working committees running smoothly - Public support has been maintained - Go Live for YSE ready to go

2018-2028 Business Plan	VivaNext Rapid Transit Network 10 Year Outlook [2018 – 2028]	
Project Description	<p>Viva Bus Rapid Transit (BRT) Projects – Remaining Segments Y3, H1, H4 and New Rapidway Expansion Initiatives</p> <p>The Viva BRT project is the completion and conversion of the balance of the Viva network into dedicated rapidways. This includes an additional 70 kilometres of dedicated, centre-lane bus rapidways and 26 vivastations. Located along Highway 7, Yonge Street and Green Lane, these rapidways are vital to York Region’s fastest-growing municipalities: Markham, Vaughan, Richmond Hill, Aurora, Newmarket and East Gwillimbury. The Regional Transportation Master Plan identifies these projects as key elements of York Region’s rapid transit plan. However, these important projects will remain as “future projects” until \$5.2 Billion [2017 dollars] is secured to move them forward to construction.</p>	
Objectives	<p><u>2017</u></p> <ul style="list-style-type: none"> - 2041 Transportation Master Plan adopted - Funding for new projects is challenged by York Region’s fiscal capacity and funding by others - Continued to monitor development in the corridors where these rapidway projects are planned <p><u>2018-2028</u></p> <ul style="list-style-type: none"> - Initiate Environmental Assessment Studies for major work corridors - Secure funding for preliminary engineering, capital funding for 2041 network and vehicles - Seek funding source for additional new vehicles to support the rapid transit network expansion identified in the next 10 years (2016-2026) - Procure Design Builders for future projects as funding becomes available - Undertake construction 	
Key Partners	<ul style="list-style-type: none"> - MTO, Metrolinx, YRRTC/YR, Federal Government, local municipalities in York Region 	
Legal Agreements	<ul style="list-style-type: none"> - Update Master Agreement with Metrolinx and Rapid Transit Agreement with York Region 	
Funding	<ul style="list-style-type: none"> - Develop and communicate our proposed funding scenario to potential funding partners - Advocate for additional funding requirements to senior levels of government and continue to advance projects and Viva expansion 	
Construction	<ul style="list-style-type: none"> - Develop project schedules that complement funding availability and network requirements 	
Governance	<ul style="list-style-type: none"> - TBD 	
Communications	<ul style="list-style-type: none"> - Advocate for funding and continue to communicate benefits and need 	



related initiatives

During the next 10 years there will be opportunities for the Region to unlock the potential of lands adjacent to rapid transit corridors through land value creation and master planning of Regional and Metrolinx mobility hubs. The business plan describes the work of YRRTC in collaboration with York Region, Metrolinx and others.



Unfunded Future Capital Projects 2018-2028	Related Initiatives 10-Year Outlook	
Project Description	<p align="center">BRT Excess Lands</p> <p align="center">For excess lands acquired by York Region with Metrolinx funding, YRRTC will work with York Region, Metrolinx and the municipalities to achieve optimal cost recovery</p>	<p align="center">Steeles West, Jane/Steeles, Warden/Enterprise Lands</p> <p align="center">Significant Regional lands were acquired for the construction of the Toronto-York Spadina Subway Extension, the Highway 7 East rapidway project and the park and ride program. YRRTC will work with York Region and the municipalities to Master Plan the lands for long term development</p>
Goals and Objectives	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Confirm excess lands acquired as part of Davis Drive and other rapid transit corridors are no longer required for the projects - Review planning framework for these excess lands - Undertake market sounding to identify short, medium and long term potential - Identify partnering opportunities and establish relationships - Identify planning amendments required to achieve optimized highest and best use <p>Implementation</p> <ul style="list-style-type: none"> - Make application for amendments where recommended and warranted - Develop highest and best use scenarios for realizing value within appropriate time horizons - Finalize work program and deliver 	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Review planning framework - Undertake market sounding - Identify planning amendments required to achieve optimized highest and best use - Identify partnering opportunities and establish relationships <p>Implementation</p> <ul style="list-style-type: none"> - Make application for amendments where recommended and warranted - Finalize recommendations and bring forward to the Board - Develop highest and best use scenarios for realizing value within appropriate time horizons - Finalize work program and deliver
Key Partners	<ul style="list-style-type: none"> - York Region and local Municipalities - Metrolinx - YRRTC 	<ul style="list-style-type: none"> - York Region - City of Vaughan, City of Markham - York University Development Corporation [potential] - YRRTC
Legal & Policy Framework	<ul style="list-style-type: none"> - Metrolinx Land protocols and Disposition - Development Agreements - Municipal Planning instruments - Third party agreements 	<ul style="list-style-type: none"> - Development Agreements - Municipal Planning instruments - Third party agreements
Funding	<ul style="list-style-type: none"> - Metrolinx 	<ul style="list-style-type: none"> - YRRTC/YR
Governance	<ul style="list-style-type: none"> - Metrolinx Master Agreement - Rapid Transit Agreement - YRRTC Board - York Region Council 	<ul style="list-style-type: none"> - Rapid Transit Agreement - YRRTC Board - York Region Council
Communications	<ul style="list-style-type: none"> - Assess public support for planning amendments - Develop communications plan 	<ul style="list-style-type: none"> - Assess public support for planning amendments - Develop communications plans

Note 1: The Articles of York Region Rapid Transit Corporation contemplated and provide YRRTC with legal authority and capacity to undertake potential land and property development opportunities, including transit-oriented development, mobility hubs, park and ride opportunities and mobility as a service innovation. The Rapid Transit Agreement will need to be amended and approved by Council to reflect these authorities.

Note 2: Implementation of Strategic Planning Phase subject to further reports regarding approvals, governance and authority.

Unfunded Future Capital Project 2018-2028	Related Initiatives 10-Year Outlook	
Project Description	<p align="center">Yonge Subway Extension Land Development Optimization</p> <p align="center">During preliminary engineering for the subway corridor, YRRTC will work with York Region and Metrolinx to identify and acquire lands for subway and facilities construction</p>	<p align="center">Richmond Hill/Langstaff Mobility Hub</p> <p>The Richmond Hill Centre/Langstaff Gateway Urban Growth Centre is one of the most important high-density, mixed-use development nodes in the Greater Toronto Area. Poised to be the Union Station of the north, this provincially-recognized anchor hub is centrally located within York Region. YRRTC will work with York Region, Metrolinx and municipalities to Master Plan transportation facilities and identify development opportunities at this mobility hub</p>
Goals and Objectives	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Finalize consultant scope of work to include: - Review of planning framework along the corridor - Identification of opportunities to intensify land-use around station locations - Identification of opportunities to leverage subway land acquisitions and facilities through partnerships with adjacent landowners - Orientation of subway facilities to optimize land development - Identification of potential land acquisition to consolidate development opportunities - Identification of land optimization opportunities at bus terminal interfaces at Steeles and Clark station locations <p>Implementation</p> <ul style="list-style-type: none"> - Determine feasibility of business structure - Retain a consultant team - Undertake market sounding - Finalization of land use work program with consultant team - Implementation of land use work program 	<p>Strategic Planning</p> <p>Finalize consultant scope of work to include:</p> <ul style="list-style-type: none"> - Review of Planning framework within mobility hub precinct - Determine transportation facilities layout and other public land holdings to best optimize development opportunities - Identification of potential partnerships with land owners to optimize development opportunities on public and private lands - Identification of opportunities for further intensification within mobility precinct, coordinated with the Yonge Subway Extension preliminary engineering work - Coordination of scope with land value capture findings and recommendations <p>Implementation</p> <ul style="list-style-type: none"> - Retain a consultant team - Develop land use work program with consultant team - Implementation of land use work program - Identification of partnership business principles and structure - Finalization of a development partnership structure with adjacent landowners
Key Partners	<ul style="list-style-type: none"> - YRRTC/York Region/ Metrolinx - Municipalities – Markham, Vaughan, City of Toronto 	<ul style="list-style-type: none"> - YRRTC/York Region/ Town of Richmond Hill/ Metrolinx/GO/MTO/City of Markham - Adjacent landowner
Legal Agreements	<ul style="list-style-type: none"> - Regional and Municipal planning instruments - Metrolinx land value capture recommendations 	<ul style="list-style-type: none"> - Regional and Municipal planning instruments
Funding	<ul style="list-style-type: none"> - Yonge Subway preliminary engineering funding 	<ul style="list-style-type: none"> - Yonge Subway preliminary engineering funding
Governance	<ul style="list-style-type: none"> - Rapid Transit Agreement, YRRTC Board and York Regional Council 	<ul style="list-style-type: none"> - Metrolinx Master Agreement - Rapid Transit Agreement, YRRTC Board and York Region Council
Communications	<ul style="list-style-type: none"> - Support subway funding requests 	<ul style="list-style-type: none"> - Support subway funding requests

Note 1: The Articles of York Region Rapid Transit Corporation contemplated and provide YRRTC with legal authority and capacity to undertake potential land and property development opportunities, including transit-oriented development, mobility hubs, park and ride opportunities and mobility as a service innovation. The Rapid Transit Agreement will need to be amended and approved by Council to reflect these authorities.

Note 2: Implementation of Strategic Planning Phase subject to further reports regarding approvals, governance and authority.

Unfunded Future Capital Project 2018-2028	Related Initiatives 10-Year Outlook	
Project Description	<p align="center">Unionville Mobility Hub</p> <p>The Unionville Mobility hub is located within Markham Centre, a Provincial Urban Growth Centre in York Region with an emerging high density, mixed-use downtown served by an interconnected transit network. The planned intensification in this area includes 20,000 residential units, 41,000 people and 39,000 jobs. YRRTC will work with York Region, Metrolinx and the City of Markham to participate in the anchor hub and BRT alignment studies in this area.</p>	<p align="center">Newmarket Mobility Hub</p> <p>The Newmarket Mobility Hub will be planned as an integrated, compact, complete and vibrant centre with a diverse mix of residential, commercial, employment and institutional uses. The planned intensification in this area includes 21,000 people and 20,000 jobs. YRRTC will work with York Region, Metrolinx and the Town of Newmarket to leverage land interests along the Davis Drive corridor within the anchor hub study.</p>
Goals and Objectives	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Identification of BRT: alignment, land requirements, opportunities to intensify land use within the mobility precinct <p>Implementation</p> <ul style="list-style-type: none"> - leverage transit lands and facilities through partnerships with adjacent landowners and potential land consolidation to optimize development - Orientation of transportation/transit facilities to optimize development 	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Identification of opportunities to intensify land use within the mobility hub precinct <p>Implementation</p> <ul style="list-style-type: none"> - Leverage transit lands and facilities through partnerships with adjacent landowners and potential land consolidations to optimize development opportunities
Key Partners	<ul style="list-style-type: none"> - YRRTC/York Region - Metrolinx/GO - MTO - City of Markham - Adjacent landowners 	<ul style="list-style-type: none"> - YRRTC/York Region - Metrolinx/GO - Town of Newmarket - Adjacent landowners
Legal Agreements	<ul style="list-style-type: none"> - Regional planning instruments - Municipal planning instruments - Provincial policy statement 	<ul style="list-style-type: none"> - Regional planning instruments - Municipal planning instruments
Funding	<ul style="list-style-type: none"> - Metrolinx H3.4 budget 	<ul style="list-style-type: none"> - Metrolinx Davis Drive rapidway budget
Governance	<ul style="list-style-type: none"> - Rapid Transit Agreement - YRRTC Board - York Regional Council 	<ul style="list-style-type: none"> - Metrolinx Master Agreement - Rapid Transit Agreement - YRRTC Board - York Region Council
Communications	<ul style="list-style-type: none"> - Provide communications support as required 	<ul style="list-style-type: none"> - Provide communications support as required

Note 1: The Articles of York Region Rapid Transit Corporation contemplated and provide YRRTC with legal authority and capacity to undertake potential land and property development opportunities, including transit-oriented development, mobility hubs, park and ride opportunities and mobility as a service innovation. The Rapid Transit Agreement will need to be amended and approved by Council to reflect these authorities.

Note 2: Implementation of Strategic Planning Phase subject to further reports regarding approvals, governance and authority.

Unfunded Future Capital Project 2018-2028	Related Initiatives 10-Year Outlook	
Project Description	<p style="text-align: center;">Rapid Transit Park and Ride</p> <p style="text-align: center;">As part of the overall draft Regional Transportation Master Plan Commuter Parking Strategy, YRRTC will work with York Region and local municipalities to create parking facilities in the rapid transit corridors to meet future transportation, urban design and development objectives. Areas of study will focus on available land, parking supply and potential parking partnership opportunities within York Region's rapid transit corridors.</p>	
	5-Year goals and objectives [2018 – 2023]	10-Year goals and objectives [2023 – 2033]
Goals and Objectives	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Develop the park and ride development plan for the Warden/Enterprise location - Identify opportunities in new corridors to coincide with BRT delivery timetables <p>Implementation</p> <ul style="list-style-type: none"> - Open negotiations with potential partners and property owners - Develop and execute business model and monitor annually for effectiveness and improvement opportunities 	<p>Strategic Planning</p> <ul style="list-style-type: none"> - Coordinate with York Region the Transportation Master Plan park and ride program to ensure that it aligns with new transit corridors <p>Implementation</p> <ul style="list-style-type: none"> - Continue to review and monitor governance and business models
Key Partners	<ul style="list-style-type: none"> - YRRTC/ York Region - Metrolinx/GO - MTO - Municipalities 	<ul style="list-style-type: none"> - YRRTC/ York Region - Metrolinx/GO - MTO - Municipalities
Funding	<ul style="list-style-type: none"> - Funded by York Region 	<ul style="list-style-type: none"> - TBD
Legal Agreements & External Arrangements	<ul style="list-style-type: none"> - TBD 	<ul style="list-style-type: none"> - TBD
Governance	<ul style="list-style-type: none"> - Establish governance model and implement 	<ul style="list-style-type: none"> - Review and monitor governance models for effectiveness and adjust to meet future business needs as they evolve
Communications	<ul style="list-style-type: none"> - Establish communication roll out strategy and plan for park and ride launch - Support individual initiatives as required 	<ul style="list-style-type: none"> - Support initiatives as required

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strategic opportunities



Unfunded Future Capital Project 2018-2028	Project Management 10-Year Outlook	
Project Description	<p align="center">vivaNext – Project Management Coordination with Regional Express Rail [RER]</p> <p>The Province’s RER program will expand and enhance GO service across the Region over the next 10 years, providing more frequent all-day service in both directions, increasing transit choices and helping manage traffic congestion. The program includes 50 kilometres of new dedicated GO track, new bridges at some rail and road intersections and renovated stations. YRRTC will lead all Regional project activities where RER intersects with Rapid Transit corridors.</p>	
Objectives	<ul style="list-style-type: none"> - YRRTC will lead York Region’s activities where rapid transit corridors cross/intersect with the RER program. This may include: Unionville, Concord, Newmarket, Richmond Hill/ Langstaff - Collaborate and support Metrolinx and YR Transportation Services on the details of the Regional Express Rail Program - Support implementation of the RER Program - Fully integrate RER and York Region Transit [YRT/Viva] networks for connectivity - Fully integrate transit initiatives with Regional and municipal land use policies 	
Key Partners	<ul style="list-style-type: none"> - MTO, Metrolinx, YRRTC, York Region 	
Legal Agreements	<ul style="list-style-type: none"> - Inter-Regional coordination taskforce. 	
Funding	<ul style="list-style-type: none"> - Metrolinx [RER] 	
Construction	<ul style="list-style-type: none"> - Coordinated with RER implementation program and timing 	
Governance	<ul style="list-style-type: none"> - To be formalized inter-regionally at a senior management level 	
Communications	<ul style="list-style-type: none"> - Develop communications protocols and establish coordination 	



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Unfunded Future Project 2016 – 2026	New Strategic and Innovative Opportunities to Enhance the Region’s Urban Landscape 10-Year Outlook
Project Description	<p style="text-align: center;">Innovation in the New Urban Landscape</p> <p>In this emerging “sharing economy,” senior levels of government are increasing investments in innovation and public-private partnerships, businesses are generating disruptive technological innovations (i.e. autonomous vehicles, ride-sharing apps etc.) and demographic cohorts are creating demands for new amenities and services. When carving out the Region’s role and opportunities in this rapidly changing environment, it is important to initiate research and develop proposals to integrate the advances and changes in place making, mobility, technology and sustainability.</p> <p>Regional collaboration efforts and research is needed to identify how new technology, designs and policies can strengthen the partnership between residents and government. In addition, it is integral for YRRTC to continue to collaborate internally with York Region staff to, build York Region’s partnerships between external stakeholders (CUTRIC, private sector, educational institutions and entrepreneurs), identify strategies and opportunities to innovate, and conduct pilot projects that address the changing needs of York Region residents, businesses, visitors and commuters.</p> <p>This is an important Corporate initiative where YRRTC will collaborate with York Region to connect innovative efforts with key partners and stakeholders. YRRTC’s role within this framework continues to evolve.</p>
Goals and Objectives	<ul style="list-style-type: none"> - Source and research worldwide best practices and strategies related to civic innovation - Identify core strategies with relevance to York Region/GTHA context - Identify potential private and/or public sector partners - Identify and establish appropriate governance and operations business model - Establish increased public and private-sector partnerships to continue research and identify opportunities for innovation - Expand representation to include additional strategic partners to encompass wider opportunities - Identify legislative or legal instruments that will be required to enable opportunities to be developed and implemented - Target one or more pilot projects to deliver best case results - Implement pilot projects
Key Actors	<ul style="list-style-type: none"> - YR/ YRT/ YRRTC - Metrolinx/GO/MTO - Province - Private Sector and Educational Institutions
Funding	TBD
Legal Agreements & External Arrangements	TBD
Governance	- Identify framework for governance based on anticipated partnership/ownership/share of costs; share of revenue
Communications	- Establish communications protocols with stakeholders

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Regarding Forward-Looking Statements:

This document contains forward-looking statements that require YRRTC to make assumptions and are subject to inherent risks and uncertainties, which are beyond YRRTC's control due to several factors, including financial, economic and regulatory environments. Such risks and uncertainties may cause actual results to differ materially from the expectations expressed in the forward-looking statements in this document and related communications.



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