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Message from the Chairman

On behalf of the Board of Directors, I am pleased to present GO Transit's Strategic Plan — GO 2020.

GO Transit is entering a period of unprecedented opportunity. GO's successful interregional transit network, the choice of travellers to downtown Toronto, needs to grow into an even more comprehensive system that links multiple activity centres and communities.

During the past 15 years, GO Transit has expanded by taking advantage of opportunities for incremental, cost-effective service improvements. It has developed an efficient service targeted to a very specific market — primarily commuters travelling 20 to 50 kilometres from outlying communities to downtown Toronto. As the urban region matures around Toronto, interregional travel needs are also changing. GO Transit is looking to the future to ensure that its services evolve with the needs of its stakeholders and help shape the Greater Golden Horseshoe in its growth and success.

This is an exciting time to be in the transportation business. The public, and all levels of government, recognize the need for and support improved transit. GO Transit's Strategic Plan will be used to guide the organization in delivering high-quality transit service to an increasing number of riders in an expanding service area.

Peter R. Smith, C.M.



Message from the Managing Director & CEO

GO Transit is a worldwide leader in providing quality interregional transit service. GO Transit's Strategic Plan maps out our future direction to maintain that status, and provides a framework for developing our capital and operating plans and budgets.

Customers who choose to ride GO Transit to work every day make a significant contribution to the air quality of the region by reducing harmful emissions from their personal cars. This is not only good for the environment, but it is also good for public health. If the 45,000 GO commuters who arrive at Union Station during the busiest hour each morning travelled by car instead, we would require 48 new expressway lanes into the city. GO riders directly reduce road congestion; last year, we removed 1.7 billion vehicle kilometres of automobile trips from the area's road system. Effective transit services are essential in the development of compact employment centres and communities, which make our urban areas vibrant and reduce encroachment into the valuable natural and agricultural lands that surround us. The continuing vitality of downtown Toronto is due in large part to GO Transit service to the central area. GO's high share of the work trips to the downtown area is essential to supporting the high employment densities in the city's core.

Investments in public transit also stimulate the economy. Reducing gridlock allows more efficient goods movement, and makes our region more economically attractive. As well, for every dollar that is invested in transit, six more dollars are generated in the local economy through spin-off jobs and economic activities.

I look forward to working with GO Transit staff, the Board of Directors, our shareholders, and our partners to implement this Strategic Plan.

Gary W. McNeil



Introduction

This is a time of new vision for the future of transit in the region. Metrolinx, the Provincial agency charged with improving the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area (GTHA), has recently completed a Regional Transportation Plan (RTP). This document provides a framework for decision-making on rapid transit investment and transportation planning policy in the GTHA, presenting a fresh way of looking at how people move around the region. The \$17.5-billion MoveOntario 2020 Provincial investment will launch the transportation infrastructure improvements identified in the RTP to serve this rapidly growing urban area. Regional and local municipalities are moving ahead with significant transit projects. GO Transit will play an important role in implementing the RTP's infrastructure improvements and delivering expanded interregional bus and train services in the region.

GO Transit's Strategic Plan — GO 2020 — is a commitment to give current and future customers an outstanding travel experience, and to meet the region's longer-distance public transportation needs in the coming decades, consistent with the Province of Ontario's *Growth Plan for the Greater Golden Horseshoe*, and the strategies and improvements in the Metrolinx RTP.

The Strategic Plan presents GO Transit's strategic direction to the year 2020, including the vision, objectives and goals, and service strategy. This document, and the program of rapid transit improvements identified in the Metrolinx RTP, will provide the basis for GO Transit's 10-year capital program, three-year operating plan, and annual business plans and budgets. Together these documents will translate the strategic vision and objectives into actions, including GO Transit's implementation of its components of the RTP. Regularly reported performance indicators will measure GO's progress toward meeting these objectives. The Strategic Plan will be reviewed and updated periodically as part of GO's planning process.









What is GO Transit?

GO Transit is the Greater Toronto and Hamilton Area's interregional public transportation service, carrying over 200,000 passengers each weekday. GO's commuter train ridership is the fifth highest in North America, after the three New York railways and Chicago's METRA.

Since 1967 GO has developed a network of train and bus services that bridges the boundaries between regions and municipalities, and attracts long-distance customers with safe, fast, reliable, comfortable, and direct service to downtown Toronto and other activity centres. GO services are complemented by local transit systems within 10 municipal and regional jurisdictions.

GO Transit is a Crown Agency of the Province of Ontario, reporting through a Board of Directors to the Minister of Transportation. GO typically recovers 85% or more of its operating costs from fare and sundry revenues, making it a world leader in transit operating cost recovery. The Provincial government subsidizes any operating costs that are not recovered through revenue, and funds the base capital needed for rehabilitation and replacement. Capital funding for growth and expansion is also provided by the Province, complemented in recent years by federal and municipal contributions.

GO provides service through a combination of direct and contracted operations. GO employees drive and maintain the buses, operate stations and terminals, and inspect for fare payment. Trains are controlled, operated, and maintained through contracts with CN, CPR, and Bombardier.

GO Transit service

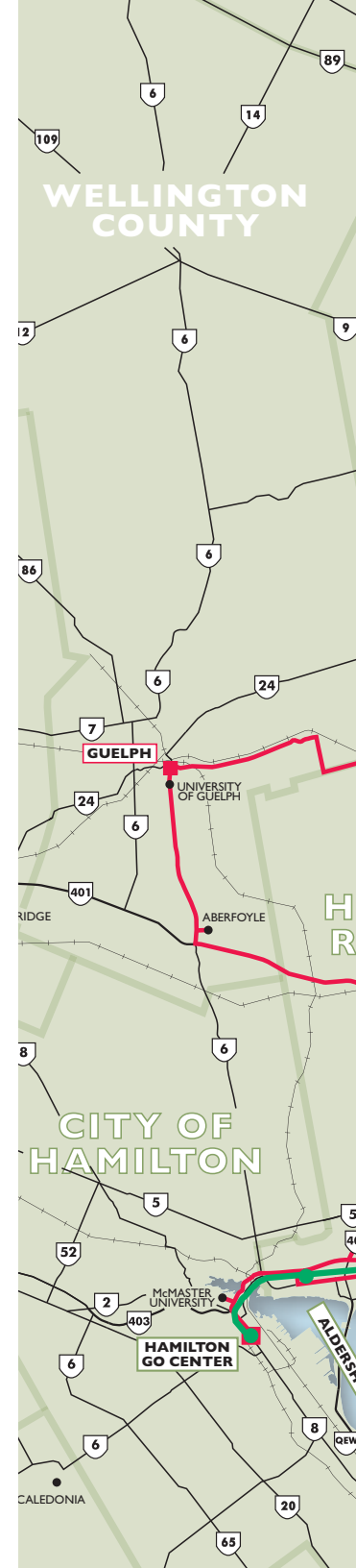
GO Trains and GO Buses serve a population of six million in an 8,000-square-kilometre area. The primary service area consists of the City of Toronto, the surrounding Regions of Halton, Peel, York, and Durham, and the neighbouring City of Hamilton. GO also reaches into Simcoe (Barrie), Dufferin, and Wellington Counties.

GO Transit operates about 180 train trips and 2,000 bus trips daily. GO Trains serve nearly 60 stations on seven train lines: Lakeshore West, Milton, Georgetown, Barrie, Richmond Hill, Stouffville, and Lakeshore East. GO Buses provide frequent express service between the municipalities surrounding Toronto, including service to 14 bus terminals, and also serve locations as far as 100 kilometres (60 miles) from downtown Toronto. GO Transit connects with every municipal transit system in the Greater Toronto and Hamilton areas, with coordinated services and discounted fares for GO riders who transfer.

As of December 2007, key operating statistics include:

Train service		Bus service	
Lines	7	Terminals *	14
Stations	58	Route kilometres	2,429
Route kilometres	390	Weekday bus trips, total system	1,814
Weekday train trips	181	Weekday Union Station bus trips (included in total above)	424
Fleet size (number of trainsets)	38	Buses	316
Locomotives	45		
Bi-level passenger railcars	417		
Parking spaces	49,418		

* Plus numerous stops & ticket agencies



GO's Customers

GO Transit carries nearly 55 million passengers a year. About 80% of customers use the train network and 20% use the bus system. A large proportion of GO customers are “choice riders” — 80% of train riders and 60% of bus riders choose GO even when they have a car available for their trip. GO's customers expect high-quality service that is fast, frequent, and reliable, and provides sufficient capacity.

Commuters take advantage of GO's high-speed, limited-stop service to make longer-distance trips, whether they are travelling within a municipality or across boundaries. The average GO Train customer's trip is 33.5 km long. GO complements local transit services, which provide frequent stops and are convenient for short trips.





Vision

GO's vision of its future will guide the Strategic Plan:

GO Transit will be the preferred choice for interregional travel in the Greater Golden Horseshoe.

Travellers making longer trips within the Greater Golden Horseshoe will regularly use a **comprehensive, region-wide network of services** linking the Urban Growth Centres identified in the *Growth Plan for the Greater Golden Horseshoe*, as well as other communities. GO will provide a full network of convenient, attractive, frequent travel options throughout the day and on evenings and weekends, serving peak-period travel without overcrowding.

GO's train stations and bus terminals will be a transformative force in communities, providing busy transit hubs for local and interregional travel, and shaping sustainable employment, institutional, and residential communities.

GO Transit will pursue **best practices in the transit industry**, benchmarking against peers and adopting new technologies and methods to enhance the customer experience and benefit the communities that GO serves.

GO Transit will be a **leader in Canada**, delivering successful services, championing public transit, cultivating productive partnerships with agencies and businesses, combating congestion, setting an example of environmentally sustainable operations, and enhancing the quality of life for all in the Greater Golden Horseshoe.



Reaching the vision: objectives

In achieving this vision, GO Transit will work toward meeting **six** objectives, with corresponding goals.

1. GO will deliver a high-quality interregional transit service throughout the Greater Golden Horseshoe.

By 2020, GO ridership to the Toronto core, served by Union Station, will more than double, and GO ridership outside the Toronto core will triple. The number of riders travelling outside the Toronto core will grow from 12% of the total to 16% of the increased total.

Comprehensive network – Urban Growth Centres and other concentrations of employment, educational, and residential activity will be linked by a network of GO Transit bus and rail services.

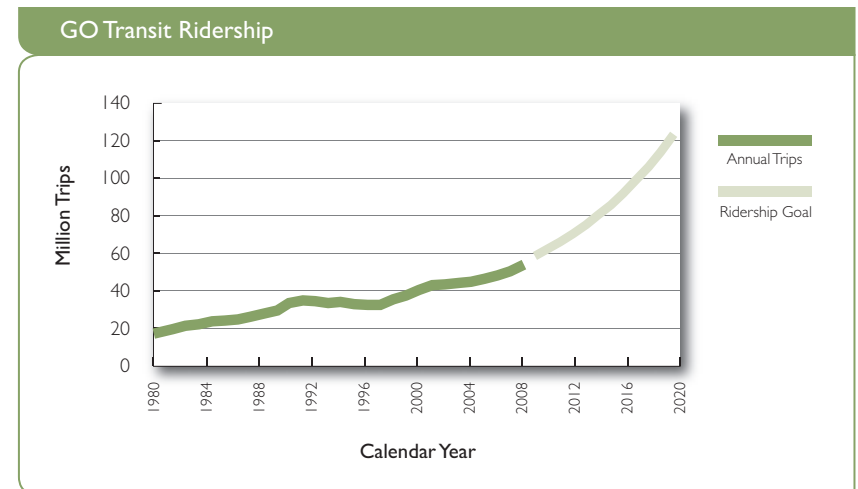
Frequent service – On primary corridors, a train or bus departure at least every 15 minutes during peak periods and 30 minutes in the off-peak periods will serve a full range of travel needs.

Adequate capacity – A seat will be available for every passenger on 95% of train and bus trips.

Competitive travel times – Travel times on both train and bus will be competitive with automobile travel. Express and limited-stop service, and priority measures for buses, will ensure that GO is an attractive option.

Service reliability – Customers will be able to depend on GO service because GO will provide excellent schedule adherence, with 92%* of train trips arriving within five minutes of their scheduled time. More use of dedicated bus lanes and priority measures will increase on-time performance by reducing the impact of road traffic on bus services. Enhanced rail infrastructure, modern and well-maintained equipment, and operational vigilance will prevent, or reduce the impact of, service disruptions.

* On-time performance during winter months with poor weather conditions will exceed 87%.



Comfortable, convenient customer facilities – Attractive rail stations, bus terminals, and major bus stops will provide shelter, current information, fare payment facilities, convenient transfers between GO and other transit services, and other amenities for customer convenience and comfort. Passenger facilities will be designed to support intensified land uses consistent with the *Growth Plan for the Greater Golden Horseshoe* and “hub” designations in the Metrolinx RTP. Union Station, the heart of the GO system, will be transformed into a modern transportation facility, while protecting its unique heritage features.

Excellent, expanded infrastructure and vehicle fleet – Vehicles and rail and bus infrastructure will be developed to meet current and anticipated future demand, and will deliver the reliable, premium-quality service that customers expect. New technologies, such as self-propelled vehicles and electric or dual-mode locomotives, will be adopted as appropriate.

Ownership and control of rail corridors – GO Transit will exercise opportunities to acquire rail corridors for the benefit of passenger transportation, and will move toward control of train dispatching and operations.

Success... and challenge: ridership growth.

GO Transit carries more than 200,000 passengers on a typical weekday. Of that total, 170,000 travel by train and/or related bus services in the train corridors. The remaining 30,000 daily riders travel by bus. Train ridership grew by 5.3% between 2006 and 2007, and bus ridership grew by 7% during the same period.

The high volume of peak-period travellers on the rail system is GO Transit's greatest success – and greatest challenge. Providing more trains to meet the demand requires new sections of track, buying locomotives and coaches, and obtaining more train crews from GO's contract operators.

Success...and challenge: attracting automobile drivers.

Most GO Train and GO Bus customers have access to a car for their trip but choose to take GO. Increasing road congestion in suburban regions, and higher prices for gas and downtown parking, have all contributed to the appeal of GO service.

With limited local transit serving GO stations, GO customers prefer to drive to their station and park. GO provides over 50,000 parking spaces for customer convenience, and more parking is being added each year. Even so, many lots are full or over capacity on most weekdays.

Since mid-2006, GO rail service has experienced an increased number of delays. On-time performance has dropped well below GO's 92% target for trains to arrive at their destination within five minutes of the scheduled time. GO is address-

ing a number of factors that contribute to this performance, as reliability issues weaken GO's ability to attract automobile users.

Success... and challenge: capital expansion program.

In May 2004, GO Transit initiated an eight-year, \$1-billion rail infrastructure expansion program that is increasing rail corridor capacity and modernizing aging infrastructure. Ten new stations opened between 2001 and 2008, serving more than 10,000 customers daily. Parking expansions have added nearly 8,300 new parking spaces over the past five years. New train layover facilities on three lines have been built to accommodate more, and longer, trains.

These investments are addressing identified deficiencies, but are still not sufficient to meet future demand for GO services and the region's future transit requirements. This program is laying the groundwork for the next step, the Metrolinx RTP, which outlines the forward-looking investments required to meet the future transportation needs and ridership growth in the region.

Success and challenge: growing fleet. GO has added buses and bi-level passenger railcars to the fleet over the past five years to accommodate growing ridership. Each generation of new vehicles has introduced features for improved operation, safety, accessibility, and customer convenience. Double-deck buses increase the capacity of selected busy trips on the Hwy. 407 corridor by over 35%, while the new MP40

locomotives pull 12-car trains – a 20% increase in seats over the 10-car trains that have been used for years.

The main GO Bus and GO Train storage and maintenance facilities (called Steeprock and Willowbrook) have both been modified to maximize their capacity. A second, smaller bus facility is located in Newmarket, and a third bus maintenance facility in Mississauga is opening. GO needs to build more storage and maintenance facilities to accommodate the rapidly growing fleet that is needed to meet service requirements and serve the expanding region efficiently.

Success... and challenge: strong private-sector partnerships. GO Transit has a long history of delivering service through contracts with private-sector partners. The rail corridors are mostly owned and controlled by CN and CPR, although GO has purchased segments that have become available. Train crews have been provided under contract with the railways, and more recently with Bombardier. Rail equipment is maintained under contract with Bombardier.

The railways' primary business is freight transportation. GO Transit customers have different requirements than freight customers. Moving forward, the challenge for GO and its railway partners is to ensure that GO's quality, on-time service requirements are delivered consistently within the railways' overall business activities.

2. GO Transit will be a leader in customer service.

More than 85 % of customers will state that they would recommend GO Transit service to a friend.

Excellent customer experience — On every trip, by both new and returning passengers, a safe and positive customer experience will be GO Transit's first concern. Travellers will consistently receive value-added service from GO staff. GO Transit will anticipate customer needs, investigate preferences, and respond to emerging concerns.

Effective customer communications — Customers will have easy access, through a choice of media, to the information they need to understand GO Transit services, plan their trip, and adjust to any service disruptions. GO customers will be informed promptly and updated frequently when service is disrupted and will receive accurate information about the cause of the delay.

Accessibility — GO Transit will continue to increase the access to transportation for people with disabilities. All bus services and rail stations will be accessible by 2016. Ongoing attention to design, equipment, and service delivery will ensure that barriers are removed wherever possible, to make it easier for all customers to use GO service.

Success... and challenge: customer communications. GO Transit has regularly introduced improvements to its customer communications, with a focus on keeping customers informed about service disruptions. Enhancements to GO's website, E-News service, and GPS-based vehicle location have dramatically increased the timeliness and accuracy of service status information. Email and web access for employees at stations throughout the network provide information on service status so that staff can keep customers up-to-date. Work is underway on dynamic signage that will display information at each station about train arrivals and service disruptions.

Communication methods must constantly evolve to respond to customers' increasing expectations for accurate and timely information, and to take advantage of new technologies to monitor service and distribute the information to the customers who need it.

3. GO Transit will continue to enhance quality through organizational excellence.

GO Transit will achieve and maintain a recognized national certification of excellence at the highest level.

Employee satisfaction – GO Transit employees will receive the same respect, caring, and commitment that we expect them to deliver to customers, making GO Transit an employer of choice.

Governance – GO Transit will pursue best practices, providing strong internal leadership, planning, and accountability.

Performance and accountability – GO Transit will monitor and report its performance in meeting corporate objectives. Selected key indicators will be compared with peers, as GO strives to lead the industry.

4. GO Transit will be a model for sustainability, and be seen as a leader in “green” development and operations.

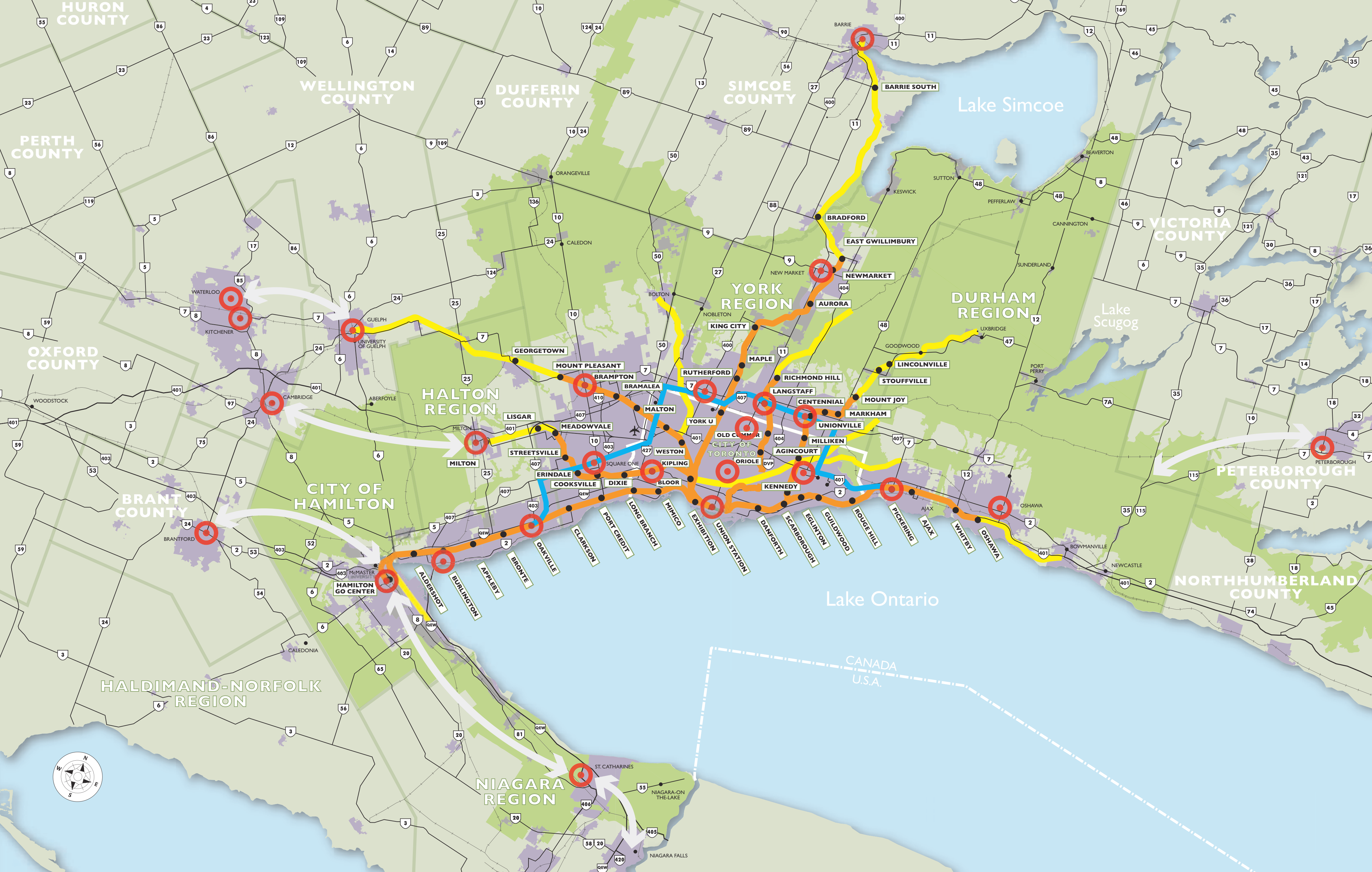
GO Transit will contribute to greenhouse gas reductions through increased ridership, while reducing its carbon footprint per passenger carried.

Environmental sustainability – GO Transit will work to lessen the environmental impact of its operations. New buildings will be certified under LEED (Leadership in Energy and Environmental Design) or equivalent criteria. Energy efficiency of facilities will be increased.

Vehicle energy efficiency – GO Transit will adopt improved technologies and alternative energy sources to increase the energy efficiency of buses and trains, and reduce greenhouse gas emissions per passenger carried.

Station access – Active transportation modes (walking and cycling) and public transit will have priority access to stations and terminals, with dedicated access provided where appropriate. GO will make the most efficient use of the parking provided through carpooling, carsharing, and other measures. GO will identify opportunities to separate parking charges from transit fares at selected locations to encourage walking, cycling, and taking transit to the station.





GO Transit 2020 Service Plan



Disclaimer:

The information displayed on this map has been compiled from various sources. Boundaries of the Built-up Area and Greenbelt are approximate. While every effort has been made to accurately depict the information, this map should not be relied on as being a precise indicator of locations of features or roads nor as a guide to navigation.

Legend

- CORE SERVICE: ALL-DAY 2-WAY RAIL SERVICE EVERY 15-20 MINS OR BETTER DURING THE PEAK AND EVERY 30 MINS OR BETTER OFF-PEAK.
- COMMUTER SERVICE: PEAK-PERIOD, PEAK DIRECTION RAIL SERVICE EVERY 30 MINUTES OR BETTER WITH COUNTER-PEAK AND OFF-PEAK BUS SERVICE HOURLY OR BETTER.
- BRT SERVICE: ALL-DAY 2-WAY BUS SERVICE EVERY 5 MINUTES OR BETTER DURING THE PEAK AND EVERY 10 MINS OR BETTER OFF-PEAK.
- SERVICE EXTENSIONS: SERVICE WILL BE CONSIDERED TO URBAN GROWTH CENTRES CURRENTLY BEYOND GO'S SERVICE AREA.
- BLOOR: EXISTING RAIL STATIONS: NUMBER AND LOCATION OF FUTURE STATIONS WILL BE DETERMINED DURING PROJECT PLANNING.
- URBAN GROWTH CENTRES: DOWNTOWN AREAS IDENTIFIED IN "THE GROWTH PLAN" TO ENCOURAGE INTENSIFICATION AND REVITALIZATION.
- BUILT-UP AREAS: URBAN AREAS WHERE DEVELOPMENT WILL BE DIRECTED IN ACCORDANCE WITH "PLACES TO GROW" (APPROXIMATE).
- GREENBELT AREAS: GREENBELT PROTECTED PER ONTARIO REGULATION 59/05 (APPROXIMATE).

5. GO Transit's strong partnerships with stakeholders will maximize the benefit of GO services in the region.

By 2020 the proportion of GO passengers accessing GO rail stations (other than Union) by walking, cycling, or transferring to and from other transit services will double to exceed 35%.

Well-integrated public transportation – GO Transit will collaborate actively with public and private sector transportation partners to provide coordinated, convenient, integrated transit services. Connections between major services, well-designed transfers at “hub” passenger facilities, coordinated schedules, fare payment using a common fare card, and comprehensive multi-agency service information will encourage travellers to choose GO Transit and complementary local transit services from one end of their journey to the other.

Advocacy – GO Transit will advocate for the development and use of public transit. Along with municipalities and other involved jurisdictions, GO will promote transit priority measures and connectivity of passenger facilities with communities, and will encourage Transportation Management Associations and other partners to support public transportation options to employment and residential communities.

Station development – Working with municipalities and developers as appropriate, GO Transit will leverage station sites to support visionary community development, while facilitating access by all modes to GO service. Stations designated in the Metrolinx RTP as Anchor Hubs and Gateway Hubs will provide early opportunities for revitalization.

Success... and challenge: integrated transit. GO Transit subsidies allow local transit systems to provide a fare discount of 75% or more to encourage customers to take transit to their GO Train station. Many local systems provide tailored service to and from GO stations, which results in over 3.5 million local transit trips to or from stations annually, reducing parking requirements. At some stations, close to 20% of GO customers use local transit.

GO has also been instrumental in developing Presto, a regional fare card system, to provide cashless fare payment on transit systems throughout the Greater Toronto and Hamilton Area.

In 2007, GO provided nearly \$7 million to municipal transit systems through the fare integration program. This cost to GO has increased steadily, and will continue to increase with the logical extension of this program to the GO Bus network. In many municipalities, service to the GO station is not direct enough, fast enough, or coordinated closely enough with GO schedules to be an attractive alternative to driving to the station, so the option of taking local transit is not reaching its potential.

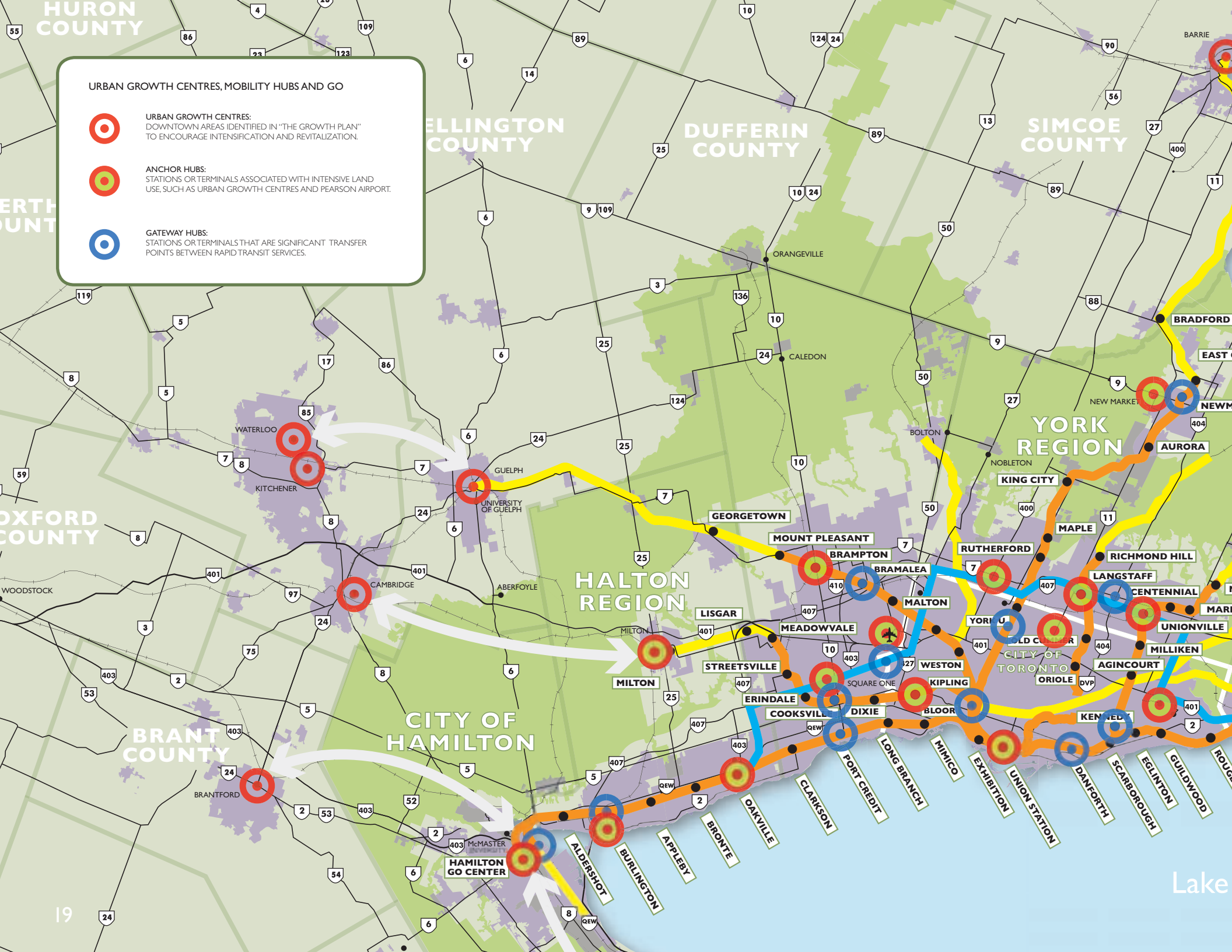
Success... and challenge: cost-effective service. GO Transit consistently recovers 85% to 90% of operating expenses from the farebox – one of the best financial performances for any transit system in the world – and as a result has reduced its provincial operating subsidies. Strong financial outcomes are due to GO's focus on peak-period service to the Toronto core, using lower-cost buses to complement peak-period trains, lengthening trains to carry more passengers, and optimizing use of labour, vehicles and rail infrastructure.

The attention to cost recovery has resulted in operating practices that have increased the vulnerability of GO Trains to service disruptions. Tight scheduling, using all vehicles with no spares, and reduced staffing levels all increase the impact of unexpected events and reduce flexibility in restoring service.



URBAN GROWTH CENTRES, MOBILITY HUBS AND GO

-  **URBAN GROWTH CENTRES:** DOWNTOWN AREAS IDENTIFIED IN "THE GROWTH PLAN" TO ENCOURAGE INTENSIFICATION AND REVITALIZATION.
-  **ANCHOR HUBS:** STATIONS OR TERMINALS ASSOCIATED WITH INTENSIVE LAND USE, SUCH AS URBAN GROWTH CENTRES AND PEARSON AIRPORT.
-  **GATEWAY HUBS:** STATIONS OR TERMINALS THAT ARE SIGNIFICANT TRANSFER POINTS BETWEEN RAPID TRANSIT SERVICES.



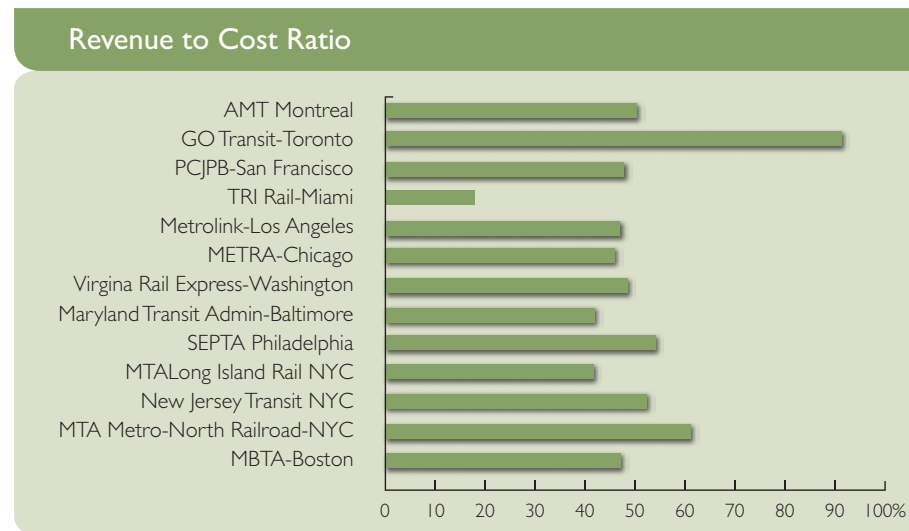


6. GO Transit's operations will be economically sustainable.

GO Transit will maintain a sustainable cost-recovery ratio of 75%.

Competitive fares – GO fares will remain competitive with the cost of driving, with annual adjustments reflecting the cost of delivering the service. Fares should be readily understood, and reflect the value of services to the travellers. Charges for selected special services will be introduced where appropriate. GO customers will primarily use the Presto card, being developed using smart card technology to offer convenient fare payment on all transit systems in the region.

Sustainable recovery of costs from fares — In developing new services, and providing a more complete schedule on all corridors and throughout the day, GO will introduce services that have a lower cost recovery than exists on current services. With these ambitious additions, GO Transit's revenue-to-cost ratio can be expected to decrease below its current high level.



Operating revenues as a percentage of operating costs

Factors for success

GO Transit's vision, mandate, mission, objectives, and goals depend on a number of conditions if they are to be successful. The major risks to GO's attainment of the Strategic Plan would be failure to achieve these supportive conditions, which are largely outside GO Transit's control. Each one must be understood, and efforts must be made to ensure that they progress in parallel with GO Transit's future development.

Reliable and adequate source of capital and operating funds — Developing the comprehensive, customer-focused, quality transit service to achieve GO's vision requires an adequate and stable funding environment for both operating and capital costs. Decisions must be driven by the needs of communities and customers for stable, attractive services, rather than by operating subsidy requirements and limitations. Stated expectations for a vital public transit alternative must be matched by the resources to deliver this service. Successful public transportation systems around the world, often cited as models for the Toronto region, are the outcome of a firm commitment to adequate resources by the relevant governments. The vibrant transit services that result create the land use, demographic, and economic conditions that will support robust finances for the governments involved.

Capital funding and infrastructure development programs must be matched by adequate operating funds. Predictable operating funding is needed to cover an increased share of the cost of new and expanded services, and to provide the quality of customer service that patrons expect. The rapidly growing GO Bus services have limited capital requirements, but demand ongoing operating support to thrive, as do the municipal transit systems that are an essential complement to the GO network.

Supportive business partnership with the railways — GO Transit has had a close, collaborative relationship with private-sector business partners — with CN since commencing operations in 1967, and with CPR since the Milton line service began in 1981. These relationships have given GO its rail corridors and infrastructure, train control services, crews, and the railways' long history and expertise. The recent contracting of rail crews to Bombardier, a service previously provided by CN, is an example of GO's evolving relationship with the railways.

Both railways' primary business is freight operations, with GO Transit remaining a minor and peripheral part of their operation and interest. GO's operating arrangements with the railways must reflect the specific performance required for quality passenger services. GO's plans for increased service and additional routes, delivered with quality and consistency, require ownership of the rail corridors. As these corridors become surplus to the freight operation, or where freight traffic is active but not dominant, GO Transit will continue to purchase them and develop the tracks to support passenger services.





Supportive land use — GO Transit's traditional market is the downtown Toronto core. GO's services are effective there due to the high concentration of employment within a two-kilometre walking distance of Union Station. The underground PATH system extends GO's catchment area by providing a convenient, weather-protected, and interesting walk for GO customers. The density of employment accessed by the PATH network allows GO to attract a large number of choice travellers, even though they may have a car and access to workplace parking. GO carries more than 70% of employees who commute to this area from outside Toronto.

About 65% of GO Bus customers outside downtown Toronto also walk to their trip destination, with a further 30% transferring to another GO service or to local transit. For GO Transit service to be successful in attracting riders, work and school destinations must be concentrated enough to be reached by walking from bus stops on limited-stop and express services.

There are few examples of land use outside Toronto's downtown that provide focussed travel activity within a practical walking distance of a bus stop. The success of GO Transit's Hwy. 407 bus services is largely due to the population of college and university students at post-secondary institutions anchoring the routes; however, there are no significant concentrations of employment outside the central Toronto area that provide a similar focus for bus service. The many jobs located in the vicinity of the airport, or in industrial parks, are distributed sparsely over long distances, with no convenient way for people to travel from a transit service to their workplace.

Establishing more supportive land use patterns for future urban development will be one of the most challenging aspects of enabling greater transit use beyond the traditional downtown-oriented services. If the current land use patterns and densities continue, GO will be unable to attract sufficient customers to some services to recover a high share of the operating costs, and will require additional subsidy to sustain them. Progress toward the land uses envisioned in the *Growth Plan for the Greater Golden Horseshoe* and the Metrolinx RTP will be essential to GO Transit's success.

Supportive and effective local transit — As an interregional transit service provider, GO Transit provides the high-speed, long-distance portion of a transit trip. In a few situations, GO can also provide local service directly to and from a customer's home or workplace, but unless customers live or work close to their station, they will need another form of transportation to get to GO. Downtown Toronto, where the majority of GO commuters can walk to their destination, is a rare exception. While it would be ideal for commuters to live within a convenient three-kilometre bike ride or one-kilometre walk from the GO station (about 15 minutes' travel time), only a small proportion of commuters will walk or cycle. When a car is available at home, other ways of getting to the GO station are not as attractive.

High-quality, convenient local transit service, designed to provide direct, coordinated service to GO stations or bus stops, is essential to successful GO service. Discounted local transit fares (made possible by GO's \$7-million annual contribution in fare integration subsidies) provide substantial fare benefits for customers who combine local transit with GO trips. Fare integration ridership has been stable for a number of years because local transit service to GO facilities has not increased and does not adequately meet the needs of potential customers. Unless local transit is expanded significantly, auto access to GO services will continue to be the preferred choice.

GO Transit's deliverable: the 2020 Service Plan

GO Transit's 2020 Service Plan describes GO's commitment to customers, existing and new, to provide a dramatically expanded interregional transit option that integrates fully with the RTP rapid transit network, and addresses the future travel needs in the Greater Golden Horseshoe. Further analysis during the planning and design of individual services will detail the service outline presented here, and define the appropriate technology, rail corridor improvements, bus priority measures, passenger facilities, fleet growth, operational growth, and other activities needed to build the service.

This 2020 Service Plan summarizes the frequency and extent of service to be offered on major corridors, and is consistent with the infrastructure improvements and technologies included in the Metrolinx RTP and GO Transit's vision and objectives described above. The plan reflects a significantly more proactive approach to service development than the incremental, business-case driven approach that has guided GO's growth for the past 15 years. GO Transit will provide an attractive travel option that will compete successfully with automobile use for peak and off-peak trips between Urban Growth Centres identified in the *Growth Plan for the Greater Golden Horseshoe* and other areas of activity throughout the Greater Golden Horseshoe. An intensive service will be provided within the Core Service Area, corresponding to the central Built-Up Area, where a significant portion of growth and development will be directed to achieve intensification in accordance with the *Growth Plan*. Outlying Urban Growth Centres will be linked by appropriate interregional transit services.

- **Peak-period train service** – By 2020, GO Transit's rail corridors will be serving diverse travel needs, with significant amounts of traffic against the peak direction and between outlying activity centres, in addition to the high volume of passengers to downtown Toronto. Two-way, all-day service will be provided within the Core Service Area. Services will extend beyond to serve more distant Urban Growth Centres as appropriate.
- **High-frequency, peak-direction trains in Core Service Area** – GO will expand Built-Up Area peak-period service on the existing corridors to offer a train at least every 15 to 20 minutes in the peak direction on all existing rail lines, supporting the intensified development envisioned in the *Growth Plan for the Greater Golden Horseshoe*. This level of service is designed to fully develop the 2020 work travel market in each corridor from the regions outside Toronto to the immediate Union Station area. The goal is to attract 80% to 85% of these travellers, with corresponding increases in travel to the broader area around downtown Toronto.

Success... and challenge: Union Station.

About 95% of GO Train customers travel to or from Union Station. During the peak hour, 45,000 customers use GO Transit's seven tracks and six platforms – the most intensive use of a train station in North America. GO Transit has invested in more stairways, passenger waiting areas, and communications systems to handle the growing traffic through this "mobility hub." The adjacent Union Station GO Bus Terminal provides convenient access to express "train-bus" service between Union Station and GO stations when trains are not scheduled to run. Union Station also offers excellent access to TTC services.

Union Station is the heart of GO Transit's operations. It was designed to handle intercity rail travel and not the high volume of commuter traffic that passes through it each day. Train and passenger traffic through the station will continue to grow substantially. It needs extensive work to ensure its structural integrity, to provide an appropriate environment for its important transportation function, and to accommodate the mix of transportation and commercial activity that a vibrant public facility requires. Appropriate agreements, involving the stakeholders who use Union Station, must be reached to support the refurbishing and ongoing operations of the station.

When demand justifies more than four trains in the peak hour, GO will introduce express trains and offer a peak direction train at least every 15 minutes for each station. With GO's high-speed, interregional services, departures more frequent than every 15 minutes would not attract significantly more customers. However, introducing additional fast express trains instead (with few or no local stops en route, and average operating speeds ranging from 75 to 85 km per hour) would result in a more attractive service and improved ridership.

The number of trains arriving at Union Station during the morning peak hour will more than double to meet the demand for regional rail service. Inbound ridership for the year 2020 will increase due to population growth in GO Transit's regional markets, enhanced service on all corridors, and GO's expanding market share, even if the number of jobs in downtown Toronto does not increase dramatically. Significant changes in the relative cost of driving vs. taking GO, fare integration with the TTC, or public acceptance of transit use could result in even higher numbers. To meet demand, trains will have to arrive at Union from the Lakeshore East and West lines nearly every five minutes, from the Milton line about every eight minutes, and every 12 to 15 minutes from each of the other corridors. This high concentration in the peak hour will need a substantial increase in Union Station's capacity for trains and passengers. It will drive construction of track and other infrastructure improvements, including passenger stations and terminals, rail and bus corridors, vehicles, and support facilities, which are addressed in the MoveOntario 2020 capital investment plan and the Metrolinx RTP.

- **Regular counter-peak trains in Core Service Area** – Customers travelling to workplaces and other destinations outside downtown Toronto, or between stops along the corridor, will have a regular schedule of counter-peak trains every 30 minutes or less.
- **More train service options** – To improve access to the Core Service Area, GO will introduce trains along rail lines it is not currently using. Peak-period GO Trains will operate between Bolton, Seaton, East Markham (Locust Hill) , and the Yonge/ Summerhill area. These improvements are consistent with the Metrolinx initiative to optimize use of existing rail infrastructure.



Off-peak train service – GO will continue to develop midday, evening, and weekend trains on all existing rail corridors.

- **Lakeshore off-peak service** – By 2010 off-peak service on the Lakeshore corridors will be increased from the current hourly departures to a train every 30 minutes.
- **Buses to trains** – Off-peak service on the Milton, Stouffville, Georgetown, Barrie, and Richmond Hill lines is currently being provided by express buses that GO calls “train-buses,” which have proven a very economical and flexible way of serving the modest demand during the off-peak hours. As demand increases, and track capacity and funding allow, higher-capacity trains running every 30 or 60 minutes will replace the buses.

Linking Core Service Area Growth Centres – High-speed GO Bus service will connect Urban Growth Centres in the Built-Up Area and other concentrations of activity outside downtown Toronto, including Pearson Airport, with convenient transit options. GO Bus services will increase dramatically to provide this network of routes.

- **Bus Rapid Transit (BRT)** – Frequent service on the BRT corridor (reaching from Oakville to Pickering by way of the Hwy. 403, 407, and 401 corridors) and its feeder facilities will be the spine of the high-speed bus network. Attractive passenger facilities, designed to offer convenient transfers between local and interregional services, as well as parking and customer conveniences where warranted, will anchor these services in the community.
- **New and expanded routes** – GO Transit’s bus network will expand by 2020 to provide frequent trips and more than twice the current amount of service, using bus priority lanes to minimize traffic impacts. Primary routes will be selected to operate every 15 minutes or better during peak periods, and 30 minutes or better off-peak.

Expanding to serve the Greater Golden Horseshoe – Convenient and appropriate transit services will link the Urban Growth Centres (identified in the *Growth Plan for the Greater Golden Horseshoe*) that are outside the Greater Toronto and Hamilton Area to those inside the area. Planning for these services will reflect the demand and travel patterns in each corridor.

- **New service extensions** – GO Bus or GO Train service will be provided to serve travel demand throughout the day to St. Catharines/Niagara Falls, Brantford, Kitchener/Waterloo/Cambridge, Guelph, and Peterborough.
- **Rail reaching out** – Extensions to existing GO rail lines will bring peak-period trains to Bowmanville on the Lakeshore East line, Uxbridge on the Stouffville line, Aurora Road on the Richmond Hill line, and Guelph on the Georgetown line. Existing bus services will be enhanced as required at other times of day.

Success... and challenge: BRT/express bus service. In 2000, GO Transit introduced its first bus rapid transit (BRT) service on Hwy. 407, launching a direct service that links the regions around Toronto without going to downtown Toronto (known as circumferential services). BRT service, which connects key municipal centres of activity, colleges and universities, and selected park & ride locations, now carries over 14,000 customers daily, more than the Richmond Hill train line. New park & ride lots, bus terminals, and bus priority measures have helped improve and grow the service.

Interregional bus services are entering a period of very rapid growth, including development of new routes, at a time when there are few concentrations of employment and residential density in the new service areas in outlying regions. Higher-density residential communities and employment centres, where travellers can walk to and from bus stops, will be required to generate the ridership needed for new services to be fiscally effective.



2020 Capital Program

A new program of capital investment to support GO's service development, centred on the MoveOntario 2020 program and the Metrolinx RTP, will enhance every aspect of GO Transit's facilities.

Corridor infrastructure — Track construction will be needed on all existing corridors, doubling single-track sections to provide two-way operation, and adding track and capacity to the already heavily used Lakeshore, Milton, and Georgetown corridors. Signal system improvements will also be essential to increasing capacity and operational effectiveness. GO will add segments of rail corridor to the network, extending existing routes and bringing service to Bolton, east Markham, and Seaton. Introducing electric trains on the Lakeshore corridor, and the Georgetown corridor if appropriate, will offer travel time savings and environmental benefits. And on primary bus routes, GO will add priority measures and BRT facilities.

Union Station — With increasing GO travel to downtown Toronto, more and more express trains on the Lakeshore, Georgetown, and Milton lines, and the growth of VIA services, train traffic through Union Station will more than double. Efficient use of all platforms in an integrated operation, along with expanded and improved tracks, platforms, waiting areas, and customer services, will be required. A major investment in these operational facilities will take place in conjunction with the renewal of this historic building.

Passenger facilities — GO Transit will enhance train stations to encourage local transit use and active transportation access (by walking or cycling), and will expand parking lots or build parking garages to meet demand. Facilities for bus passengers will be an integral part of BRT development, along with bus terminals and stations at active transfer points. To make these facilities attractive, GO will offer posted schedules, real-time trip information, shelter, and other amenities.

Vehicles — GO's bus and train fleets must double in size over the next 10 years. Other vehicle technologies, such as alternative power sources and self-propelled trains that run on either diesel fuel or electricity, will be assessed and introduced where appropriate.

Maintenance, storage, and support facilities — GO Transit will need new support facilities, located for efficient service delivery throughout the Greater Golden Horseshoe. A second rail maintenance facility, and a new bus maintenance facility in the east, will be required to service and maintain growing train and bus fleets. These major maintenance and storage yards will be complemented by more overnight bus and train storage areas, and midday train storage located and sized to support efficient service delivery. GO will also add facilities to house station operations and maintenance, transit security, and other functions.

Service	Peak Service	Off-Peak Service	Capital Program
Barrie line	Train service for Bradford every 15-20 minutes during peak periods, with selected trips for Barrie. Counter-peak service every 30 minutes.	All-day service twice hourly to Bradford with bus service to Barrie.	Additional track and signals.
Georgetown line	Train service for Brampton every 15 minutes during peak periods, with selected trips serving Georgetown and Guelph. Counter-peak service every 30 minutes.	All-day train service twice hourly to Mount Pleasant, with bus service to Georgetown and Guelph.	Additional track, electrification if appropriate.
Lakeshore West line	15-minute or better train service, with express service during high-demand periods. Counter-peak service every 30 minutes or better.	All-day service twice hourly between Union Station and Hamilton.	Track and signal enhancements, electrification between Union and Hamilton.
Lakeshore East line	15-minute or better train service, with express service during high-demand periods, with selected trips serving Bowmanville. Counter-peak service every 30 minutes or better.	All-day service twice hourly between Union Station and Oshawa.	Track and signal enhancements, electrification between Union and Oshawa.
Milton line	15-minute or better train service for Meadowvale, with express service during high-demand periods. Counter-peak service every 30 minutes.	All-day service twice hourly to Meadowvale with bus service to Milton.	Additional track, possible rail-to-rail underpass or overpass.
Richmond Hill line	Train service for Richmond Hill every 15-20 minutes during peak periods, with selected trips for Aurora Road. Counter-peak service every 30 minutes.	All-day service twice hourly to Richmond Hill.	Additional track, rail-to-rail grade separation.
Stouffville line	Train service for Mount Joy every 15 minutes during peak periods. Counter-peak service every 30 minutes. Selected trips serving Lincolnville and Uxbridge as demand warrants.	All-day service twice hourly to Mount Joy with bus service to Stouffville and Uxbridge.	Additional track and signals.
Bus routes	Bus service every 15 minutes or better on primary routes.	All-day bus service on primary routes twice hourly or better.	Bus priority facilities.
BRT corridor and related services	Frequent service every five minutes on the Bus Rapid Transit corridor, supplemented to serve specific markets as demand warrants.	All-day limited-stop BRT service every 10-20 minutes supplemented as demand warrants.	Bus way facilities, stations.
Bolton line	Peak-period train service every 30 minutes for Bolton.	All-day bus service as warranted.	Track improvements, stations.
East Markham line (requires Crosstown line)	Peak-period train service every 30 minutes for east Markham (Locust Hill).	All-day bus service as warranted.	Track improvements, stations, rerouting of freight trains.
Seaton Line (requires Crosstown line)	Peak-period train service every 30 minutes for Seaton in conjunction with community development.	All-day bus service as warranted.	Track improvements, stations, rerouting of freight trains.
Kitchener-Waterloo, Cambridge, Niagara-St. Catharines, Brantford and Peterborough	Possible service area extension to provide peak-period bus or train service for Kitchener/Waterloo, Cambridge, Niagara/St. Catharines, Brantford and Peterborough as demand warrants.	Possible service area extension to provide all-day bus or train service as demand warrants.	TBD

Looking ahead

The wheels are in motion. The plan is attainable.

GO Transit, with the support of the Province of Ontario, has already been working toward many of the elements in this Strategic Plan. With the Province's continuing commitment and investment, GO Transit will support implementation of the RTP and turn GO's strategic vision into concrete actions to make GO service the preferred choice for interregional travel in the Greater Golden Horseshoe.





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